

The Effect of Organisational Climate and Career Development on Organisational Citizenship Behaviour (OCB) Through Organisational Commitment as the Intervening Variable

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This study aims to assess the Organisation Citizenship Behaviour (OCB) by studying the organisation's climate and career development and organisational commitments. The study used a survey method with a quantitative approach. The population for the study focused on employees, using a simple random sampling technique consisting of 336 respondents. The collected data was analysed using SEM (Structural Equation Modelling) of AMOS software which previously conducted model testing. The results of the study concluded that the organisational climate and career development have a significant influence on the organisational commitment in enhancing the Organisation's Citizenship Behaviour (OCB). The findings show that there is a positive and significant influence on the organisation's climate towards OCB through greater commitment, than a direct influence on OCB, while career development of OCB either directly or through organisational commitment, was almost as large.

Key words: *Organisational climate, career development, Organisation Citizenship Behaviour (OCB).*

Introduction

The potential development of SME/Small Medium Enterprise (SME) in Indonesia is not separated from banking support in the distribution of credit to SMES. Every year the amount of credit provided to SMES is growing and shows generally higher growth than the total banking credit. In Indonesia there are several banks that are state-owned enterprises (SOES) which distribute SME credit facilities to the public, such as Bank BRI, Bank BNI and Bank Mandiri. In Bank Mandiri, between 2014-2016, SME's credit distribution increased greater than two other banks, and amounted to 92.86%, while BNI Bank and BRI Bank showed 57.36% and 84.44%. (Annual Report Bank BNI, BRI and Mandiri). However, factual conditions about the realisation of SME credit distribution in 2016 of 60.80 has not achieved the realisation of SME's credit target for 2017, of 61.60. Based on initial observations, it is evident that to be able to achieve the target, employees are required not only to do principal work (in-role) but also work that falls outside of basic duties (extra-role). In other words, they must show diligence and initiative regarding establishing good communication with debtors so that the credit process can be monitored properly and prevent debtors from take-overs by other banks. SME officers at Bank Mandiri still frequently take time to review customers outside the office. There is also a lack of discipline in renewing credit or the credit booking process, resulting in a delay in disbursement time, and many processes that could have been managed in earlier months remain unfinished.

The above phenomenon shows that employees still do not demonstrate OCB. OCB employees are required to be committed and work to improve the orientation of the banking market (Khoshnamoghdam, 2017). According to previous research results, OCB was influenced by professional competence, personality factors, and job satisfaction (Magdalena, 2014). Mohammad et al. (2016) and Ishfaq and Adeel (2016) showed that OCB is influenced by job satisfaction and a commitment to the organisation. Vahdati et al. (2014) and Saxsena, (2014) stated that OCB was influenced by job involvement and commitment, while Hunsaker (2016) focused on the relationship between spiritual leadership and OCB. While Oussama et al. (2016) drew different things from the study results, Ceylan (2014) stated that climate ethics play an important role in the individual performance of employees, and the organisational climate has a low influence. The opposite is stated by Gheisari et al. (2014) who showed that OCB affects the organisation's climate. Furthermore, Naway (2014) and Purnama (2013) proposed that OCB was influenced by career development, organisational justice, and job satisfaction. The research results of Pivi and Hasan (2015) showed that the commitment of the organisation is influenced by OCB, while the research focused on the organisational climate influence, and the career development of OCB with a commitment to mediation.

Literature Review

Organisational Citizenship Behaviour (OCB)

Freund and Carmeli (2003) define OCB as an activity that exceeds the functions and tasks that are formally established for the employees of an organisation. Such behaviour is indispensable as it will provide a constriction in performance enhancement, as well as being able to achieve organisational effectiveness and efficiency in quality and productivity (Raghoebarsing, 2011). One of the most valuable qualities of a highly regarded workforce is the behaviour of citizenship organisation or OCB (Belcourt et al. 2008). Bakker et al. (2005) reported that the employee who started OCB, made the organisation successful. Farooq (2015) also found that OCB helped retain its employees in work. In addition, other researchers who defined OCB report voluntary helping behaviours and promote an organisation that functions effectively without expecting a direct or explicit gift or recognition from the organisation (Daly et al. 2014). According to Organ (2016), OCB consists of altruism, conscientiousness, sportsmanship, civic virtue and courtesy. OCB can consist of (i) helping behaviours, (ii) sportsmanship, (iii) organisational loyalty, (iv) organisational compliance, (v) individual initiative, (vi) civic virtue, and (vii) self-development (Organ et al., 2000). Katz, in Pickford and Joy (2016), mentions five dimensions, namely: cooperating with others, protecting the organisation, volunteering constructive ideas, self-training, and maintaining a favourable attitude toward the company. Based on the explanations above it can be denied that OCB is an organisational behaviour which requires voluntary employees to do extra work that includes altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Climate Organisation

