

ORGANIZATIONAL COMMITMENT: THE MEDIATOR FOR WORK MOTIVATION AND ORGANIZATIONAL CLIMATE TOWARD ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Article history:

Received
15 April 2022

Revised
20 May 2022

Accepted
7 September 2022

Available online
30 September 2022

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Abstract: The aim of this research is to know and analyse the role of mediated organizational commitment in determining work motivation, and organizational climate toward Organizational Citizenship Behaviour (OCB) of the employee at PT. Banoli Motor Denpasar. Census method is used in this research, where all the staff in total 76 people regarded as the sample. The data collected were then analysed further using structural equation modelling (SEM Analysis) with PLS technique. The findings of this research are; that work motivation has a positive and significant correlation towards organizational commitment, organizational climate contributes positively and significantly toward organizational commitment, work motivation does not significantly correlate toward OCB, organizational climate and organizational commitment have a significant and positive correlation toward OCB. Organizational commitment is proven as a full mediation between work motivation and OCB, and a partial mediation among organizational climate and OCB. These findings mean that mediation of organizational commitment can be the determinant on the indirect effect of work motivation toward OCB, and organizational climate toward OCB at PT. Banoli Motor's staff Denpasar.

Keywords: work motivation, organizational climate, organizational commitment, OCB, SEM-PLS

Abstrak: Tujuan penelitian ini adalah untuk mengetahui dan menganalisis peran mediasi komitmen organisasional dalam menentukan motivasi kerja, dan iklim organisasi terhadap Organizational Citizenship Behavior (OCB) pada karyawan PT. Banoli Motor Denpasar. Metode sensus digunakan dalam penelitian ini, dimana seluruh karyawan yang berjumlah 76 orang dijadikan sampel dalam penelitian. Data yang terkumpul dianalisis lebih lanjut dengan menggunakan model persamaan structural (Analisis SEM) dengan teknik analisis PLS. Temuan dari penelitian ini adalah motivasi kerja berpengaruh positif dan signifikan terhadap komitmen organisasional, iklim organisasi berpengaruh positif dan signifikan terhadap komitmen organisasional, motivasi kerja tidak berpengaruh signifikan terhadap OCB, iklim organisasi berpengaruh positif dan signifikan terhadap OCB dan komitmen organisasional berpengaruh positif dan signifikan terhadap OCB. Komitmen organisasional terbukti berperan sebagai full mediation antara motivasi kerja terhadap OCB dan berperan sebagai partial mediation antara iklim organisasi terhadap OCB. Temuan ini dapat diartikan bahwa mediasi komitmen organisasional dapat menjadi penentu pada pengaruh tak langsung motivasi kerja terhadap OCB dan iklim organisasi terhadap OCB karyawan PT. Banoli Motor Denpasar.

Kata kunci: motivasi kerja, iklim organisasi, komitmen organisasional, OCB, SEM-PLS

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INTRODUCTION

Automotive industry is one of the prime sectors which has quite enormous contribution to the national economic. Automotive industry has an important and strategic role that it is included in the roadmap of Making Indonesia 4.0, which got priority development in the implementation of industry 4.0 (Kemenperin, 2021). Similar opinion was uttered by Tan and Tarigan (2017) in their research that automotive industry is a vital pillar of Indonesian manufacture sector which can support economic growth and provide employment.

The performance of automotive industry is able to excel despite the wave of Pandemic Covid-19. Economic improvement is taking place in all islands group with different growth level. Maluku island group and Papua on the second trimester in 2021 grow the highest at 8.75 percent compared to last year, followed by Sulawesi at 8.51 percent, Java 7.88 percent, Borneo 6.28 percent, Sumatra 5.27 percent, and Bali Island and Nusa Tenggara with 3.70 percent (Rosyid et al. 2021).

Kemenperin (2021) explains that automotive industry in Indonesia overall has 1.5 billion employees. There are 21 Assembling companies with 75.000 employees. Tier 1,2,3 altogether 1.500 companies with 430 thousand employees, who belong to joint industry of motor and mobile parts (GIAMM) around 237 companies and groups of small industries of automotive component in Indonesia (PIKKO) with 128 companies. There are 14.00 businesses of outlet, workshop, authorized sales service, and spare parts with 400 thousand employees. Meanwhile outlet, workshop non-authorized sales service, and spare parts are 42.000 business with 595 thousand employees. Considering the contribution to the national income from tax sector being paid and the potential of employment, automotive industry in Indonesia is interesting to be studied. Unfortunately, scientific research in the field of automotive is not much found in Indonesia.

