

## The Influence of Leadership, Self-Efficacy, and Organizational Climate on Organizational Citizenship Behaviour of State Civil Apparatus

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### ABSTRACT

Human resources also influence the organisation's success in carrying out its activities as executors of organizational activities. This research was based on the problem of low Organizational Citizenship Behaviour in the Secretariat of Government in 50 Kota Districts. This study aims to analyze the influence of leadership, self-efficacy, and organizational climate on the organizational citizenship behaviour of State Civil Apparatus at the Secretariat of Government in 50 Kota Districts, both partially and simultaneously. The population in this study were all State Civil Apparatus at the Secretariat of Government in 50 Kota Districts, with a total of 124 employees. The sampling technique in this study used a proportional random sampling consisted of 95 respondents. Data in this study were collected through a survey method with a questionnaire. The data analysis technique used in this study was descriptive and quantitative analysis. Testing the hypothesis in this study using a multiple linear regression test. Based on the results of this study, it was known that: 1) Leadership had a positive and significant effect on organizational citizenship behaviour of the employees with a significance of  $0.000 < 0.05$ . 2) Self-efficacy also had a positive and significant effect on the organizational citizenship behaviour of the employees with a significance of  $0.000 < 0.05$ . 3) Organizational climate also had a positive and significant effect on organizational citizenship behaviour of the employees with a significance of  $0.000 < 0.05$ . 4) Simultaneously, leadership, self-efficacy, and organizational climate also positively and significantly affected the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota.

**Keywords:** *Organizational citizenship behaviour, leadership, self-efficacy, organizational climate.*

### INTRODUCTION

The success of an organization can be determined by the success or failure of the organization in carrying out its organizational activities. Human resources also influence the organisation's success in carrying out its activities as executors of organizational activities. The more successful human resources become executors in carrying out their functions, the easier it will be for the organization to achieve the goals that have been set. It is highly improbable that organizational functions or activities do not involve employees as implementers.

Changes in politics and administration of wide-ranging government autonomy to the Regency and City Regions, as described in Law Number 32 of 2004, have made each regional government autonomously able to prepare itself to enter this competitive era of government. However, various research results found that the apparatus's quality was still far from adequate in

providing services to the community. In providing services to the community, the phenomenon still shows a lack of full responsibility in providing services to encourage extra-role behaviour in carrying out their duties, better known as Organizational Citizenship Behaviour.

Organizational citizenship behaviour (OCB) is an extra-individual behaviour, which is not directly or explicitly identifiable in a formal work system, and which, in the aggregate, can increase the effectiveness of organizational functions (Hidayat & Kusumawati, 2014). Employees with OCB behaviour will create ideal working conditions so that a supportive atmosphere is formed to achieve the expected goals and obtain job satisfaction. Satisfied employees will be more obedient to the call of duty because they want to repeat, they are positive experiences. According to Robbins (2018), the emergence of OCB is driven by employee job satisfaction because satisfied employees can tell positive stories about the organization, help other employees, and perform optimally.

George (2010) states the importance of Organizational Citizenship Behaviour (OCB) in the success of an organization because organizations cannot anticipate all organizational behaviour by relying only on formally stated job descriptions. According to Robbins and Judge (2018), Organizational Citizenship Behaviour (OCB) is a behaviour of freedom to determine which is not part of the formal job requirements of workers but contributes to the psychological and social environment of the workplace.

Successful organizations need workers who do more than their usual job responsibilities and will deliver performance above expectations. In today's dynamic workplace, where teams and flexibility increasingly carry out tasks is critical, workers engaged in good OCB help others on their teams, volunteer to do extra work, avoid unnecessary conflicts, respect the spirit of rules and regulations, as well as tolerating the burden and disturbance of workers at any time. OCB is individual behaviour that positively impacts the organization, so it is important to study. Research on OCB can provide information about the factors influencing this behaviour to assist organizations in increasing OCB among employees.

Based on the initial survey, the total absences were still unstable, especially in 2020, with as many as 47 people, the total lateness to work was unstable, especially in 2020, with as many as 93 people, and the total came home quickly, especially in 2020, as many as 70 people. There is still a lack of mutual assistance among co-workers, where when asked to help employees, it still seems to delay by doing other activities outside of work. This happens when a task must be completed, but the employee is not present (alpha). In addition, some employees who attend meetings or training feel bored, so employees go in and out of the room when the meeting is in progress. The serious attitude of employees in working is also still low, where during office hours, there are still employees who go home quickly. If this absenteeism problem continues to increase, other employees' time to help is not fulfilled because one of the benefits of OCB is that employees helping co-workers will speed up the completion of co-workers' assignments and, in turn, increase the productivity of these co-workers.

MacKenzie et al. (2016), in terms of the field of organization, found that organisational leadership is one of the most important factors in shaping Organizational Citizenship Behaviour (OCB). The phenomenon that the researchers found from a preliminary study related to leadership was that each section head at the 50 Kota District Secretariat involved 10 employees interviewing them regarding how the section head's leadership carried out its functions: 1) Implementing staff also perceived that leader did not listen to their opinions. 2) The direction of the head of the

section is unclear, so there are errors in the work. 3) There are no achievement awards. When employees perform well, no verbal awards or rewards to motivate employees to work. 4) There is no guidance from the head of the section on the implementation staff, so the organization is disrupted, and the communication made by the leader to the subordinates is still one-way. 5) Leaders have not been able to influence employees to reduce counterproductive (unproductive) work behaviour, 6) Leaders are less able to provide justice to employees and do not motivate employees so that employees are better and more enthusiastic at work. This will lead employees to be disloyal at work.