The organisational climate is a way in which members of the organisation view their environment in an appropriate manner (UGWU & Igbende, 2017; Kao, 2017). The organisational climate is an individual's perception of the practices and procedures derived from an experience of interaction in an organisational environment, in conjunction with their welfare and can influence behaviour in the organisation, as seen in demonstrations of responsibility, identity, warmth, support, and conflict (Stringer, 2002) . Sinha et al. (2015) state that the organisational climate consists of a common perception of organisational norms, beliefs, values, practices, and procedures that can be observed at a general or specific level.

Based on some of the above opinions, it can be interpreted that the organisation's climate is an individual's perception of practice and procedures derived from personal experiences of interacting in the organisational environment. This is in conjunction with individual welfare and can influence behaviour in the organisation, which can be seen from the dimensions:

responsibility, identity, warmth, support, and conflict. Noordin et al. (2010) notes that the climate dimension of an organisation affects organisational commitments. The organisation's climate greatly supports employees in getting work done, and motivating employees so that they are happy to work. Employee commitment is an aspect of employment that will be established or formed if the organisational climate and job satisfaction are fulfilled.

Career Development

Formal career development is crucial in maintaining an employee's motivation and commitment (Mondy and Noe, 2005:237). Furthermore, employees become more accountable and show increased interest in their own careers when they have a high risk in work (Younis et al. 2013). Career development is concerned with personal improvements experienced by a person in achieving a career plan. The starting point for career development begins with the individual. Everyone is responsible for the development of their own career progress. Once a personal commitment has been made, several career development activities can be carried out which, according to Handoko (2012:131), are: 1) career needs, 2) company support in moral form, 3) company support in material form, 4) training, 5) fair treatment in career, 6) career information, 7) promotion, and 8) mutation.

For Simamora (2007:412), career development dimensions include mutation, selection, placement, education, and training. Rivai (2013) states that the factors affecting career development are work achievements, exposure, networking, loyalty to the organisation, advisers and sponsors and opportunities to grow. According to Dessler (2015), career development is an important area where management can increase productivity, improve employee attitudes towards their work and build higher job satisfaction. Career development has a positive relationship to the organisation's commitment. This statement is in accordance with the research results of Coetzee and Stoltz (2015) who note that career development has a positive and significant effect on organisational commitments.

Career development will increase the effectiveness and creativity of human resources and foster a commitment to the organisation in achieving its objectives (Bahrami et al. 2016). Therefore, the better the career development provided by the company the higher the employee's commitment is to the organisation. This is supported by wider research results from Jusuf et al. (2016), Bahrami et al. (2016) and Budiansyah (2017), who indicate that career development has significant positive impacts on organisational commitments. Furthermore, Budi et al. (2016) found that career development influenced commitment and productivity.

Organisational Commitments

According to Robbins and Judge (2015), organisational commitment is a component of behaviour. The organisational commitment is a condition in which an employee is in favour of an organisation and its objectives and intends to maintain membership. As stated by Luthans (2008), the success of an organisation relies heavily upon the commitments and efforts of their employees. Steers & Porter, in Gibson (2009), distinguishes the factors affecting the company's commitment and places them in three categories, namely personal factors, organisational factors and non-organisational factors. Allen and Meyer in the Luthans (2006:249) classify the organisation's commitment into three types, namely: 1) Continuance Commitment, which refers to the strong desire of an employee to remain in an organisation, due to the perception of the harm that will be faced if leaving. The longer an employee resides in an organisation, the more they will retain what they have gained over the years. 2) Affective Commitment, which refers to the strong desire of an employee regarding acceptance of organisational objectives as well as a strong desire to remain in the organisation due to a sense of agreement with the purpose, values and mission of the organisation. 3) Normative Commitment, which refers to the strong desire of an employee to remain in the organisation out of a sense of obligation. According to Moorhead and Griffin (2013), organisational commitment reflects the identification and bonding of an individual to the organisation. Kreitner and Kinicki (2014) state that organisational commitments reflect the level with which one identifies with an organisation and is bound to its objectives. Subsequently, Dyne and Graham, in Priansa (2014:243), stated that the factors affecting organisational commitments were personal, situational, and multi-dimensional. Based on the above opinions, it can be interpreted that the organisation's commitment is the attachment of one employee to the organisation who engages in organisational activities, as well as the desire to keep working within the organisation. The dimensions used are affective commitments, ongoing commitments and normative commitments.