The development of automotive industry surely brings rivalry which is getting more competitive for each company including PT. Banoli Motor Denpasar which is one of companies providing automotive products namely motor tires, car tires, and motor lubricants, to several outlets in all Bali area. This requires company to improve the role of human resource or employees who work more than their daily duty and employees

who want to perform more than expected (Robbins and Judge, 2015). This behaviour is called Organizational Citizenship Behaviour (OCB).

Based on the interview with several staff and leader at PT. Banoli Motor Denpasar, there are several problems identified namely the lack of employees' willingness to help their partner who are having problems both in work problems in organization and personal problem. The other problem is that not all employees are having loyalty towards the company by doing the work other than their main job. In addition, the problem regarding the lack of behaviour shown by giving more than what the company expected. Furthermore, there is problem about the deficiency of behaviour that indicates responsibility toward organizational life. At PT, Banoli Motor Denpasar it was found out that the employees are having less initiative when it comes to uttering their opinion or giving suggestion that includes the creativity and innovation for change and organization betterment.

PT. Banoli Motor Denpasar is interesting to be an object of research because empirical research in the automotive sector literature has never been carried out, therefore the need to further expand the boundaries of knowledge on the themes mentioned above is interesting to research. So in this study, focusing on the relevance and perception of the mediating role of organizational commitment between the relationship of motivation and organizational climate on OCB of employees at an automotive company, namely PT. Banoli Motor Denpasar. Seeing several phenomena and problems that occur such as the low number of factors that can increase the OCB of employees of PT. Banoli Motor Denpasar is important to analyze, so that the company always strives to maintain and strive to provide good service to the community by taking good care of the employees who work in the company.

Work motivation and organizational climate are the factors that influence organizational commitment which leads to the formation of employees' OCB. The employees who are committed to the organization and their job over all, having the tendency to believe that job is the centre of their life. Other than that, the employee who has high work motivation and feel that the organizational climate is optimal then they will have high organizational commitment so that they are voluntarily do the work outside their main job.

One factor affecting OCB is work motivation. Research done by Shaaban (2018), Muchtadin and Chaerudin (2020), Sukarman et al. (2018) and Margahana et al. (2018) show that work motivation has a positive and significant influence toward OCB. However, research with different result was done by Haryati (2019) which shows that motivation is not positively and significantly affecting OCB. From those research results, there seems unsimilar research result, hence another research is needed to be done.

Another factor which influences OCB is organizational climate. Research done by Pozveh and Karimi (2020), Arbiyanti and Sudibjo (2020), Khaeruddin (2020), by Pudjiomo and Shrah (2019), Mahendra and Surya (2017), Sudirjo (2017), and Nugroho et al. (2020) show that organizational climate has a positive and significant correlation toward OCB. In contrast, research by Sidin et al. (2019) shows that organizational climate has no contribution toward OCB. Based on the finding in this research, then a pleasant organizational climate need to be created for the employees at PT. Banoli Motor Denpasar.

Other than work motivation, and organizational climate, another factor affecting OCB is organizational commitment. Several literatures confirm that organizational commitment has a significant effect toward OCB. Research conducted by Handayani (2019), Nurjanah et al. (2020), Claudia (2018), Saraswati & Hakim (2019), Gregoplaner (2019), Harmius et al. (2021), Sukrisnawati et al. (2019), show that organizational commitment has a positive and significant correlation toward OCB. On the other hand, research with different result shown by Ningsih, Surati & Nurmayanti (2019) and Sengkey et al. (2018). The research show that organizational commitment does not have positive and significant contribution toward OCB.

Research done by Wulandari and Prayitno (2017), Windiatmoko et.al (2019) and Ariyani et al. (2016) indicate that work motivation has significant impact toward OCB through organizational commitment. The result of the research shows that work motivation has significant contribution toward OCB, and organizational commitment mediated the influence of work motivation toward OCB. The higher work motivation, the better the OCB is. Empirically, the findings of previous researches prove that there is positive and significant correlation of organizational climate toward organizational commitment, and positive and significant correlation

between organizational commitment and OCB. In other words, organizational commitment variable is the prime variable in explaining the variety of OCB. This is the basis for the writer to use organizational commitment as the intervening variable. The novelty of this research is that this is the first research about OCB with organizational commitment as the mediated variable done in the automotive company (PT. Banoli Motor Denpasar, Bali).

Based on several research gaps and the phenomenon of problems that arise in the object of research, it is necessary to conduct research on the OCB level of employees at PT. Banoli Motor Denpasar. This study aims to examine the level of direct relationship of work motivation to organizational commitment, organizational climate to organizational commitment, work motivation to OCB, organizational climate to OCB, organizational commitment to (OCB). And this study also aims to understand the mediating role of organizational commitment.

