



The Effect of Organizational Climate and Self-Efficacy on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable for Bappeda Employees in Payakumbuh City.

Rury Hanifeliza¹, Eka Risma Putri¹

¹ Master of Management Study Program, Haji Agus Salim Institute of Technology and Business

Abstract

This study aims to analyze and examine the effect of organizational climate, self-efficacy on Organizational Citizenship Behavior (OCB) with job satisfaction as an intervening variable in Bappeda employees in Payakumbuh City. This type of research is quantitative with a sample of 37 Bappeda employees in Payakumbuh City. The sampling method uses saturated sampling where all population members are used as samples. This study combines primary and secondary data. Primary data was collected through questionnaires distributed to all employees of Bappeda Payakumbuh City. Secondary data comes from pre-existing sources, such as government documents, archives, and the like. The data were processed using Structural Equation Modeling (SEM) analysis with the SmartPLS application. The results of this study are organizational climate and self-efficacy have a negative but insignificant effect on OCB, job satisfaction has a positive and significant effect on OCB. Other results show that organizational climate and self-efficacy have a positive and significant effect on job satisfaction. This study also proves that organizational climate has a positive and significant effect on OCB through job satisfaction, as well as self-efficacy also has a positive and significant effect with job satisfaction as an intervening variable.

Abstrak

Penelitian ini bertujuan untuk menganalisis dan menguji pengaruh iklim organisasi, efikasi diri terhadap Organizational Citizenship Behavior (OCB) dengan kepuasan kerja sebagai variabel intervening pada pegawai Bappeda Kota Payakumbuh. Jenis penelitian adalah kuantitatif dengan sampel Pegawai Bappeda Kota Payakumbuh yang berjumlah 37 orang. Metode Pengambilan sampel menggunakan sampling jenuh dimana semua anggota populasi digunakan sebagai sampel. Penelitian ini menggabungkan data primer dan sekunder. Data primer dikumpulkan melalui kuesioner yang disebarkan kepada seluruh pegawai Bappeda Kota Payakumbuh. Data sekunder berasal dari sumber yang sudah ada sebelumnya, seperti dokumen pemerintah, arsip, dan sejenisnya. Data diolah menggunakan analisis Structural Equation Modeling (SEM) dengan aplikasi SmartPLS. Hasil dari penelitian ini adalah iklim organisasi dan efikasi diri berpengaruh negatif tapi tidak signifikan terhadap OCB, kepuasan kerja berpengaruh positif dan signifikan terhadap OCB. Hasil lain menunjukkan bahwa iklim organisasi dan efikasi diri berpengaruh positif dan signifikan terhadap kepuasan kerja. Penelitian ini juga membuktikan bahwa iklim organisasi berpengaruh positif dan signifikan terhadap OCB melalui kepuasan kerja, demikian juga efikasi diri juga berpengaruh secara positif dan signifikan dengan kepuasan kerja sebagai variabel intervening.

Kata kunci : OCB, Iklim organisasi, Efikasi diri, kepuasan kerja, SEM PLS

Keywords: OCB, Organizational climate, Self-efficacy, Job satisfaction, SEM PLS

Corresponding author: Rury Hanifeliza¹ (ruryhanifeliza15@gmail.com)

Introduction

The Regional Development Planning Agency (Bappeda) of Payakumbuh City plays an important role in formulating regional development planning in accordance with Law No. 25 of 2004 concerning the

National Development Planning System. The regional development planning process is a crucial aspect in formulating future steps taken in the implementation of development in Payakumbuh City. Improving the quality of planning documents, including Renstra, Renja, RKPD, RPJMD and RPJPD causes the workload of Bappeda employees in Payakumbuh City to be very high.

The number of employees of Bappeda Payakumbuh City is 37 civil servants and 5 casual daily workers (THL), while based on job analysis and workload analysis, the needs of Bappeda employees are 123 people, resulting in a shortage of 86 employees or around 69.9%. This also causes employee workload to increase, which affects employee performance. The last five years the realization of the Bappeda Kota Payakumbuh target performance indicators has been inconsistent where some have been achieved and some have not so that positive work behavior is needed, namely extra work behavior, outside the job desk which is carried out voluntarily.

In addition, the target performance indicators of Bappeda's medium-term goals (2023-2026) always increase so that demands on employee performance also increase with higher workloads in order to achieve organizational goals. With the above background, positive work behavior, one of which is Organizational Citizenship Behavior (OCB), is needed at Bappeda Payakumbuh City so that employee performance increases which in turn can achieve organizational goals.

According to Organ cited in Susilo et al. OCB is voluntary individual behavior that is not directly related to the incentive system, but contributes to effective organizational performance. On the other hand, many employees still violate the rules set by the organization, where there are still many employees who come late to the office. Almost 50% of employees who come late every month, with so many employees coming late to the office, will affect employee performance, this shows that the OCB behavior of Bappeda employees in Payakumbuh City is still low.

Given the importance of OCB in Bappeda Payakumbuh City, researchers found a phenomenon based on initial interviews conducted with Bappeda employees where the results of the interview were that there were still many employees who were ignorant and did not care about other employees, there were still many employees who felt unappreciated, there were still conflicts between employees, there were still employees who did not dare to make their own decisions for their work, employees were not satisfied with the incentives and allowances they received because they did not match the workload and there were still many employees who did not attend other field meetings even though all employees were invited to the meeting.

Based on the interview above, it can be seen that the phenomenon in Bappeda Payakumbuh City is where the level of OCB is still low, the organizational climate is not good and there is still low self-efficacy and job satisfaction of Bappeda Payakumbuh City employees.

Research Sarianti & Ramadhi (2023) shows that organizational climate affects OCB indirectly through job satisfaction as a mediating variable. In contrast to the results of research conducted by Putri et al.

(2023) shows that the indirect effect of organizational climate on OCB through job satisfaction is not significant, so it can be concluded that mediation does not occur.

Research conducted by Pratiwi (2021) concluded that competence and self-efficacy have an effect on OCB through job satisfaction, while research by Oktri & Zulfadil (2019) concluded that the effect of empowerment, self-efficacy and commitment on OCB through job satisfaction was not significant in employees so that mediation did not occur.

Based on the description above, the purpose of this study is to test and analyze the effect of organizational climate and self-efficacy on Organizational Citizenship Behavior (OCB) with job satisfaction as an intervening variable in Bappeda employees of Payakumbuh City, with the hope of improving employee performance and achieving organizational goals.

Literature Review and Hypothesis Development

Social Cognitive Theory

The theory used in this research is Social Cognitive Theory. Social Cognitive Theory was first discovered by a figure named Albert Bandura. Bandura (1977) explains that social cognitive theory is a theory that emphasizes the role of cognitive factors, such as self-efficacy, in determining behavior. Social cognitive theory emphasizes that most of the human learning process occurs through interactions in social relationships.

