

Organizational Climate And Organizational Commitment On Employee Performance: The Role Of Mediation Organizational Citizenship Behavior

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Abstract. This investigation intends to look into and evaluate the impact of organizational climate and organizational commitment either directly or indirectly, Organizational Citizenship Behavior has an impact on employee performance. The study's methodology is causal. Employees of the Regional Office of the National Land Agency of North Sumatra made up the entire sample in this study, which totaled 120 people. The Slovin formula was applied to a sample of 55 employees in this study. Documentation, observation, and questionnaire approaches were employed in this study to obtain data. The PLS (Partial Least Square) software is used in this study's data processing. The findings of this study show that organizational atmosphere, organizational commitment, and organizational citizenship behavior directly affect employee performance on Organizational Citizenship Behavior, and indirectly organizational climate and organizational commitment have a significant effect on employee performance through the Organization Citizenship Behavior.

Keywords: Organizational Climate, Organizational Commitment Organization Citizenship, Performance

1 Introduction

Organizations as an organization are required to work better and with more professionalism. One of these requirements is to foster a positive work environment within the company so that employees may perform at their best. Effective and directed utilization of human resources is the key to improving employee performance for organizations/ organizations, both state-owned and private [31].

The organization's aims can be seen if the work environment supports the performance of its members. The work environment encompasses all aspects of the social environment, both formal and informal, that people of the organization experience and how that environment influences their work. The atmosphere of the work environment felt by each worker in a company is commonly referred to as organizational climate [8].

Organizational climate is related to the flexibility of self-adjustment, rewards for good work, and job clarity. The flexibility of self-adjustment is the flexibility of employees to make adjustments to the time of carrying out tasks, and the flexibility of employees to make adjustments to work procedures (Berkery et al., 2020). Rewards for good work are organizational leaders who provide incentives, provide normative recognition for those who work well. Clarity of work is the clarity of job descriptions and the clarity of the results expected from carrying out tasks. If the things mentioned above can go well then it can improve employee performance [42].

Apart from creating a healthy work climate within the organization to improve employee performance, organizational commitment is also an important factor in improving employee performance [13]. Organizational commitment is an attitude of employee devotion to the company that is displayed by remaining with the company, helping to achieve company objectives, and having no desire to leave the company for whatever reason. Employees' commitment is a type of identity, loyalty, and involvement expressed toward the organization [39]. Employees who commit to the company will demonstrate positive behavior and attitudes toward their organization, resulting in a positive work environment. Employees will carry out their duties and obligations properly, which is eventually expected to give service and satisfaction to external consumers [18].

With the commitment of several employees to be able to advance the company, they will be able to create a good organizational culture that will be passed on to future generations, but leadership will also be able to change the organizational culture through the rights of office they have, thereby organizational commitment, leadership, and organizational culture. can influence organizational citizenship behavior [16]. With a healthy organizational climate and high employee performance organizational commitment, of course, it can affect the performance of employees which will have an impact on the ease of the organization in achieving its goals. Employees will be able to work more diligently when they feel a conducive organizational climate and high motivation among employees can be an incentive for someone to work better [6].

Organizational citizenship behavior is considered important and valuable for the survival of the organization because employees who have organizational citizenship behavior tend to perform effectively which in turn can affect better performance. In addition, organizational citizenship behavior consists of extra-role behaviors that are important for efficient processes within an organization [5]. Organizational citizenship behavior can also predict employee performance, and provide initiatives in offering many opportunities for employees who are willing to take on additional job responsibilities and deal with work problems independently [37]. Therefore, these employees have many opportunities to improve their work competence and professional development on an ongoing basis, as well as help improve employee performance behavior [38].

2 Literature Reviews

Employee Performance

Performance is a work outcome that someone achieves based on his knowledge, expertise, sincerity, and ability to complete the tasks given to him. This performance is a result of three crucial factors: a worker's ability and interest in his or her work, acceptance and explanation, delegation and tasks, and a worker's role and level of motivation. The higher the level of the three elements, the better the performance of the employee [47].