METHODS

This research was done at PT. Banoli Motor Denpasar, which is located at Jl. Buluh Indah, no.75, Pemecutan Kaja, North Denpasar district, Denpasar City, Bali. This research was conducted from October to December 2021. All the employees which were 76 persons regarded as the respondents. So the sampling method is called the census method or saturated sample.

The types of data used in this research are quantitative and qualitative. The type of quantitative data in this study is the Likert scale on the research questionnaire. The measurement using Likert scale with 5 (five) point score, starting from “Extremely disagree” (1) to “Extremely agree” (5). Qualitative data in this study are explanations in the form of sentences and pictures displayed by researchers. The sources in this study are primary data sources and secondary data sources. The primary data in this study is a questionnaire distributed to employees of PT. Banoli Motor Denpasar on work motivation, organizational climate, organizational commitment, and OCB. Secondary data in this study is data that already exists and is published through the media or sites such as journals, literature books and other documents related to the research problem. This research involves four variables namely: work motivation, organizational climate, organizational commitment, and

OCB. Using the OCB indicators developed by Organ et al. (2005) the indicators for organizational climate which was developed by Kusnan (2004), and indicators for work motivation by George dan Jones (2005), and organizational commitment which was developed by Sinambela (2016). The work motivation uses 9 questions, the organizational climate variable uses 10 questions, the organizational commitment variable uses 9 questions, and the OCB variable uses 14 questions.

Descriptive statistical analysis was conducted in order to obtain a general description of the characteristics of the respondents, namely employees of PT. Banoli Motor Denpasar. The research hypotheses were tested using structural Equation Modeling (SEM) analysis technique with Partial Least Square (PLS) software. The validity test uses the coefficient parameter between items with a total item equal to or above 0.30 then the item is declared valid, but if the correlation value is stated below 0.30 then the correlation value is declared invalid. For the reliability test, the parameter value of Cronbach's alpha is between 0.8 to 1, categorizing good reliability. Cronbach alpha value between 0.6 to 0.79 categorizes reliability as acceptable, and cronbach alpha value less than 0.6 categorizes reliability as poor.

Hypothesis Development

Work motivation and organizational commitment

Based on the theory stated by Bajpai & Rajpot (2018) it shows that motivation plays an important role in employees' performance which leads to the improvement of their commitment toward the organization. It is supported by statement from Madi et al. (2017) that strong relationship between colleagues is assumed to be the most important factor on work motivation which affect employees' commitment. The previous elaboration above is strengthen by the research result from Suwanto & Subyantoro (2019) that motivation has a positive and significant correlation toward organizational commitment. This research explains that employee adopts certain values which reflects awareness that commitment towards company is something that they have to actualize. Then research by Qëndrim (2020), Wahyuni & Kurniawan (2018) argue that motivation has a positive and significant contribution toward organizational commitment. Based on the theory and previous research, then the researcher formulates the hypothesis as follow:

H₁ : Work motivation has a positive correlation towards organizational commitment.

Organizational climate and organizational commitment.

Theory stated by (Fatt et al. 2015), that employee who feels satisfied with organizational climate will show high commitment toward the company. From the previous explanation above, it is strengthened by the research from Imron et al. (2020). The result of the research shows that organizational climate has a positive correlation with organizational commitment. It means that the better organization climate there is, the higher commitment being shown by the employee. Research by Swastadiguna and Dewi (2018) shows the result that organizational climate has a positive and significant correlation toward organizational commitment. The employee who feels a good organizational climate will feel comfortable and will make them committed toward the company or organization. Harzlinardi et al. (2019), Berberoglu (2018), the findings show that organizational climate is the important factor in employee commitment and how the employee perceive the organizational performance which will lead to a significant result about the service in an organization. Based on the theory and previous research, the researcher formulated the hypothesis as follow:

H₂ : Organizational climate has a positive contribution toward organizational commitment

Work motivation and OCB

The theory proposed by Shaaban & Shafaa (2018) reveals that OCB can be developed through the implementation of extrinsic motivation more than intrinsic motivation among employee. This theory is strengthened by Helisia, et al. (2018) who explain that OCB can be increased through improvement of work motivation. Previous elaboration above is supported by the result of a research by Muchadin & Chaerudin (2020). The research result shows that work motivation has a positive and significant contribution toward OCB. Research with similar result was also done by Sukarman et.al. (2018) which elaborates that motivation has a positive and significant contribution toward OCB. Motivation able to give improvement on employees' OCB, motivation makes patten behaviour of someone that is planning something to be organized. Based on the theory and previous research, then the researcher formulates, the hypothesis as follow:

H₃ : work motivation has a positive contribution toward OCB.