Self-efficacy and organizational climate can be formed from learning through social interaction with the environment. This means that a person's self-confidence increases or is formed from the environment around us, by seeing or imitating colleagues who can complete their work, can increase one's enthusiasm and motivation to convince oneself to be able to also complete the work we are doing.

Organizational Citizenship Behavior (OCB)

According to Organ et al. (2006) OCB is a voluntary individual action, not given direct or overt recognition through a formal reward system, but greatly contributes to increasing the efficiency and effectiveness of organizational functions in achieving organizational goals. According to Robbins & Judge (2015) in Sari et al. (2022) OCB is voluntary behavior that exceeds formal work obligations that support organizational effectiveness.

According to Cipta (2017) in his research, OCB refers to the positive actions of individuals in an organization, which are manifested in the form of a conscious and voluntary willingness to participate in work and contribute more than the work demands that have been given by the organization. OCB can be identified through the characteristics of behavior that is carried out voluntarily outside the main

job role (extra-role behavior), which is spontaneous and not bound to someone's direction or instructions (Budihardjo 2015).

Organizational Climate

Simamora (2019) explains that organizational climate refers to the internal environment that exists in an organization, which is influenced by factors such as corporate culture, inter-personnel dynamics, and policies implemented. Widiarti & Dewi (2016) defines organizational climate as a human environment formed by interactions and dynamics between individuals in the organization.

From several definitions of organizational climate above, it can be concluded that in organizations, environmental conditions have a very important impact on human resource management practices and policies. Each organization has its own climate that is formed from the various types of work that exist and the unique characteristics of each individual in it.

Self-efficacy

The concept of self-efficacy was introduced by Albert Bandura (1977). According to Bandura (1994) in Rahman (2013) According to Bandura (1994) in Rahman (2013), self-efficacy refers to the extent to which a person believes in his ability to carry out specific tasks, it is related to the situations faced by individuals, and acts as an element in the cognitive learning process.

According to S. P. Robbins (2009) in Naziroh et al., (2021) explains that self-efficacy describes an individual's belief in his ability to carry out certain tasks. The stronger the self-efficacy, the greater the belief that he has the ability to achieve success.

Job Satisfaction

Robbins & Judge (2013) According to Robbins & Judge (2013), job satisfaction is defined as a person's overall view of their job. In the context of work, individuals are expected to establish relationships with colleagues and leaders, comply with regulations and policies that apply in the organization, and achieve set performance standards. According to Hasibuan (2012) According to Hasibuan (2012), job satisfaction is a person's pleasant emotional attitude towards his job. Satisfied employees usually show high enthusiasm for work, strong loyalty, and active participation in carrying out their responsibilities.

According to Handoko in D. S. Handoko & Rambe (2018) explains that job satisfaction refers to an employee's emotions in seeing his job, whether it is considered pleasant or not. A person's attitude towards his job is reflected in job satisfaction. This is seen through a good perception of the work atmosphere and the various elements that accompany it.

Conceptual Framework

Referring to the problems that have been identified and the theoretical basis described in the previous section, the following conceptual model is presented as the basis for this research:

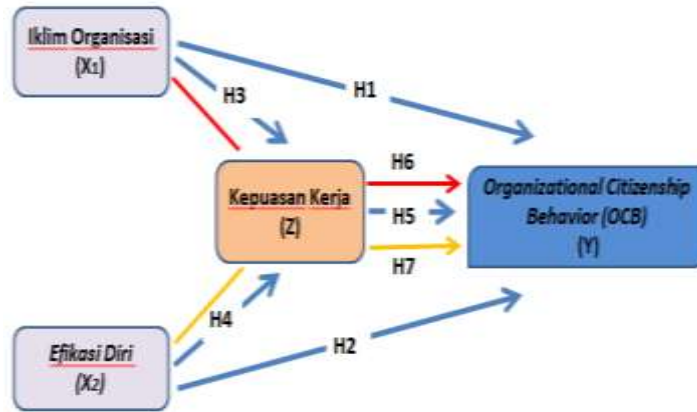


Figure 1.
Conceptual Framework

Interrelationships between variables and Hypotheses

1. Effect of Organizational Climate on Organizational Citizenship Behaviour (OCB)

Organizational climate conditions are supportive and optimal, so the performance of each individual in the organization will increase. Research results Nirmala & Azzuhri (2017) The results show a significant impact of organizational climate conditions on organizational citizenship behavior (OCB).

Hypothesis 1: Organizational Climate has a positive and significant effect on Organizational Citizenship Behavior (OCB) of Bappeda Employees in Payakumbuh City.

2. The influence of self-efficacy on Organizational Citizenship Behaviour (OCB)

Self-efficacy is a person's personal belief about their ability to complete certain tasks. Research conducted by Sari et al. (2022) revealed a strong positive correlation between self-efficacy and OCB.

Hypothesis 2: Self-efficacy has a positive and significant effect on Organizational Citizenship Behavior (OCB) of Bappeda employees in Payakumbuh City.

3. Effect of Organizational Climate on Job Satisfaction

Dharma (2019) The conclusion shows that the atmosphere in the organization affects the level of job satisfaction of employees. Furthermore, it is proven that the condition of the organizational environment has a significant positive impact on employee satisfaction at work (Rahadian & Made 2017).

Hypothesis 3: Organizational Climate has a positive and significant effect on Job Satisfaction of Payakumbuh City Bappeda Employees.

4. Effect of Self-efficacy on Job Satisfaction

Masruroh & Prakyeti (2021) said that self-efficacy significantly affects company job satisfaction. This statement is reinforced by Kartika et al., (2018) where data analysis shows a positive and significant impact of self-efficacy on the level of job satisfaction.

Hypothesis 4: Self-efficacy has a positive and significant effect on Job Satisfaction of Payakumbuh City Bappeda Employees.

5. The Effect of Job Satisfaction on Organizational Citizenship Behaviour (OCB)

Employees who are satisfied at work tend to be happier and more energized, so they can complete their tasks more efficiently. Research shows a positive relationship between job satisfaction and organizational citizenship behavior (OCB) among employees of PT BPR Bali Dananiaga. This indicates that the higher the level of job satisfaction of an employee, the greater their tendency to demonstrate OCB. Charmiati & Surya, (2019).

Hypothesis 5: Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) of Bappeda Employees in Payakumbuh City.

6. Effect of Organizational Climate on Organizational Citizenship Behaviour (OCB) through Job Satisfaction

In research SaSarianti & Ramadhi (2023) found that organizational climate has an indirect impact on OCB with job satisfaction acting as an intermediary variable. This shows that job satisfaction is effective in mediating the effect of organizational climate on increasing OCB. When the atmosphere in the organization becomes more conducive, this tends to increase employee job satisfaction, which in turn has a positive impact on their behavior in the organization.