Performance is the result of a worker's work in terms of quantity and quality completed while carrying out the tasks assigned to him [33]. Performance is the outcome of a person's work and work behavior during a specific period, usually one (1) year. The ability to execute the tasks and responsibilities assigned can then be used to assess performance. This means that performance includes components of achievement requirements that must be met, such that those who meet the standards set signify good performance, while those who do not are classed as underperforming or not good [3].

Performance is a multifaceted concept with numerous impacting aspects. Personal/individual characteristics, leadership factors, team factors, system factors, and contextual (situational) elements all have an impact on performance [52]. Performance-supporting factors that are strongly suspected of influencing employee performance improvement include leadership, competence, and motivation [14].

Organizational Climate

Organizational climate is more of an employee behavior-oriented atmosphere that can be found in the workplace for creativity, innovation, safety, or service. Employee impressions of the firm's policies, practices, and procedures, patterns of interaction, and subsequent behavior that can encourage creativity, innovation, safety, or service within the organization are represented by this climate [1].

Organizational climate refers to the organizational psychology or the internal environment. Employee acceptance of HR procedures and regulations is influenced by the organizational atmosphere. Every organization will have a unique organizational environment because of the variety of positions created within the organization or the personalities of the people working there, it should be emphasized. [4]. An organizational climate is an event, atmosphere of behavior, and actions within the organization. He also defines organizational climate as a concept related to the respect that members of the organization have for themselves [28]. Organizational climate focuses on the functionalization of an organization, while culture focuses on why the organization functions the way it does [20]. Some factors that can affect organizational climate are leadership quality, trust, communication, responsibility, fair reward, opportunity, and control [11].

Organizational Commitment

Employees' level of belief in and acceptance of the organization's aims determines whether they will stay with the company or quit it [34]. An organizational commitment is a promise to accomplish something for oneself, other people, or organizations. Meanwhile, organizational commitment represents the degree to which individuals identify with the company and are committed to its objectives ([39], 2020). Organizational commitment is referred to as a psychological connection between employees and the company by having loyalty to, having the desire to be involved, and being less willing to leave the organization [2] .

Several factors influence employee loyalty to the organization. Organizational dedication is influenced by three factors: 1) personal characteristics of employees, such on their length of service with the company and each employee's unique demands and preferences, 2) job characteristics, such as the identity of tasks and opportunities to interact with colleagues, and 3) work experiences, such as the organization's past reliability and the way other workers express and talk about their feelings about the organization [44] .

[48] stated that employee commitment to the organization is influenced by various elements, including 1) Personal factors such as employment expectations, psychological contracts, job choice reasons, and personal traits. All of these characteristics contribute to early commitment, as do 2) organizational elements such as initial work experiences, job scope, supervision, and organizational goal consistency. All of these variables contribute to the formation or emergence of responsibility. 3) External influences, such as the availability of other jobs. Factors that do not originate within the organization, such as whether other jobs exist. Of course, if there is anything better, the root personnel abandon it.

Organizational Citizenship Behavior

Corporate Citizenship Conduct is a form of individual behavior outside of regulated obligations so that this behavior benefits the organization. Where individuals who apply for OCB are happy to assist their colleagues without being asked [50]. This shows that job satisfaction can be influenced by Organizational Citizenship Behavior [24]. Organizational Citizenship Behavior is a model of activity that makes organizations intrinsically able to work together and relate in the context of open systems. For organizations to be effective, individuals must enter into the system, be willing to perform roles with minimal criteria to achieve their performance, and engage in innovative and spontaneous behaviors to carry out organizational functions [19]. The Conduct of Organizational Citizens is voluntary behavior, individual conduct is a type of satisfaction based on performance, not an act of compulsion towards matters that advance the interests of the organization, not explicitly ordered, and not immediately and openly tied to the formal incentive system. [27]. Organizational citizenship behavior is an employee attitude that is done spontaneously, sincerely, and cheerfully without being ordered and regulated by the firm. Given the numerous unwelcome hurdles in the organization, OCB behavior can help to reduce the likelihood of a drop in corporate performance [36]. OCB is free behavior that is not following the formal duties that have been set in the organization, OCB is voluntary, not for self-interest, and is not an act that is forced to prioritize other parties (colleagues, institutions, or organizations). OCB is not directly related to compensation or a formal reward system because someone who does OCB is willing or voluntary ([49], 2020).