Organizational climate and OCB

A theory by Pozveh & Karimi (2020) indicates that by improving the organizational climate, the employee's OCB is also increasing and this includes employee's growth in an organization. The previous explanation above is supported by research result from Arbiyanti & Sudibjo (2020), Pudjiono and Sahrah (2019), Wirawan (2021), Almaqableh et al. (2021). The result shows that organisational climate has a positive and significant contribution toward OCB. It means that when the organizational climate improves, the OCB especially for the employee will also improve. Vice versa, when the organizational climate and work involvement is low, then OCB will decrease. Based on the theory and previous research, the researcher formulated the hypothesis as follow:

H₄ : Organizational climate positively contribute toward OCB

Organizational commitment and OCB

Saraswati & Hakim (2019) states that with the commitment of every member toward the organization, then OCB can be reflected and become the organization support in achieving its goal. The previous explanation above is strengthened by the research result of Gregoplaner (2019). The research result shows that organizational commitment has a positive contribution toward OCB. Research with similar result was done by Handayani (2018), and Claudia (2018), which proves that organizational commitment significantly contributes toward OCB. This result of the research

explains that the lecturer's organizational commitment gives prominent and significant contribution toward shaping their OCB. Based on the theory and previous research, then the researcher formulated the hypothesis as follow:

H₅: Organizational commitment positively contribute toward OCB

The relationship between the variables studied is explained through the research framework, as presented in the Figure 1.

RESULTS

Characteristics of Respondents

Characteristics of respondents based on gender can be explained that male employees dominate the number of 56 people (73.7%) and female respondents are 20 people (26.3%). This proportion indicates that men are more empowered in carrying out their duties at the company. The reason that underlies the number of male employees is more than female employees is because the leadership assumes that more men are needed for jobs in automotive distribution companies. The characteristics of respondents based on age indicate that most respondents are employees aged 20-30 years with a distribution of 55.3%. Then followed by respondents aged 31-45 years, totaling 30 people (39.5%) and employees aged over 46 years totaling 4 people (5.3%). Information from the distribution of respondents based on this age provides an indication that employees at the company have matured in carrying out their duties and work. Respondents with the age of 20-30 years are employees who are classified as productive age.

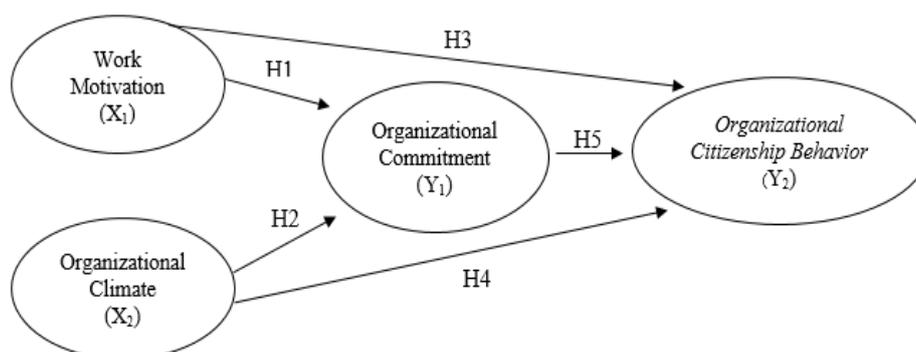


Figure 1. Research framework

The characteristics of respondents based on years of service indicate that the more dominant are employees whose tenure is under 5 years, totaling 44 people with a distribution of 57.9%. Followed by respondents who have a working period of 60-10 years (31.6%), respondents who have a working period of 11-19 years are 6 people (7.9%), and respondents who have a service period of 20-30 years are 2 people (2.6%). This shows that employees who work for less than 5 years usually already have the skills, knowledge and experience in carrying out their duties. More specifically, the working period is able to master his work and is accustomed to facing various problems and solving problems within the company. The characteristics of respondents based on their latest education indicate that the educational background of employees is dominated by high school graduates with a distribution of 59.3%. Then followed by respondents with the latest education S1 which amounted to 16 people (21.1%), respondents with the last education Diploma amounted to 7 people (9.2%), respondents with the last education SMP amounted to 5 people (6.6%), and respondents with elementary school education, totaling 3 people (3.9%). This shows that employees who graduated from high school have met the requirements to work at PT. Banoli Motor Denpasar, especially on work in the warehousing section, or in the field that does not prioritize a very high education but prioritizes employee skills.

Validity and Reliability Test

The results of the research instrument's testing in Table 1 show that all question items from the four variables studied are valid according to the criteria, namely having a coefficient above 0.30 and showing a good level of reliability in accordance with the criteria, namely the Cronbach Alpha (α) value above 0.60.