Hypothesis 6: Job satisfaction has a positive and significant effect in mediating the relationship between Organizational Climate and Organizational Citizenship Behavior (OCB) of Payakumbuh City Bappeda Employees.

7. The Effect of Self-Efficacy on Organizational Citizenship Behaviour (OCB) through Job Satisfaction

Study conducted by Pratiwi (2021) revealed that satisfaction at work can act as a link between self-belief (self-efficacy) and organizational citizenship behavior (OCB).

Hypothesis 7: Job satisfaction has a positive and significant effect in mediating the relationship between Self-Efficacy and Organizational Citizenship Behavior (OCB) of Payakumbuh City Bappeda Employees.

Research Methods

This study applies quantitative methods to evaluate hypotheses and draw general conclusions about the phenomenon under study. The aim is to examine how organizational climate and self-belief affect OCB, considering job satisfaction as an intermediary factor. This study focuses on employees of Bappeda Payakumbuh City.

The subjects of this study included all employees of Bappeda Payakumbuh City, totaling 37 people. The sampling method used was a census, in which all members of the population, namely all Civil Servants (PNS) within the Bappeda of Payakumbuh City, were involved as respondents. Thus, the total sample in this study was 37 respondents.

This study involves three categories viz: dependent variables, independent variables, and intermediate variables. OCB served as the dependent variable. Meanwhile, organizational climate and efficacy serve as independent variables. Job satisfaction acts as an intermediate variable in this study. The following table of operational definitions and indicators of research variables can be seen in table 1 below:

Table 1
Operational Definition of Variables and Variable Measurement

Research Variables	Operational Definition	Indicator
Dependent variable Organizational Citizenship Behavior (Y)	Voluntary behavior that exceeds formal work obligations that support organizational effectiveness. According to Robbins & Judge (2015) in Sari et al. (2022)	1. Altruism 2. Civic Virtue 3. Conscientiousness 4. Courtesy 5. Sportsmanship According to Organ (2006) in Susilo et al. (2023)
Independent Variable Organizational Climate (X) ₁	The work environment is formed by the interaction and dynamics between individuals in the organization. According to Widiarti & Dewi (2016)	1. Structure; 2. Reward; 3. Warmth; 4. Support; 5. Identity. According to Stringer in Setiawan, Cahaya (2015)
Independent Variable Self-efficacy (X) ₂	Describes an individual's confidence in their ability to carry out the tasks they are responsible for. According to Robbins and Judge in Naziroh et al. (2021)	1. Confident of being able to complete a specific task; 2. Confident that you can motivate yourself to take the necessary actions to complete the task; 3. Believe that you are capable of persevering in the face of obstacles and difficulties; 4. Confident that they can complete tasks that have a wide or narrow range. According to Brown et al in (Narendra, 2017)
Intervening Variable Job Satisfaction (Z)	A person's favorable attitude and emotional feelings toward his or her work. According to Handoko in D. S. Handoko & Rambe (2018)	1. Satisfaction with the suitability of the job with the abilities possessed; 2. Satisfaction with the suitability of salary, benefits and incentives for the job ; 3. Satisfaction with an employee's opportunity for advancement within the organization; 4. Satisfaction with supervision carried out by superiors;

Research Variables	Operational Definition	Indicator
		5. Satisfaction with the social environment at work According to Robbins and Judge in (Juniarti & Putri, 2021)

Source: processed from various sources

This study uses the Structural Equation Modeling (SEM) data analysis method with a variance-based approach Partial Least Squares (PLS). According to Hair et al. (2016) Structural Equation Modeling (SEM) is a statistical method used to test the relationship between latent variables and their indicator variables. This SEM test uses the SmartPLS application. PLS analysis has two (2) testing components, namely:

1. Evaluation of the outer model (measurement model).

This evaluation aims to measure the validity and consistency of the measurement model in Partial Least Square (PLS) analysis. According to Ghozali & Hermawan (2015), states that the outer model assessment includes three aspects, namely convergent validity, discriminant validity and composite reliability.

2. Evaluate the inner model (structural model).

The main focus is on the structure of the latent variable model, where the relationship between latent variables is considered linear and causal. (B.C. Devi et al., 2015).. The inner model is measured using R-square, Q-square and hypothesis testing. The path diagram for the initial PLS path model in this study is described as follows:

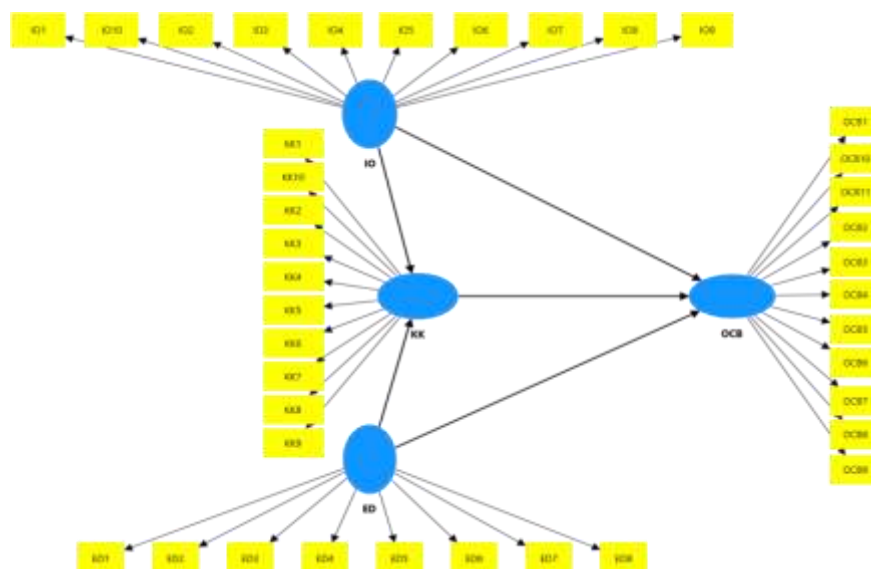


Figure 2.
Initial PLS Path Model

Results and Analysis

Analysis of the Description of Research Variables

Respondent characteristics include gender, age, latest education, educational background, length of service and position. The data shows the dominance of female respondents, totaling 23 people or 62% of the total, while male respondents amounted to 14 people or 38%. In terms of age, the majority of respondents are in the 35-45 year range, totaling 23 people or 62.16%. This group is larger than respondents aged under 35 years or over 45 years. Meanwhile, in terms of education level, S1 graduates dominate with 18 people out of a total of 37 respondents, or equivalent to 48.65%.