The factors that affect OCB are quite complex and interrelated. Among these factors that have a significant enough impact that it is necessary to pay attention to its development, namely: 1) Organizational Culture and Climate. There is strong evidence suggesting that organizational culture is a major initial condition that triggers OCB, and 2) personality and mood. Personality and mood (mood) influence the emergence of OCB behavior individually and in groups [30]. Furthermore, the variables affecting the development of organizational citizenship behavior according to some experts, include the following: employee personality, group and organization, job satisfaction, employee impression, and leadership [35].

3 Research Method

The research method used by the author in this study is associative and quantitative. A study called associative research seeks to ascertain the association between two or more variables. Research with a quantitative approach is research that is not carried out in-depth and only examines the surface conditions. The quantitative approach was carried out using survey research methods by taking samples from a population and using questionnaires as primary data collection tools. The population in this study were employees at the Regional Office of the North Sumatra National Land Agency, totaling 120. According to [26], simple Random Sampling is a sampling technique in which all individuals in the population are taken at random to be given the same opportunity to be selected as members of the sample regardless of the level in the population. To determine the required number of samples from a population, this study used the Slovin formula and obtained as many as 55 people as samples.

In obtaining information and data in this study, the data collection technique carried out by the researcher was by using interviews and questionnaires. path (path) with latent variables. It's common to refer to this analysis as the second generation of multivariate analysis. [15]. The measurement model and the structural model can both be tested simultaneously using variant-based structural equation analysis (SEM).

4 Results

Outer Model Analysis

Cronbach's alpha and DG rho are the statistical methods employed in build or composite dependability (PCA). While composite reliability analyzes the actual value of a construct's reliability, Cronbach's alpha assesses the lower bound of that value. Cronbach's alpha should be better than 0.6 and the composite reliability value should be higher than 0.6. When these measurements yield a result larger than 0.60, the build is considered to be extremely dependable.

Table 1. Composite Reliability

	Cronbach's Alpha
Organizational Climate	0.949
Performance	0.954
Organizational Commitment	0.964
OCB	0.940

Table 1 shows that the composite reliability value for the organizational climate is equal to 0.949; performance of 0.954; organizational commitment of 0.964; OCB of 0.940. The four latent obtained a Cronbach's alpha value above 0.6 so it can be said that all factors have good reliability as a measuring tool.

The average variance extracted (AVE) compares the variation produced by measurement errors to the variance that is explained by the items. The construct meets the criterion for having strong convergent validity if the AVE value is more than 0.5. This implies that hidden variables can, on average, account for more than half of the variation in the indicators.

Table 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Organizational Climate	0.713
Performance	0.666
Organizational Commitment	0.778
OCB	0.605

Table 2 shows that the AVE value for the organizational climate is equal to 0.713; performance of 0.666; organizational commitment of 0.778; OCB of 0.605. The construct has excellent convergent validity when the latent variable can explain, on average, more than half of the variation of the indicators because the four variables have an AVE that is above 0.5.

The AVE value is compared to the square of the correlation between the constructs, and cross-loading is employed to test the discriminant validity of the reflective measurement model. Cross-loading is determined by correlating indicators with both their own constructions and the constructs of other blocks. The indicator variables' variance will be better explained by good discriminant validity than by the variance of other construct indicators. The following table displays the discriminant validity value for each indication.