The discriminant variable is known based on the AVE which shows that all variables are all above 0.5. Based on Table 2, it is shown that work motivation variables, organizational climate, organizational commitment, and OCB have the average variance extracted (AVE) above 0.05. So, it can be said that the construct value of variable work motivation, organizational climate, organizational commitment, and OCB has already fulfil the requirement to be considered as valid. Besides, it seems that the square root from the average variance extracted (\sqrt{AVE}) for each variable mostly above the coefficient correlation among variables (Table 3).

The result of structural model evaluation proven that the value of Q^2 which is 0.859 and close to 1. Therefore, the result of this evaluation confirmed that the structural model has good conformity (goodness-fit model). This result also means that 85.9% from the data can be explained by model, meanwhile the rest 14.1% can be explained by error or other variables which is not exist in the model (Table 4).

Hypothesis Testing

The first hypothesis (H_1) shows that there is positive and significant contribution of work motivation (X_1) toward organizational commitment (Y_1). This result is shown by the positive path coefficient which is 0.008 and the T-statistic = 2.667 (t-statistics > 1.96), therefore, H_1 is accepted. The result gained gives meaning that the higher work motivation that the employee at PT. Banoli Motor Denpasar has, the better organizational commitment of the employees, and vice versa, the lower work motivation, then the less organizational commitment they have. The more employees of PT. Banoli Motor Denpasar is motivated, it will automatically improve work performance. Motivation and organizational commitment go hand in hand so that good motivation automatically means good organizational commitment.

This result of research is in accordance to the theory by Nickels (in Wardhana, 2016) that when employee has high motivation then they will be happy and enjoy the work given by the company, therefore, the employee has loyalty and commitment toward the company. From that explanation above, the result of this research is inline with the research done by Qëndrim (2020), Bajpai and Rajpot (2018), Madi et al. (2017), and Suwanto and Subyantoro (2019). Which shows that work motivation has a positive and significant effect on organizational commitment. In these studies, it is explained that employees adopt certain values that reflect the awareness that commitment to the company is something they must realize.

The result of this result is not inline with the research done by Wahyuni & Kurniawan (2018); Sari and Riana (2018) which shows that work motivation was not positively and significantly affect the organizational commitment. The result of this research means that motivation does not really contribute toward organizational commitment.

Table 1. The recapitulation of instruments' validity and reliability test result

Variabels	Indicator	Item	Significant Correlation	Cronbach's Alpha		
Work Motivation (George and Jones, 2005)	Behaviour Direction (X1.1)	X1.1.1	0,514	0,902		
		X1.1.2	0,610			
		X1.1.3	0,586			
	Effort level (X1.2)	X1.2.1	0,568			
		X1.2.2	0,524			
		X1.2.3	0,571			
	Presistence level (X1.3)	X1.3.1	0,757			
		X1.3.2	0,601			
		X1.3.3	0,642			
Organizational Climate (Kusnan, 2004)	Responsibility (X2.1)	X2.1.1	0,477	0,931		
		X2.1.2	0,345			
	Individual Identity (X2.2)	X2.2.1	0,383			
		X2.2.2	0,568			
	Warmth among employee (X2.3)	X2.3.1	0,364			
		X2.3.2	0,365			
	Support (X2.4)	X2.4.1	0,326			
		X2.4.2	0,613			
	Conflict Control (X2.5)	X2.5.1	0,883			
		X2.5.2	0,887			
	Organizational Commitment (Sinambela, 2016)	Affective Commitment (Y1.1)	Y1.1.1		0,372	0,913
			Y1.1.2		0,547	
Y1.1.3			0,477			
Continuous Commitment (Y1.2)		Y1.2.1	0,505			
		Y1.2.2	0,479			
		Y1.2.3	0,638			
Normatif Commitment (Y1.3)		Y1.3.1	0,681			
		Y1.3.2	0,642			
		Y1.3.3	0,730			
OCB (Organ, 2006)	Altruism (Y2.1)	Y2.1.1	0,701	0,948		
		Y2.1.2	0,617			
		Y2.1.3	0,666			
	Civic Virtue (Y2.2)	Y2.2.1	0,612			
		Y2.2.2	0,725			
		Y2.2.3	0,302			
	Conscientiousness (Y2.3)	Y2.3.1	0,443			
		Y2.3.2	0,547			
		Y2.3.3	0,473			
	Courtesy (Y2.4)	Y2.4.1	0,670			
		Y2.4.2	0,668			
		Y2.4.3	0,542			
	Sportsmanship (Y2.5)	Y2.5.1	0,827			
		Y2.5.2	0,832			