In terms of educational background, most respondents come from economics majors, namely 17 people or around 45.95%, while the rest have backgrounds in engineering, law, and other fields. Based on tenure, the majority of respondents have served for 1-5 years, as many as 25 people or 67.57% of the total 37 respondents. Meanwhile, in terms of position, Certain Functional Position (JFT) is the largest group with 24 people or 64.86%. Based on the results of data processing that has been carried out, the results are shown in table 2 below:

Table 2
Distribution Statistics of Research Variables

No.	Variables	MEAN	TCR	Criteria
1	Organizational Climate	4,04	80,70	Good
2	Self-efficacy	4,30	86,01	Good
3	Job Satisfaction	3,97	79,41	Good enough
4	Organizational Citizenship Behavior (OCB)	4,12	82,41	Very good

Source: Processed data results (2024)

Outer Model Test (measurement model)

The results of the validity and reliability tests are explained as follows:

Convergent validity

Convergent validity describes the relationship between indicators and latent variables. A measurement is considered to meet the convergent validity criteria if the loading factor value is at least 0.5. In addition, the average variance extracted (AVE) value must also exceed 0.5 to qualify for convergent validity. The variable indicator that has a loading factor value below 0.5, namely IO2 (Organizational climate 2), indicates that the indicator does not have good convergent validity. So that the factor confirmation process is carried out by discarding items that have a loading factor below 0.5. In addition, there is still an AVE value of the organizational climate variable below 0.5. The results of factor loading after the IO2 item is removed can be seen in table 3 as follows:

Table 3
Convergent Validity

Variables	Item	Loading Factor
Self-efficacy	ED1	0.666
	ED2	0.901
	ED3	0.741
	ED4	0.904
	ED5	0.937
	ED6	0.818
	ED7	0.893
	ED8	0.820
Organizational Climate	IO1	0.619
	IO10	0.776
	IO3	0.710
	IO4	0.638
	IO5	0.594
	IO6	0.789
	IO7	0.850
	IO8	0.615
	IO9	0.786
Family Satisfaction	KK1	0.834
	KK10	0.625
	KK2	0.845
	KK3	0.640
	KK4	0.707
	KK5	0.785
	KK6	0.650
	KK7	0.869
	KK8	0.740
Organizational Citizenship Behavior	OCB1	0.743
	OCB10	0.850
	OCB11	0.750
	OCB2	0.811
	OCB3	0.656
	OCB4	0.752
	OCB5	0.872
	OCB6	0.692
	OCB7	0.805
	OCB8	0.814
OCB9	0.789	

Source: Processed Data 2024

Based on Table. 3 above, it can be seen that the loading factor value at the final stage, all indicators have a loading factor above 0.5. In addition, the average variance extracted (AVE) value for all variables is above 0.5. This finding indicates that all indicators have met the criteria for good convergent validity. Thus, it can be concluded that these indicators are valid measuring instruments for each latent variable studied.

Discriminant validity

The discriminant validity test is carried out to determine how far the difference in the validity value of a variable is when compared to other variables. In discriminant validity testing, it can be seen using the

Discriminant validity- Heterotrait- Monotrait ratio (HTMT) and Fornell Larckel criterion test outputs. The following are the results of the discriminant validity test output:

a. Discriminant validity- Heterotrait- Monotrait ratio (HTMT)

HTMT is a method used to test discriminant validity in the context of confirmatory factor analysis (CFA) or structural models in path analysis (SEM). An HTMT value smaller than 0.9 means that the latent variable has good discriminant validity or a valid variable. To see the results of HTMT can be seen in table 4 below:

Table 4
Discriminant Test: Heterotrait- Monotrait Ratio (HTMT)

Variables	ED	IO	KK	OCB
Self-efficacy				
Organizational Climate	0.503			
Job Satisfaction	0.746	0.767		
OCB	0.517	0.545	0.788	

Source: Processed Data (2024)

Based on table 4 above, all variables are below 0.9 so that all latent variables in this study have good discriminant validity.

b. Fornell Larckel criterion.

Discriminant validity is assessed by comparing the square root of the Average Variance Extracted (AVE) with the correlation between other latent variables. According to Hair et al (2016) According to Hair et al (2016), if the AVE square root value of a latent variable exceeds 0.7 and is greater than the correlation between the latent variable and other latent variables, then the latent variable is considered to have good discriminant validity.

The initial Fornell larcker Criterion discriminant test did not meet the discriminant validity test where the AVE square root value of the organizational climate and job satisfaction variables was still low compared to the square root value with other variables. So that the indicators of the organizational climate variable and job satisfaction with the smallest cross loading are removed, namely IO5 and KK10 and then retested. To see the Fornell Larcker Criterion in table 5 below:

Table 5
Discriminant Test: Fornell Larcker Criterion

Variables	ED	IO	KK	OCB
Self-efficacy	0.840			
Organizational Climate	0.468	0.738		
Job Satisfaction	0.716	0.717	0.762	
OCB	0.506	0.529	0.741	0.778

Source: Processed Data (2024)

Based on the data presented in table 5, it can be seen that the AVE square root value for each variable exceeds its correlation value with other variables. Specifically, the AVE square root of the

self-efficacy variable is 0.840, organizational climate is 0.738, job satisfaction is 0.762, and OCB is 0.778. Each of these values is higher than the correlation of these variables with other variables. These results indicate that all latent variables in this study have good discriminant validity.

Composite reliability

Composite reliability is a measure that assesses the level of correlation between indicators in a construct. Constructs are considered to have good reliability if the composite reliability value exceeds 0.7. The results of the composite reliability can be seen in table 6 below:

Table 6
Construct Reliability and Validity

Variables	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
Self-efficacy	0.938	0.948	0.950	0.705
Organizational Climate	0.878	0.892	0.902	0.510
Job Satisfaction	0.909	0.919	0.925	0.554
OCB	0.934	0.940	0.944	0.606

Source: Processed Data (2024)

Based on the data displayed in table 6, the composite reliability value is in the range of 0.892 to 0.950. All of these values exceed the recommended 0.7 threshold. These results indicate a strong correlation between indicators in each construct measured.

Test inner model (Structural Model)

The inner model aims to see the relationship between latent constructs. The inner model is measured using R-square, Q-square and hypothesis testing.

R-square Testing

R-square shows the proportion of variance of one variable explained by another variable. The R-square results in this study can be seen from table 7 below:

Table 7
R-Square Value

Variables	R-square	Adjusted R-square
Job Satisfaction	0.699	0.690
OCB	0.551	0.530

Source: Processed data (2024)

Analysis of table 7 shows the R-square value for job satisfaction is 0.699. This means that 69.9% of the variation in job satisfaction can be explained by organizational climate and self-efficacy, while the remaining 30.1% is influenced by factors outside the model. For the OCB variable, the R-square value of 0.551 indicates that 55.1% of its variation can be explained by the combination of organizational climate, self-efficacy, and job satisfaction. The remaining 44.9% is influenced by variables not included in this research model.