Methodology

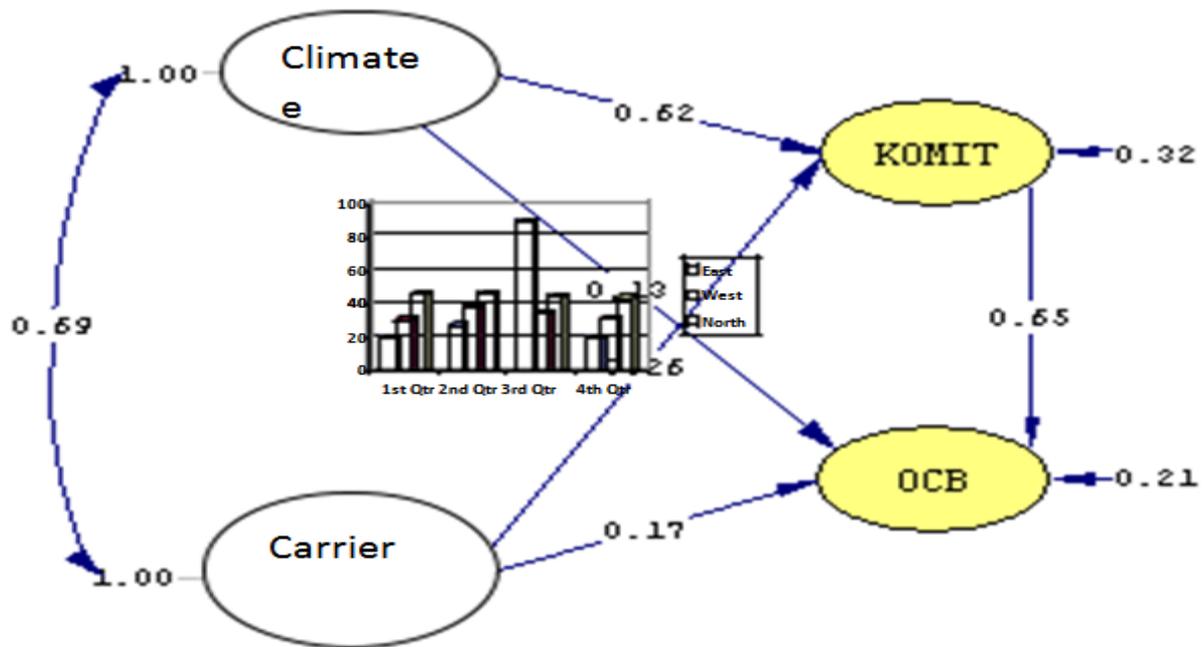
This research was conducted at PT. Bank Mandiri and consisted of 2107 employees in the SME division at PT. Bank Mandiri. Sampling was conducted using the probability sampling technique, which is proportionate stratified random sampling and consisted of a sample number of 367 respondents. This research uses quantitative methods and data collection was conducted through a measured questionnaire using a Likert scale. In this study, data was analysed using SEM (Structural Equation Modelling) using AMOS software which previously conducted model testing using a Sobel test. Sampling uses a quantitative approach with an exportative or causal design that aims to explain how one variable affects or is responsible for changes in other variables (Cooper and Schidler, 2011:141). This research is cross-sectional which is a

type of research that performs information collection/questionnaire only once in a certain time period relevant to the sample (Malhotra, 2007:80). The data was collected only once, at a certain time, by distributing the questionnaire to employees. This research was conducted in order to determine the influence of the organisation's climate, and DNA career development on the Organisation Citizenship Behaviour (OCB) of employees at PT. Bank Mandiri.

Results

Based on the initial model it was established that modification of the model was still required in order to fix the Goodness of Fit index.

Figure 1. Structure Equation Model Modification



Based on the diagram output, organisational climate influence and careers on organisational citizenship Behaviour (OCB) with the organisational commitment as a mediation variable can be noted. For the indirect influence the greatest influence is on career influence on organisational citizenship Behaviour (OCB) through organisational commitment. Regarding this influence, a Sobel test was conducted to ensure that there is an indirect influence or mediation effect of the interviewing. The Sobel test results can be seen in the following output.

Indirect Effects of KSI on ETA

Figure 2.