Table 2. Discriminant validity

Variable	(AVE)	(√AVE)	Work Motivation (X1)	Organizational Climate (X2)	Organizational Commitment (Y1)	OCB (Y2)
Work Motivation (X1)	0,791	0,889	0,889			
Organizational Climate (X2)	0,688	0,829		0,829		
Organizational Commitment (Y1)	0,767	0,875			0,875	
OCB (Y2)	0,744	0,862				0,862

Table 4. The inner model score

Structural Model	Dependent Variable	R-Square
1	Organizational Commitment (Y1)	0,390
2	OCB (Y2)	0,769

Q2 Calculation :
 $Q2 = (1 - [(1 - R122) (1 - R2)])$
 $Q2 = (1 - [(1 - 0,390) (1 - 0,769)]) = 0,859$

The second hypothesis (H₂) shows that there is a positive and significant contribution of organizational climate (X₂) toward toward organizational commitment (Y₁). This result is shown by the path coefficient with the value of 0.001 with T-statistic = 3.455 (T-statistic > 1.96), therefore, the H₂ is accepted. The result obtained indicate that the better organizational climate of the employee at PT. Banoli Motor Denpasar, then the employees' organizational commitment is more improved, and vice versa, the lower organizational climate, the less organizational commitment they have. This result is inline with the theory stated by Fatt et al. (2015). Employee who feels satisfied with the organizational climate will show high commitment for the company. From the explanation above, this research result is inline with the research done by Swastadiguna & Dewi (2018), Sonarita et al. (2019), Imron, Inradewa, & Syah & 2020), Berberoglu (2018), dan Harizlinardi et al. (2019) which shows that organizational climate has a positive and significant contribution toward organizational commitment. The results of this study indicate that the better the organizational climate created, the higher the employee's commitment will be shown. This result of the research not inline with the research done by Siregar et al. (2019), the results of this study indicate that organizational climate does not have a significant direct effect on organizational commitment.

The third hypothesis (H₃) shows that work motivation (X₁) has no significant contribution toward OCB (Y₂). This result is shown by the path coefficient with the value of 0.268 with T-statistic = 1.108 (T-statistic < 1.96),

therefore the H₃ is rejected. This is because there is employee who are not included in work motivation allotment which cause the employee at PT. Banoli Motor Denpasar feel dissatisfied with what they get, therefore their work motivation is low. Low work motivation is not able to support the creation of employee OCB.

From that explanation above, this research is inline with the research done by Haryati (2019). From the results of this study, the motivation variable has no significant effect on employee OCB. This is because employees are dissatisfied with the organization in it. The result of this research is not in line with the research by Muchtadin & Chaerudin (2020), Shaaban & Shafaa (2018), Sukarman et al. (2018), and Helisia et al. (2018) which shows that there is a significant impact of work motivation toward OCB. It is suspected that work motivation has indirect effect toward OCB, that there are other variables which strengthen or become the mediation for the emerging of OCB.

The fourth hypothesis (H₄) shows that there is positive and significant contribution of organizational climate (X₂) toward OCB (Y₂). This result is shown by the path coefficient with the positive value of 0.003 with T-statistic = 3.001 (T-statistic > 1.96), therefore H₄ is accepted. The result obtained gives meaning that the better organization climate felt by the employee of PT. Banoli Motor Denpasar, then it will increase the employees' OCB and vice versa. The results showed that there was a direct and significant relationship between organizational climate, its dimensions, and OCB. So it can be said that by improving the organizational climate, OCB also increases and this includes the growth of employees and an organization. The result of this result in line with the theory stated by Organ et al. (2006), in a positive organizational climate, the employee feels more of the urge to do the job more than what is being required in the job description, and will always support the organization's goal. From that explanation above, this research result is in line with the previous research done by Pozveh & Karimi (2020),

Arbiyanti & Sudibjo (2020), Khaeruddin (2020), Pudjiomo & Sahrah (2019), Mahendra & Surya (2017), Almaqableh et al. (2021) and Nugroho et al. (2020). The result of data analysis shows that organizational climate has a positive and significant contribution toward OCB. The results of the study indicate that a good and comfortable organizational climate felt by employees will encourage employees to show OCB behavior.

The fifth hypothesis (H_5) shows that there is a positive and significant contribution of organizational commitment (Y_1) toward OCB (Y_2). This result is shown by the path coefficient which has positive value of 0.000 with T-statistic = 6.262 (T-statistic > 1.96), therefore H_5 is accepted. The result indicates that a better organizational commitment of employees at PT. Banoli Motor Denpasar will increase the employees' OCB, or vice versa, the lower organizational commitment, then the lower employees' OCB as well. This result also means that with the commitment of members to their organization, OCB can be reflected and become a supporter of the organization in achieving its goals.