Q-square Testing

Q-Square is an indicator that evaluates the ability of the model to produce accurate observation values, and assesses the accuracy of the model parameter estimates. Ghazali (2016). The predictive - relevance value is obtained by the formula Hair, Jr. & Joseph F (2011) :

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rn^2) \quad (1)$$

Where the value of $R1^2$, $R2^2$... Rn^2 is the R-Square value of the endogenous variables in the model.

Based on the R^2 value in table 7 above, the Q-Square value using the Stone-Geisser Q-Square Test formula is as follows Ghazali, (2016) :

$$\begin{aligned} Q^2 &= 1 - 0 ((1-,699^2)(1-0,551^2) \quad (2) \\ &= 1 - ((0,51)(0,70) \\ &= 1 - 0,357 = 0,643 \end{aligned}$$

The Q-Square calculation in this study yielded a value of 0.643, equivalent to 64.30%. This figure indicates that the research model has good predictive relevance. In other words, the model used is able to explain 64.30% of the information contained in the research data.

Hypothesis Test

Hypothesis testing can be seen from the t-statistic value to show the level of significance. The results of the direct and indirect effect hypothesis test can be seen in Figure 4 below:

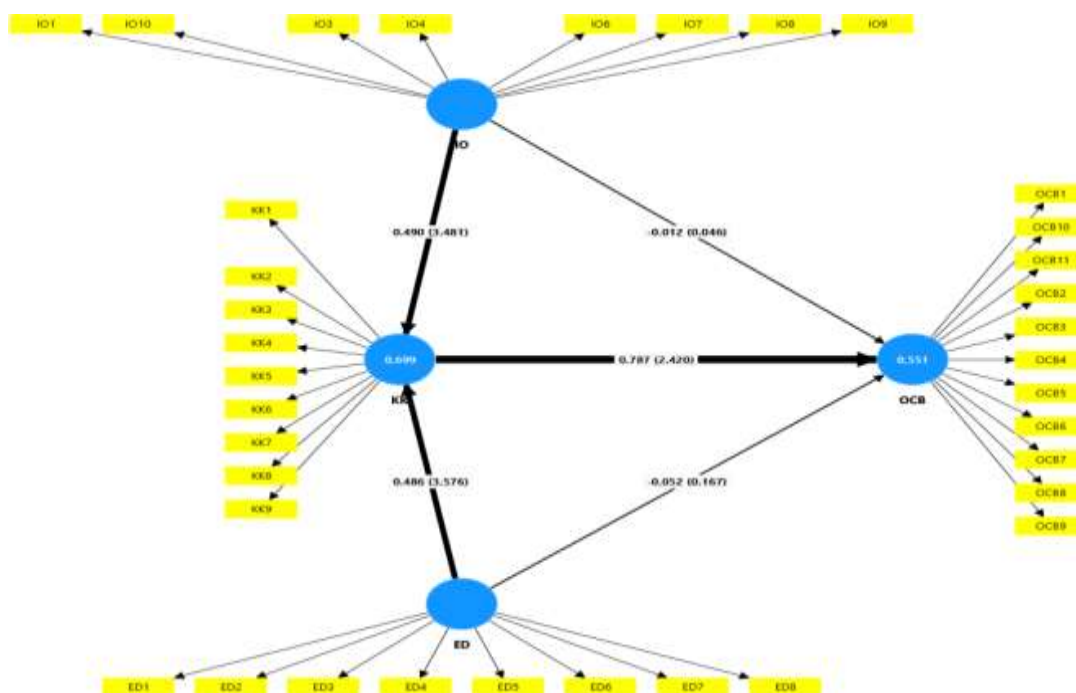


Figure 3.
Hypothesis Result

Direct Effect Analysis

The results of the analysis of direct effects and hypotheses from research can be seen in the table below:

Table 8
Direct Hypothesis Testing Results

Hypothesis	Path	Std. Beta	t-value	p-value	Decision
H1	Organizational Climate → OCB	-0.012	0.046	0.481	Not supported
H2	Self-efficacy → OCB	-0.052	0.167	0.434	Not supported
H3	Organizational Climate → Job Satisfaction	0.490	3.481	0.000	Supported
H4	Self-efficacy → Job Satisfaction	0.486	3.576	0.000	Supported
H5	Job Satisfaction → OCB	0.787	2.420	0.008	Supported

Source: Processed Data (2024)

Analysis of Indirect Influence (Intervening / mediation)

Intervening variables, are factors that are in the middle of the relationship between the independent and dependent variables. The main function of the intervening variable is to bridge or explain the relationship mechanism between the independent variable (independent) and the dependent variable (dependent). Intervening (mediation) results can be seen in table 9 below:

Table 9
Indirect Hypothesis Testing Results

Hypothesis	Path	Std Beta	t-value	P values	Decision
H6	Organizational Climate → Job Satisfaction → OCB	0.386	2.094	0.018	Supported
H7	Self-Efficacy → Job Satisfaction → OCB	0.383	2.018	0.022	Supported

Source: Processed data results (2024)

Effect of Organizational Climate on Organizational Citizenship Behavior (OCB)

Data analysis shows that organizational climate has a negative and insignificant influence on OCB of Bappeda employees in Payakumbuh City. This finding is different from the results of research by Lubis (2015) who found a positive and significant effect of organizational climate on OCB of STIE Pasaman Simpang Empat employees. However, this result is consistent with the study of Asrunputri et al. (2020), which also found that organizational climate does not affect OCB. which also found that organizational climate has no significant effect on OCB.

The fact in Bappeda Payakumbuh City, although organizational climate is considered important, does not directly have a significant impact on the level of employee OCB. Because there are other factors that are more important in influencing the level of employee OCB. Even though the organizational climate is not conducive, Bappeda employees are still enthusiastic about working, this can be seen where, every job of employees can be done according to the time given and are also still willing to help other colleagues either working alone or in teams.

Effect of Self-efficacy on Organizational Citizenship Behavior (OCB)

The results of the analysis show that self-efficacy has a negative and insignificant relationship with the level of OCB of Bappeda employees in Payakumbuh City. This finding is in line with the research of Lisette et al. (2023), which found that self-efficacy does not have a significant influence on OCB of BPSDMD employees of Payakumbuh City, which found that self-efficacy does not have a significant influence on OCB of BPSDMD employees in Central Java Province. However, this result contradicts the study of Sari et al., (2022) who found a highly significant positive relationship between self-efficacy and OCB.