Table 3. Discriminant Validity

	Organizational	Performance	Organizational	OCB
X1.1	0.889	0.796	0.776	0.709
X1.2	0.868	0.837	0.711	0.739
X1.3	0.851	0.790	0.755	0.654
X1.4	0.828	0.762	0.648	0.697
X1.5	0.853	0.825	0.726	0.760
X1.6	0.866	0.693	0.609	0.648
X1.7	0.835	0.719	0.620	0.609
X1.8	0.821	0.659	0.578	0.572
X1.9	0.785	0.734	0.627	0.682
X2.1	0.749	0.768	0.908	0.665
X2.2	0.744	0.764	0.902	0.650
X2.3	0.615	0.720	0.874	0.663
X2.4	0.657	0.717	0.836	0.646
X2.5	0.768	0.750	0.861	0.627
X2.6	0.692	0.735	0.899	0.703
X2.7	0.745	0.816	0.873	0.781
X2.8	0.659	0.733	0.900	0.635
X2.9	0.720	0.746	0.885	0.618
Y1	0.779	0.881	0.751	0.764
Y10	0.552	0.621	0.418	0.671
Y11	0.735	0.799	0.527	0.790
Y12	0.678	0.790	0.670	0.849
Y2	0.808	0.852	0.800	0.762
Y3	0.778	0.825	0.820	0.779
Y4	0.738	0.805	0.708	0.696
Y5	0.805	0.893	0.760	0.826
Y6	0.849	0.865	0.773	0.704
Y7	0.743	0.818	0.688	0.709
Y8	0.655	0.815	0.739	0.741
Y9	0.673	0.797	0.622	0.823
Z1	0.673	0.797	0.622	0.823
Z10	0.574	0.659	0.574	0.714
Z11	0.671	0.774	0.681	0.818
Z12	0.503	0.616	0.462	0.724
Z2	0.552	0.621	0.418	0.671
Z3	0.735	0.799	0.527	0.790
Z4	0.678	0.790	0.670	0.849
Z5	0.524	0.702	0.516	0.788
Z6	0.710	0.794	0.684	0.825
Z7	0.579	0.731	0.646	0.805
Z8	0.653	0.683	0.558	0.774
Z9	0.594	0.685	0.650	0.730

Table 3 illustrates that each variable's loading factor or discriminant validity value has a stronger correlation with it than it does with the other variables. The indicators for each variable are the same. This shows that the indicators for each variable are positioned appropriately.

Inner Model Analysis

R-square is a measure of how much variance in impacted values (endogenous) can be explained by the influencing variable (exogenous). This can be used to forecast if a model is excellent or terrible. The r-square value of 0.75 for the endogenous latent variable suggests that the model is significant (excellent), 0.50 that it is moderate (moderate), and 0.25 that it is weak (bad) [26]. The R-Square value, which is displayed in the following figure and table, was calculated using smartPLS 3.0 to process the data.

Table 4. R²

	R Square	R Square Adjusted
Performance	0.947	0.943
OCB	0.681	0.667

Table 4 X1, X2, and Z have an r-square value of 0.947, which means that 94.7% of the variation in the value of Y can be explained by the variation in the value of X1, X2, and Z. The remaining 5.3% of the variation in the value of Y is affected by other factors. Additionally, the r-square value of 0.681 for the relationship between X1 and X2 and Z shows that 68.1% of the variation in Z's value can be explained by the variation in X1 and X2's values, indicating that the model is substantial (excellent) and that the remaining 31.9% is affected by other variables.

Hypothesis test

The path coefficient of the structural model will be determined by this test. Examining the significance of each correlation or testing hypotheses are the goals. This study divides its hypothesis testing into direct and indirect effects.

The path coefficient table that follows shows the outcomes of the direct effect hypothesis test:

Table 5. Path Coefficient

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Climate -> Performance	0.325	0.080	4,072	0.000
Organizational Climate -> OCB	0.550	0.123	4,460	0.000
Organizational Commitment -> Performance	0.196	0.094	2,084	0.038
Organizational Commitment -> OCB	0.316	0.128	2,469	0.014
OCB -> Performance	0.523	0.064	8.105	0.000

The results of the direct effect hypothesis test are displayed in the path coefficient table that follows:

Table 6.*Specific Indirect Effects*

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Climate -> OCB -> Performance	0.288	0.070	4.113	0.000
Organizational Commitment -> OCB -> Performance	0.165	0.072	2,296	0.022