This research result is consistent with the theory by Oran et. al. (2006), that the improvement of OCB is affected by internal factor which is organizational commitment, where the organizational commitment is the attitude that reflects employees' loyalty to the organization and the continuous process where the organization member expresses consideration toward the organization and sustainable success and development. This research result is in line with the previous research done by Nurjanah, et. al. (2020), and other previous researches by Gregoplaner (2019), Handayani (2018), Claudia (2018), Saraswati & Hakim (2019), Harmius, Yunus & Musnadi (2021), and Sukrisnawati, et al. (2019) which shows that organizational commitment positively and significantly contribute toward OCB. The results of these studies prove that organizational members who have the willingness to do their best for the organization have a high level of Organizational Citizenship Behavior.

This result is not in line with the research done by Ningsih et, al (2019), and Sengkey, et. al. (2018). The results of the study indicate that organizational commitment has no significant effect on OCB. Based on the results of the study, it can be interpreted that if the employee's organizational commitment is higher, the employee's OCB behavior will decrease, on the

contrary if the employee's organizational commitment decreases, the employee's OCB behavior will be higher.

The result of mediation check shows that there is a positive and significant contribution of work motivation (X_1) toward OCB (Y_2) through organizational commitment (Y_1). The effect of mediation variable organizational commitment upon the indirect effect work motivation toward OCB is tend to be full (full mediation). This finding gives clue that, the mediation of organizational commitment (Y_1) is the determinant for the indirect effect of Work Motivation (X_1) toward OCB (Y_2). Based on that result, it can be said that the improvement of work motivation will boost the implementation of organizational commitment, and in the end increase the employees' OCB.

Furthermore, the result of mediation test on the contribution of organizational climate toward OCB through organizational commitment shows that there is appositive significant contribution of organizational climate (X_2) toward OCB (Y_2) through organizational commitment (Y_1). Based on that result it can be said that he improvement of organizational climate will boost the implementation of organizational commitment, and at the end will increase the employees' OCB. Another information can be said that, the effect of mediating variable organizational commitment (Y_1) to the indirect effect of organizational climate (X_1) toward OCB (Y_2) categorized as partial (partial mediation). This finding shows that the mediation of organizational commitment (Y_1) is not the determinant on the indirect effect of organizational climate (X_2) toward OCB (Y_2). This is because, the organizational climate (X_2) also has direct and significant effect toward Organizational commitment (Y_1).

Table 5 shows the result of direct influence hypothesis testing, where 4 hypotheses are being accepted and 1 hypothesis is rejected.

The Role of Mediation

Hair et.al. (2010), determined the role of mediating variable as follow: (a) to test the direct effects of independent variable toward dependent variable on the model by involving the mediating variable, (b) to test the effects of independent variable toward dependent variable on the model without involving mediating variable, (c) to test the dependent variable toward mediating variable on the model, (d) to test the effect

of mediating variable toward dependent variable on the model. Table 6 shows that organizational commitment (Y_1) is proven to be able to fully mediate the indirect effect of work motivation (X_1) toward OCB (Y_2). This result is shown from the mediating test seen that the effect of C, D, A has significant value and the indirect path coefficient gained above 0.10 that is 0.200. The results of this study determine that work motivation can affect OCB through proven organizational commitment. The mediating effect of organizational commitment variable on the indirect effect of work motivation on OCB is full mediation. These findings provide clues that mediating organizational commitment (Y_1) is a determinant of the indirect effect of work motivation (X_1) on OCB (Y_2). Based on these results, it can be interpreted that an increase in work motivation will encourage the implementation of organizational commitment, and ultimately increase employee OCB. Organizational commitment (Y_1) is proven to be able to mediate the indirect effect of organizational climate (X_2) toward OCB (Y_2) considered as partial mediation. This result is confirmed from the mediating test which show the effect of C, D, A has significant value and the indirect path coefficient gained above 0.10 that is 0.212. The results of this study determine that organizational climate can affect OCB through proven organizational commitment. Based on these results, it can be interpreted that an increase in the organizational climate will encourage the implementation of organizational commitment, and ultimately increase employee OCB.

Managerial Implications

The importance of the OCB level needs to be considered and managed properly by the company. The results showed that the variable of work motivation on employees of PT. Banoli Motor Denpasar is classified as good, although there is an indicator that gets the lowest score, namely the level of effort (4.02) on the question item “always serious and focused on the work being done” so as to motivate employees to achieve the standards set by the company, it is done by always providing Intense and personal motivation to foster a sense or enthusiasm of employees to be more serious and focus on the work being done, the implications of which are expected to be able to complete the work optimally.