Facts at Bappeda Payakumbuh City where, although self-efficacy is low, employees' desire to work more voluntarily is still being done. Because employees have a high sense of responsibility to complete the work that has been given, especially the workload at Bappeda is very high so it is very necessary to want to work positively and be able to finish on time so as to improve employee performance and ultimately will also increase employee OCB.

Effect of Organizational Climate on Job Satisfaction

Data analysis shows a positive and significant effect of organizational climate on job satisfaction of Bappeda employees in Payakumbuh City. This result is consistent with the findings of Rahadian & Made (2017) who identified a positive and significant effect of organizational climate on job satisfaction of PDAM Tirta Mangutama Badung employees. In addition, this research also supports the study of Tadampali et al. (2016), which found a significant positive effect of organizational climate on job satisfaction, which found a significant positive effect of organizational climate on job satisfaction of employees of PT Bank Sulselbar Makassar.

Observations in the field show that organizational climate has an impact on job satisfaction of Bappeda employees in Payakumbuh City. In particular, the level of employee satisfaction with their work environment is influenced by the existing organizational climate conditions, there are various awards, the inclusion of training and self-development and the promotion of employees also increases the job satisfaction of Bappeda Kota Payakumbuh employees. With a positive organizational climate, it will create a work environment that supports, motivates, and employees feel valued, developed, and successful in their work. This will have a direct effect on increasing employee job satisfaction.

This finding is in line with basic concepts in social cognitive theory. This theory emphasizes that the way a person perceives and interprets their work environment, including interactions with superiors and co-workers, plays an important role in shaping attitudes and job satisfaction. Where the interaction between individuals and their work environment plays a key role in shaping work attitudes and behavior, including the level of job satisfaction. For this reason, it is important to pay attention to and improve the organizational climate as a factor that can affect employee welfare and productivity and will ultimately increase employee job satisfaction.

The Effect of Self-Efficacy on Job Satisfaction

Data analysis shows a positive and significant effect of self-efficacy on job satisfaction of Bappeda employees in Payakumbuh City. This finding is in line with research Santoso & Dewi (2019) who found a similar effect on employees of PT Sukanda Djaya Denpasar Branch. Where the increase in self-efficacy of Payakumbuh City Bappeda employees correlates with an increase in their job satisfaction. This result also supports the study of Kartika et al (2018) at Hotel Maxone Dharmahusada, Surabaya, which shows a positive and significant effect of self-efficacy on employee performance. The study indicates that employees with high self-efficacy tend to have superior work abilities, which in turn increases the job satisfaction gained from their work.

Facts in the field, Bappeda employees have a high workload and the work done is not only for agency or agency planning documents but also city planning documents such as RKPD, RPJMD and RPJPD. However, Bappeda employees of Payakumbuh City were able to complete the work on time. So it can be concluded that employee self-efficacy is high, thus all work can be completed properly so that employee satisfaction with their work will also increase.

The findings of this study are consistent with social cognitive theory where an individual's belief in his or her ability to increase motivation, optimize cognitive resources, and take the necessary actions to achieve success in his or her work. In the context of work, self-efficacy can have an impact on job satisfaction because employees with high self-efficacy tend to be more able to face challenges and have higher levels of job satisfaction than those with low self-efficacy.

Social cognitive theory also emphasizes the important role of self-efficacy in shaping mindsets, motivating oneself, and determining one's actions. Thus, high self-efficacy can increase job satisfaction through improved work performance and better self-control.

Effect of Job Satisfaction on OCB

The results of the analysis show a positive and significant influence of job satisfaction on the level of OCB of Bappeda employees of Payakumbuh City. This indicates that an increase in employee job satisfaction correlates with an increase in their OCB behavior. This finding is in line with research by Devi & Adnyani (2015) who found a positive and significant effect of job satisfaction on OCB of employees of PT Maharani Prema Sakti Denpasar. In addition, the study of Charmiati & Surya (2019) on PT BPR Bali Dananiaga also supports this result, showing that the higher the job satisfaction of employees, the higher their OCB level.

Employee job satisfaction can motivate and encourage employees to behave voluntarily and positively through OCB. When people feel happy with their work, get rewards, appropriate compensation, promotion opportunities, and opportunities to develop, this can encourage them to work better. The more they feel satisfied with their working conditions, the greater the contribution they can make to the

organization or the better the work performance they produce. This is also reinforced by the fact that most people agree with the things that make them feel satisfied at work. Thus, positive voluntary work behavior (OCB) will be created.

This is in accordance with social cognitive theory where this theory explains how individual behavior is influenced by the interaction between cognitive, behavioral, and environmental factors. For job satisfaction, social cognitive theory suggests that job satisfaction can influence organizational behaviors such as OCB through motivation, confidence, and social interaction. And also job satisfaction can increase individuals' awareness of their role in the organization and increase their concern for organizational goals, so they are more likely to participate in positive organizational behaviors such as OCB.

The effect of Organizational Climate on OCB through the variable Job Satisfaction

Data analysis revealed that job satisfaction has a positive and significant mediating role in the relationship between organizational climate and OCB of Payakumbuh City Bappeda employees. This finding is consistent with the research of Darmawan et al (2023) who also found a significant effect of organizational climate on organizational citizenship behavior through job satisfaction as a mediator. These results indicate that job satisfaction is effective in bridging the relationship between organizational climate and OCB.

This result is in line with the study of Sarianti & Ramadhi (2023) which concluded that there is an indirect effect of organizational climate on OCB with job satisfaction acting as an intervening variable. In other words, job satisfaction proved effective in mediating the effect of organizational climate on increasing OCB.

When the organizational climate improves, it increases job satisfaction which in turn affects employee behavior in the organization. With a conducive work atmosphere, employees tend to work with full dedication without being distracted by external factors. Thus, a positive organizational climate will increase employee job satisfaction and directly impact the improvement of organizational citizenship behavior.

This is in accordance with the facts in Bappeda Kota Payakumbuh where a friendly, conducive organizational climate, appreciation from superiors, being given promotions and included in training and guidance greatly affects the job satisfaction of Bappeda Kota Payakumbuh employees, where their satisfaction with their work causes them to do all the work to feel light and enjoyable so as to create positive work, namely focusing on work, being willing to help colleagues in need, doing something more important and complying with the rules issued by the organization. This affects the increase in organizational citizenship behavior (OCB) of Bappeda employees in Payakumbuh City.

The results of the above study are in accordance with social cognitive theory where the work environment and social interactions can affect individual attitudes and behavior. Individuals who work in a conducive organizational climate tend to feel more satisfied with their jobs because they feel support, justice, and involvement in organizational decisions. Thus, it will increase motivation, self-confidence and social interaction so as to accelerate the formation of positive work behavior organizational citizenship behavior (OCB). By creating a conducive organizational climate that supports employee job satisfaction, organizations can encourage employees to engage in OCBs such as helping colleagues, working beyond performance expectations, and attending training, which can ultimately improve organizational performance and success.