Discussion

The study's findings have implications for the applicability of many theories, viewpoints, and the findings of past investigations have advanced earlier research, as well as the behavioral patterns that must be used to resolve these problems. Following are the seven key areas that will be covered in the analysis of this study's findings, namely follows:

The Effect of Organizational Climate on Performance

The path coefficient for the relationship between organizational climate and performance is 0.325, according to the study of hypothesis testing data. The organizational climate of the Regional Office of the North Sumatra National Land Agency significantly influences employee performance, as indicated by the influence's probability value (p-value) of 0.000 0.05. This shows that the organizational climate can improve employee performance at the North Sumatra National Land Agency Regional Office, where the better the organizational climate, the greater the employee will find true meaning in the workplace, employees will feel comfortable in the office environment so that it will improve employee performance in Work. The results of this study are in line with the outcomes of the research that was done by [24]; [46] who concluded that organizational climate affects employee performance.

The Effect of Organizational Commitment on Performance

From the results of the analysis of hypothesis testing The path coefficient for the impact of organizational commitment on performance is 0.196. At the Regional Office of the National Land Agency of North Sumatra, organizational commitment significantly influences employee performance, as indicated by the influence's probability value (p-value) of 0.038 0.05. This shows that by increasing the organizational commitment of employees of the North Sumatra National Land Agency Regional Office, employee performance will increase whereby committed employees will feel confident and believe that the values and goals of the organization are in line with employee expectations so that these employees will work harder so that employee performance will increase. According to [43], organizational commitment is defined as a promise (agreement/contract) to do something. Promises made to ourselves or others are reflected in our behavior. Commitment is a thorough acceptance, as a real attitude that originates from a character that emerges from within a person. The results of this study are

supported by those conducted by [25]; [2]; [34] show organizational commitment has a positive effect on improving employee performance.

The Effect of Organizational Citizenship Behavior on Performance

The analysis of hypothesis testing revealed that the path coefficient for the impact of organizational citizenship behavior on performance is 0.523. The Regional Office of the National Land Agency of North Sumatra's employees' performance is significantly impacted by organizational citizenship behavior, as indicated by the influence's probability value (p-value), which is 0.000 0.05. This shows that the better the OCB behavior, the better the performance of the employee of the Regional Office of the North Sumatra National Land Agency will increase. Where with the cooperation carried out by employees with other employees to complete the work so that the work carried out by employees will be completed more quickly thus the employee's work can be completed on time so that the lecturer's performance will increase. To achieve the desired work results, it is necessary to have organizational commitment felt by employees[40]. Through organizational commitment, it can foster a willingness in employees to be willing to carry out activities outside the job duties which is called organizational citizenship behavior or organizational citizenship behavior (OCB). [45]. The results of this study are in line with the results of previous research conducted by [10], [23] , [24]; [38] proving that Organization Citizenship Behavior (OCB) influences employee performance.

The Effect of Organizational Climate on the Organization Citizenship Behavior

According to the analysis of hypothesis testing, the path coefficient for the effect of organizational climate on organizational citizenship behavior is 0.550. The organizational climate of the Regional Office of the National Land Agency of North Sumatra significantly influences organizational citizenship behavior, as indicated by the influence's probability value (p-value) of 0.000 0.05. This shows that the organizational climate can improve the Organizational Citizenship Behavior of employees at the Regional Office of the National Land Agency of North Sumatra, where the better the organizational climate, the greater the employee will find true meaning at work, the employee will feel comfortable in the office environment so that the employee will cooperate with other officials. This is following the results of research conducted by [12] ; [51]; [53] who concluded that organizational climate affects Organizational Citizenship Behavior.