	CAREER CLIMATE	
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COMIT	--	--
OCB	0.40 (0.07) 5.89	0.17 (0.04) 3.98

Path Chart of Indirect Effects results

Based on the results of the data analysis, there are five direct influences and two indirect influences in the study. The smallest influence is the Organisational climate of OCB. It can be described as follows: Significant direct influences are demonstrated by organisational climate variables and career development of organisational commitments, organisational commitment to OCB, and career development of OCB. Based on the results it can be concluded that the organisational climate and career development have a direct influence on organisational commitment and Organisational Citizenship Behaviour (OCB). The organisational climate effect on Organisational Citizenship Behaviour (OCB) with the organisational commitment as an intervening variable can be seen in Figure 2 of the indirect effect of obtaining a regression coefficient value of 0.40 and T-value. of $5.89 > 1.96$. Thus, the organisation's climate has an indirect effect on the Organisation Citizenship Behaviour through organisational commitment. Likewise, indirect influences show Picture 2 on career development of Organisational Citizenship Behaviour (OCB) with organisational commitment as its Intervernin's variable. An indirect effect is obtained with a regression coefficient value of 0.17 and T-value of $3.98 > 1.96$. Therefore, it can be concluded that career development indirectly affects Organisation Citizenship Behaviour through organisational commitment.

Discussion

“Organisational climate will influence the level of morale and attitudes which members of the organisation bring to bear on their work performance and personal relationships”(Ref?). Climate organisations will influence the moral and attitude levels which give rise to their work performance and personal relationships The results of this hypothesis are also supported by the study of Wahyuli (2007) which demonstrates a significant relationship between climate organisation and OCB employees. This means that the increasingly conducive climate of an

organisation in a company will be followed by high OCB employees. Shintawati (2012) mentions that the organisational climate and organisational commitments have a significant positive influence on OCB. The research results of Oktavia and Laily (2017) also showed that the organisational climate and organisational commitments have a significant positive influence on OCB. The results of Lussy's research (2012) found that the organisational climate is positively and significantly affected by Organisational Citizenship Behaviour (OCB). The results of this research indicate that a good organisational climate can influence the emergence of Organisation Citizenship Behaviour in an employee. Career development is a factor that encourages the creation of OCB and can provide increased productivity for the organisation (Ma'mun, 2013). Development of a good career can trigger the growth of OCB because with a good career development system a company will be able to provide motivation and instill passion. In addition to the development of a good career, this will also generate positive employee sentiment which will benefit the organisation (Wulandari and Yuniawan, 2017). According to Siagian (2010), in Lestari (2015:4), career development is a formal and ongoing effort that is useful in improving one's abilities and plays a critical role in the advancement of a company. Career development and organisational support have significantly positive influences on OCB. Octaviani and Utami (2018)) found that career development had a significant positive influence on OCB. The same results were also shown by Alif (2015) who established that career development has a significant positive influence on OCB.

Therefore, it can be concluded that the organisation's commitment is a good mediation variable with respect to the relationship between the organisation's climate and OCB. The climate of a good organisation will of course increase the organisational commitment which will further support OCB. Khan and Rashid (2015) state that organisational commitments are the most influential variables in explaining the role of Organisational Citizenship Behaviour in employees. When the values owned by the company express a "Service Value" then Organisational Citizenship Behaviour will manifest in employees (Ahmadi, 2010). Consequently, it can be said that the organisational commitment is a good mediation variable with respect to the relationship between career development and OCB. The development of a good career will of course increase the organisational commitment which will further support OCB behaviour. Therefore, it can be said that the organisation's commitment is a good mediation variable regarding the relationship between the organisation's climate and OCB. The climate of a good organisation will of course increase organisational commitment which will further support OCB.

Conclusion

Career development has a direct impact on commitment. The organisational commitment directly and positively affects the OCB. These results indicate that when an organisation is able



to create a conducive organisational climate, such as comfort in work, the lack of conflicts within the organisation can increase organisational commitment in members of the organisation. Career development proved to have a positive effect on organisational commitments. This result shows that if an organisation can provide good career development to members such as promotion, training and support, this will affect the organisational commitment of the members themselves because they feel they have been shown a way to develop a better career in the organisation. Organic climates, career development, and organisational commitments directly affect the Organisation Citizenship Behaviour of each member of the Organisation. The organisation's climate and career development have no direct effect on OCB, but through the organisational commitments that employees have, OCB can be realised. A conducive organisational climate, such as the convenience of a working environment, and lack of conflict in an organisation, can increase the commitment of its members. Likewise, the development of a good career such as promotion, Dukuang Morii from superiors and training can affect the high commitment of the organisation which can further influence the emergence of Organisation Citizenship Behaviour in members of the organisation.

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