The effect of self-efficacy on OCB through job satisfaction variables

The test results show that job satisfaction has a positive and significant effect in mediating the relationship between self-efficacy and the level of OCB of Bappeda employees in Payakumbuh City. This shows that the self-efficacy felt by Payakumbuh City Bappeda employees can affect employee OCB such as volunteering to do work without being asked or caring about organizational development through job satisfaction felt by Payakumbuh City Bappeda employees. This means that self-efficacy affects OCB not directly but through job satisfaction that has been felt by Payakumbuh City Bappeda employees.

This supports research conducted by Pratiwi (2021) which shows that job satisfaction acts as a mediator in the relationship between self-efficacy and organizational citizenship behavior (OCB) in teachers of SMP Negeri 1 Kuwarasan. Furthermore, this result is also in line with the study of N.M.S. Dewi & Sudibya (2016) who found that job satisfaction significantly mediates the effect of self-efficacy on OCB among employees of PT PLN (Persero) Rayon Denpasar.

The results of this study are in accordance with social cognitive theory where organizational behavior, including OCB, is influenced by interactions between individuals, environmental interactions, and the behavior itself. In the context of self-efficacy, social cognitive theory emphasizes that employees who have high self-efficacy tend to have trust and confidence in their ability to complete work in achieving organizational goals so that they have high motivation to contribute to the organization. So that it will also increase the job satisfaction of the employees themselves. High self-efficacy increases job satisfaction by increasing employee motivation and confidence, which in turn affects employee OCB.

The fact in the field, with high job satisfaction of Bappeda Kota Payakumbuh employees also increases motivation and higher involvement with the organization. Satisfied employees tend to be more motivated to participate in voluntary activities that support the organization, such as helping colleagues or taking additional initiatives. In addition, satisfied employees tend to be more focused and consistent in their behaviors that support the organization. With the support of the organization in increasing employee job satisfaction and can provide an environment that facilitates the positive effects of self-

efficacy on OCB. For this reason, it is necessary to have confidence from employees to complete work even though there are many obstacles and obstacles in order to create employee job satisfaction and ultimately increase the OCB of Payakumbuh City Bappeda employees.

Conclusion

Based on the analysis of research data, it can be concluded that organizational climate and self-efficacy have a negative but insignificant influence on OCB employees of Bappeda Payakumbuh City, there is a positive and significant influence of organizational climate and self-efficacy on job satisfaction of Bappeda Payakumbuh City employees. Job satisfaction has a positive and significant effect on the level of OCB of Bappeda employees in Payakumbuh City. And job satisfaction is proven to be effective in mediating the influence of organizational climate and self-efficacy on the level of OCB of Bappeda employees in Payakumbuh City.

Bibliography

- Asrunputri, A. P., Supriyadi, E., & Putriana, L. (2020). Pengaruh Gaya Kepemimpinan, Budaya Organisasi Dan Iklim Organisasi Terhadap Organizational Citizenship Behaviour Di Perusahaan Dengan Kepuasan Kerja Sebagai Mediating Variable. *Jurnal Ekobisman*, 4(3), 183–193.
- Bandura, A. (1977). *Self-efficacy: The exercise of control*. Freeman.
- Bandura, A. (1994). *Self efikasi*. In, V.S. Ramachaudran (Ed), *Encyclopedia of Human Behaviour* ((Vol. 4,pp). Academic Press,.
- Budihardjo, A. (2015). Mengenal Organizational Citizenship Behavior (OCB). . *Forum Manajemen Prasetiya Mulya, Tahun ke-XVIII*(82).
- Charmiati, P. G. H. A., & Surya, I. B. K. (2019). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dengan Komitmen Organisasional Sebagai Variabel Mediasi Fakultas Ekonomi dan Bisnis Universitas Udayana (Unud), Bali , Indonesia. *E-Jurnal Manajemen Unud*, 8(3), 1784–1812.
- Cipta, H. (2017). PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT (POS) DAN EFIKASI DIRI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR(OCB) PADA GURU SD SWASTA DI KECAMATAN JATIASIH KOTA BEKASI. *PEDAGOGIK*, V(2), 13–21.
- Darmawan, A. B., Muninghar, & Kartika, C. (2023). PENGARUH MOTIVASI KERJA DAN IKLIM ORGANISASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOUR MELALUI KEPUASAN PEGAWAI. *Jurnal Ilmiah Fokus Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 02(03), 284–293.
- Devi, B. C., Hoyyi, A., & Mukid, M. A. (2015). Analisa Faktor - Faktor Yang Mempengaruhi Keputusan Pembelian dan Kepuasan Konsumen Pada Layanan Internet Speedy di Kota

- Semarang Menggunakan Partial Least Square (PLS). *Gaussian*, 4(3), 485–495.
- Devi, D. A. W. S., & Adnyani, I. G. A. D. (2015). Pengaruh kepuasan kerja karyawan terhadap komitmen organisasional dan organizational citizenship behaviour (ocb) pada PT. Maharani prema sakti Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 4(12), 254396.
- Dewi, N. M. S., & Sudibya, I. G. A. (2016). Pengaruh Efikasi Diri Terhadap Organizational Citizenship Behavior Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *E-Jurnal Manajemen Unud*, 5(11), 7473–7499.
- Dharma, R. (2019). Pengaruh Iklim Organisasi dan Komunikasi Organisasi Terhadap Kepuasan Kerja Karyawan Dalam Meningkatkan Komitmen Organisasi Pada PT. Batanghari Barisan Padang. *Jurnal Benefita*, 4(2), 348. <https://doi.org/10.22216/jbe.v4i2.3549>
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23*. (8th ed.). Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Hermawan, S. L. (2015). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan SmartPLS 3.0*. Badan Penerbit Universitas Diponegoro.
- Hair, Jr., Joseph F., et. al. (2011). *Multivariate Data Analysis*. (Fifth Edit). PrenticeHall, Inc.
- Hair, J. ., Black, W. C., Babin, B. J., Anderson, R.E., & Tatham, R. L. (2016). *Multivariate data analysis: A global perspective*. (7th Editio). Pearson.
- Handoko, D. S., & Rambe, M. F. (2018). Pengaruh Pengembangan Karir dan Kompensasi terhadap Komitmen Organisasi Melalui Kepuasan Kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 1(1), 31–45. <https://doi.org/10.30596/maneggio.v1i1.2238>
- Handoko, T. H. (2011). *Manajemen Personalia dan Sumberdaya Manusia*. (Edisi Kedu). Penerbit BPFE.
- Hasibuan, M. S. P. (2012). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Penerbit Bumi Aksara.
- Juniarti, A. T., & Putri, D. G. (2021). *FAKTOR-FAKTOR DOMINAN YANG MEMPENGARUHI KINERJA* (W. Kurniawan (ed.); Cetakan pe). CV. Pena Persada.
- Kartika, J. A., K., K. C. T., & Widjaja, D. C. (2018). Pengaruh Self Efficacy Terhadap Kepuasan Kerja Dan Kinerja Karyawan Di Hotel Maxone Dharmahusada Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 6(2), 16.
- Lisette, C. M., Anggraini, & Mansyur, A. (2023). the Role of Organizational Commitment and Self Efficacy on Organizational Citizenship Behavior. *Journal of Economic, Business and Accounting*, 7(1), 717–725.
- Lubis, M. S. (2015). PENGARUH IKLIM ORGANISASI DAN KOMITMEN ORGANISASI TERHADAP PEMBENTUKAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) KARYAWAN DALAM RANGKA PENINGKATAN KINERJA. *E-Jurnal Apresiasi Ekonomi*, 3(2), 75–84.
- Masruroh, Z., & Praktyeti. (2021). PENGARUH SELF EFFICACY TERHADAP KINERJA KARYAWAN MELALUI KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI. *Syntax Transformation*, 2(4).
- Narendra, G. (2017). Pengaruh Efikasi Diri Terhadap Kepuasan Kerja dengan Motivasi