Organizational climate on employees of PT. Banoli Motor Denpasar is classified as good, although there are items on the indicator that get the lowest score, namely conflict control with a value of 3.88, especially on the item “employees gain mutual trust in this organization” and the item “employees know clearly who has formal authority to make decisions. This gives a hint that the leadership of PT. Banoli Motor Denpasar is able to build a comfortable organizational climate and always reminds employees to always comply with regulations and always be professional when working, so that employees have positive thoughts towards fellow co-workers and have good relationships so that they can control conflicts that occur, the implications of which are expected to increase OCB.

Table 5. Direct effect hypothesis testing results

Relationship between Variables	Path Coefficient	T-statistics	Information
Work motivation → Organizational commitment	0,008	2,667	H1 accepted
Organizational climate → Organizational commitment	0,001	3,455	H2 accepted
Work Motivation → OCB	0,268	1,108	H3 rejected
Organizational climate → OCB	0,003	3,001	H4 accepted
Organizational commitment → OCB	0,000	6,262	H5 accepted

Table 6. The recapitulation of mediating variable test result

Mediating Variable Organizational Commitment	Effect				Description
	A	B	C	D	
Work Motivation → Organizational Commitment → OCB	0,108 (Not Significant)	0,325 (Significant)	0,336 (Significant)	0,597 (Significant)	Full Mediation
Organizational Climate → Organizational → OCB	0,294 (Significant)	0,504 (Significant)	0,354 (Significant)	0,597 (Significant)	Full Mediation

Variable organizational commitment on employees of PT. Banoli Motor Denpasar is in the very good category. This provides information that the OCB level of employees must continue to be improved. The lowest indicator value on the OCB variable is sportsmanship (4.31), namely the item with a lower value, namely Conscientiousness ($Y_{2,3}$) on the item “not complaining about everything” and the item “Not exaggerating errors out of proportion”. Therefore, OCB employees of PT. Denpasar motorcycle tires must continue to be improved.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research proves that Organizational climate and organizational commitment have positive and significant contribution toward OCB, however motivation does not significantly contribute toward OCB. This research shows that the improvement of work motivation does not affect the improvement of employees' OCB at PT. Banoli Motor Denpasar. Work motivation has significant contribution toward OCB through organizational commitment as the intervening variable. Organizational commitment is proven to be able to mediate the contribution of work motivation toward OCB at the employees of PT. Banoli Motor Denpasar, therefore it can be concluded that organizational commitment as the mediator upon the correlation of work motivation toward OCB as a full mediation. The result of this testing can be proven empirically.

In addition, organizational climate significantly contributes toward OCB though organizational commitment as the intervening variable. Organizational commitment is proven to be able to mediate the effect of organizational climate toward OCB at the employee of PT. Banoli Motor Denpasar, then, it can be concluded that organizational commitment as the mediating variable to the relationship of Organizational climate toward OCB as partial mediation. The result of this test can be proven empirically. This finding indicates that the mediation of organizational commitment is not the determinant to the indirect contribution of organizational climate toward OCB. This is because, organizational climate (X_2) also has direct and significant effect toward OCB.

Recommendations

From the results of research conducted, there are indicators on the variables of work motivation and organizational climate which have a lower average than other indicators. In the future PT. Banoli Motor Denpasar needs to further deepen and analyze the provision of employee motivation in stages that adjusts to the time employees have when they are in the office or doing field assignments. So that the provision of motivation can be done as a whole, which can increase the motivation in employees. Then identify and evaluate the organizational climate that is felt by all employees, so that there is no gap between what is happening and what is expected. Companies must also pay attention to the relationship between fellow employees, and the relationship between employees and leaders, as well as minimize all conflicts that occur, and increase warmth between employees so as to create a better organizational climate that will encourage and improve OCB at PT. Banoli Motor Denpasar.

In administering questionnaire, the researcher has time limit in assisting the respondents, it is because the presence of the employee at PT Banoli Motor Denpasar was in shift, some of them at the office and some others work on the field. Sometimes the employees' time is also indefinite depends on their necessity with their customers. Consequently, the researcher had to find appropriate time to fill in the questionnaire. Therefore, it is suggested to develop further research to the company with the sample amount that are easy to meet time wise so that the process of filling in the questionnaire can be done directly. This research can be developed by digging deeper into the role of motivation and organizational climate through organizational commitment that can increase OCB. Research can be developed by selecting a sample of employees in a company from local, national, and multinational levels.

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