The Effect of Organizational Commitment on Organization *Citizenship Behavior*

The impact of organizational commitment on organizational citizenship behavior has a path coefficient of 0.316, according to the analysis of hypothesis testing data. The employees at the Regional Office of the National Land Agency of North Sumatra are significantly impacted by organizational commitment, as indicated by the influence's probability value (p-value) of 0.014 0.05. This shows that by increasing the organizational commitment of employees of the Regional Office of the National Land Agency of North Sumatra, the Organizational Citizenship Behavior of employees will increase whereby committed employees will feel confident and believe that the values and goals of the organization are in line with employee expectations so that employees will work with other employees [29]. This is following the results of research conducted by [29]; [17] who concluded that organizational commitment affects Organizational Citizenship Behavior.

The Effect of Organizational Climate on Performance Through the Organization Citizenship Behavior

According to the analysis of hypothesis testing, the path coefficient for the relationship between organizational climate and performance as measured by organizational citizenship behavior is 0.288. The organizational environment at the regional office of the National Land Agency of North Sumatra significantly influences employee performance through organizational citizenship behavior, as indicated by the influence's probability value (p-value) of $0.000 < 0.05$. This shows that organizational climate can improve employee performance through the Organizational Citizenship Behavior of employees at the North Sumatra National Land Agency Regional Office, where the better the organizational climate, the greater the employees will find true meaning in the workplace,

A member of the organization who goes above and beyond his job description is motivated not by something beneficial to him, but by a sense of fulfillment if he can help and do more to increase organizational effectiveness; this condition is known as OCB [32]. OCB that exists within employees has a positive impact on the organization apart from being caused by employee commitment arising from satisfaction with the organizational climate. Employees feel satisfied with the work they are doing, so the employee will work optimally in completing their work, even doing some things that may be outside their duties. OCB in employees is an important concern for the organization because it can improve the performance and function of the organization.

The Effect of Organizational Commitment on Performance Through the Organization Citizenship Behavior

From the results of the analysis of hypothesis testing the effect of organizational commitment on performance through Organization Citizenship Behavior has a path coefficient of 0.165. This influence has a probability value (p-value) of $0.022 < 0.05$, organizational commitment at the regional office of the National Land Agency of North Sumatra has a major impact on employee performance through organizational citizenship behavior.

Organizational Citizenship Behavior can arise from various factors within the organization, including because of organizational commitment [41], Employees that are happy with the organization's current state will perform at their highest and best levels. Similarly, employees who are deeply committed to the organization will go to any length to progress it because they believe in the organization where the person works. Employee performance is an achievement or work result achieved by a company employee in carrying out all the tasks and responsibilities that have been given by the company's management while he was working in the company. Employee performance is very influential on company performance where later employee performance will determine the success of a company.

5 Conclusion

In light of the findings of the research and the previously stated debate, it can be concluded that "The Influence of Organizational Climate and Organizational Commitment on Employee Performance Through Organizational Citizenship Behavior at the Regional Office of the Land Agency of North Sumatra Province" as follows: Directly organizational climate, organizational commitment, and Organizational Citizenship Behavior has a significant effect on employee performance. Directly organizational climate and on organizational citizenship behavior, organizational commitment has a substantial impact. Through corporate citizenship behavior, organizational atmosphere and commitment indirectly have a substantial impact on employee performance.

Based on the conclusions above, the suggestions that can be given in this study include: In the future, the leaders of the Regional Office of the Land Agency of North Sumatra Province are expected to always pay attention to how the organizational climate is created within the company so that employees who work in the company can work effectively and achieve the expected productivity, this can reduce the risk of employee desire to leave the company. In increasing employee organizational commitment, the choice for the future leaders of the Regional Office of the Land Agency of North Sumatra Province is to provide and conduct training and workshops. Through these actions, it is hoped that self-confidence will arise and increase employee commitment. In addition, efforts to increase organizational commitment can be done by strengthening systems and other benefits, retirement programs, training, career planning, and opportunities for continuing education that are better able to strengthen a sense of ownership of the organization. To improve the performance of allowance employees in the future, the leaders of the Regional Office of the Land Agency of North Sumatra Province should provide and provide training according to the needs of each employee. For future researchers to increase the number of independent variables that are still based on human resources other than those used in this study while still based on further research.

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