- Sebagai Variabel Intervening pada PDAM Surya Sembada Kota Surabaya. *Jurnal Ilmu Manajemen*, 5(3), 1–8.
- Naziroh, N., Entang, M., & Setyaningsih, S. (2021). Peningkatan Organizational Citizenship Behaviour (Ocb) Guru Dengan Cara Penguatan Kepemimpinan Transformasional Dan Efikasi Diri. *Jurnal Manajemen Pendidikan*, 9(2), 129–134. <https://doi.org/10.33751/jmp.v9i2.4245>
- Nirmala, S. P., & Azzuhri, M. (2017). Pengaruh Iklim Organisasi dan Komitmen Keorganisasian Terhadap Organizational Citizenship Behaviour (OCB) (Studi Pada PT Bank Negara Indonesia (Persero) Tbk . Kantor Cabang Utama Malang). *Jurnal Ilmiah Mahasiswa FEB*, 5(1), 1–13. <https://jimfeb.ub.ac.id/index.php/jimfeb/article/view/3587>
- Oktri, & Zulfadil. (2019). Pengaruh Empowerment, Self-Efficacy dan Komitmen Organisasi terhadap Kepuasan Kerja dan Organizational Citizenship Behavior (OCB) Pegawai Negeri Badan Penelitian dan Pengembangan Provinsi Riau. *Jurnal Tepak Manajemen Bisnis*, 11(2), 352–370.
- Organ, D. W., Podsakoff, M., P., & B., M. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Sage Publications.
- Pratiwi, A. R. (2021). Pengaruh Kompetensi dan Efikasi Diri terhadap Organizational Citizenship Behavior dengan Kepuasan Kerja sebagai Variabel Intervening. *Manajemen SI STIE Putra Bangsa Kebumen*, 1(1), 1–9.
- Putri, A. Della, Yuningsih, E. & Ismartaya. (2023). *Peningkatan Organizational Citizenship Behavior Melalui Kompensasi dan Iklim Organisasi dengan Kepuasan Kerja sebagai Variabel Intervening PT . Uchindize Madura Branch menyatakan Organizational Citizenship Behavior*. 1(2), 71–84. <https://doi.org/10.59581/manivest.v1i4.51>
- Rahadian, M. A., & Made, S. G. (2017). PENGARUH GAYA KEPEMIMPINAN DAN IKLIM ORGANISASITERHADAP KEPUASAN KERJA KARYAWAN. *E-Jurnal Manajemen Unud*, Vol. 6, No. 6, 2017: 2904-2932, 6(6), 2904–2932.
- Rahman, U. (2013). Efikasi Diri, Kepuasan Kerja, Dan Organizational Citizenship Behavior Pada Guru Man Di Sulawesi. *Lentera Pendidikan : Jurnal Ilmu Tarbiyah Dan Keguruan*, 16(1), 1–15. <https://doi.org/10.24252/lp.2013v16n1a1>
- Robbins, & Judge, T. A. (2013). *Organizational Behavior, Fifteenth Edition*. Education Inc.
- Robbins, S. P. (2009). *Organizational Behaviour (Perilaku Organisasi)*. Salemba Empat.
- Santoso, A., & Dewi, I. G. . M. (2019). Pengaruh Efikasi Diri, Motivasi Kerja, Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pt. Sukanda Djaya Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 8(11), 6488. <https://doi.org/10.24843/ejmunud.2019.v08.i11.p06>
- Sari, N. N. N., M, E., & Laihad, H. G. (2022). Peningkatan organizational citizenship behavior (ocb) melalui penguatan efikasi diri dan kepuasan kerja. *Jurnal Manajemen ...*, 10(02), 100–105. <https://journal.unpak.ac.id/index.php/jmp>
- Sarianti, K., & Ramadhi. (2023). Pengaruh Iklim Organisasi Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (Ocb). *JURNAL STIA BENGKULU:Committe to Administration for Education Qualit*, 2(2), 187–198. <https://doi.org/10.35906/je001.v6i1.167>
- Setiawan, Cahaya, K. (2015). Pengaruh Iklim Organisasi Terhadap Kinerja Karyawan Level

Pelaksana Di Divisi Operasi Pt. Pusri Palembang. *PSIKIS-Jurnal Psikologi Islami*, 1(1), 23–32. <https://core.ac.uk/download/pdf/196255896.pdf>

Simamora, H. (2019). *Manajemen Sumber Daya Manusia*. UPP STIM YKPN.

Susilo, M. A., Jufrizen, J., & Khair, H. (2023). Pengaruh Iklim Organisasi dan Motivasi terhadap Kinerja Pegawai melalui Organizational Citizenship Behavior. *Jesya*, 6(1), 587–605. <https://doi.org/10.36778/jesya.v6i1.976>

Tadampali, A. C. T., Hadi, A., & Salam, R. (2016). Pengaruh Iklim Organisasi Terhadap Turnover Intention Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Bank Sulselbar. *Jurnal Ilmiah Ilmu Administrasi Publik*, 6(2), 35. <https://doi.org/10.26858/jiap.v6i2.2479>

Widiarti, N. L. P. D., & Dewi, A. A. S. K. (2016). PENGARUH IKLIM ORGANISASI DAN KEPUASAN KERJATERHADAP KOMITMEN ORGANISASIONAL PADA DINASPENDAPATAN PROVINSI BALI. *E-Jurnal Manajemen Unud*, 5(10).