This shows that there is still a lack of direct participation by leaders with employees to drive larger businesses (interview Wednesday, 10 August 2022). According to Arif and Kusumawati (2014), job satisfaction, empowerment and self-efficacy factors influence OCB behaviour. Empowerment (work empowerment) is an effort that must be made to create quality human resources who can utilize, develop and master science and technology as well as management capabilities (Sedarmayanti, 2018). Empowerment can improve the quality of quality, and productive human resources can fill employment opportunities and also able to create and expand employment opportunities. Empowerment is very important, therefore, to achieve empowerment results that are as expected. Thus, empowerment is an effort to provide autonomy, trust from superiors to subordinates, and encourage them to have OCB behaviour to complete their duties as best as possible so that employees are given the freedom to take actions that are deemed appropriate to serve customers, including dealing with problems that occur in his work to make changes (Kadarisman, 2014).

Lestari (2020) states that self-efficacy is a person's belief that an individual can carry out a task at a certain level, which influences personal activity towards achieving set goals. High self-efficacy makes employees try to do difficult tasks while remaining calm and not anxious. Confidence in employees' self-abilities, such as the ability to understand or feel organizational situations and conditions, can make motivators act or behave in effective OCB according to the pressure and responsibility they have been given (Alwisol, 2004). Research by Mansor, Darus and Dali (2013) shows that self-efficacy positively affects organizational citizenship behaviour. King's research in Prahmono (2021) found a relationship between self-efficacy and organizational citizenship behaviour has a strong and positive influence. However, this study does not support Ruslan's research (2016) that self-efficacy does not affect OCB. Sharma's research (2011) found that job satisfaction positively and significantly affects organizational citizenship behaviour.

The phenomenon of self-efficacy among employees at the Regional Secretariat of the 50 Kota District is the lack of self-confidence of employees in carrying out each of their duties and responsibilities, resulting in employees complaining about carrying out their duties. Low self-confidence causes employees to feel unsure of their abilities to carry out every task given. Besides self-efficacy, a factor that influences organizational citizenship behaviour is organizational climate.

Organizational climate is the human environment in which employees of an organization carry out their work. Organizational climate concerns all the environments that exist or are faced by employees in an organization that affect employees in carrying out their organizational activities because the environment directly or indirectly greatly influences organizational climate. In addition, the organization will interact with its environment as a system. (Saputra & Mulia, 2021)

## METHOD

This research uses quantitative methods with associative quantitative types. The quantitative approach is due to the approach used in research proposals, processes, hypotheses, fieldwork, data analysis and data conclusions up to writing using measurement, calculation, formulas and certainty of numerical data. While the associative type because this research connects two or more variables (Sugiyono, 2018).

Associative type research is conducted to find a relationship between one or more variables with other variables. This type of research has the highest level compared to other studies, such as descriptive and comparative research. By using this type of research, later, we can find several theories that can provide explanations, predictions and control of a phenomenon. The statistical test in testing the hypothesis in this study uses linear regression analysis, which begins with the classic assumption test using regression analysis because the hypothesis in this study will see and know the contribution of the influence arising from one or more independent variables on the dependent variable.

The population is a generalization area consisting of objects/subjects with certain characteristics that researchers have determined to study and draw conclusions (Sugiyono, 2018). In this study, the population consisted of all Civil Servants at the Secretariat District of 50 Kota with a total of 124 employees. The sampling technique in this study used a proportional random sampling technique. This technique is used because all members have the same opportunity to be sampled according to their proportions (Sugiyono, 2018). The samples taken in this study are representative (representative), so the conclusions can describe the population as a whole. Based on the Slovin formula, the number of samples used in this study was 95 employees.

The statistical technique used to test this study's hypothesis is multiple linear regression techniques (multiple regression). Sugiyono (2018) multiple linear regression tests hypotheses about the effect of two or more variables together with one dependent variable. Using multiple linear regression techniques aims to determine the effect of the independent variable (X) on the dependent variable (Y).

## RESULTS AND DISCUSSION

### Normality test

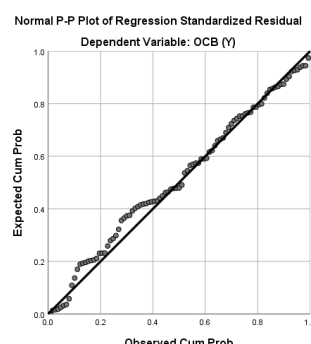
The normality test is carried out to check whether the data comes from a normally distributed population. This test is required for the path analysis technician's use requirements. This normality test uses the Kolmogorov-Smirnov with testing criteria at  $\alpha = 0.05$ . The results of data processing for the normality test can be seen in the following table:

**Table 1. Normality Test Results**

No	Variable	Sig.	Alpha	Description
1	Leadership ( $X_1$ )	0,200	0,05	Normal
2	Self-Efficacy ( $X_2$ )	0,122	0,05	Normal

3	Organizational Climate (X <sub>3</sub> )	0,200	0,05	Normal
4	OCB (Y)	0,200	0,05	Normal

In the table above, it is known that the significant value for the Organizational Citizenship Behaviour (Y) variable is 0.200, the leadership variable (X<sub>1</sub>) is 0.200, the self-efficacy variable (X<sub>2</sub>) is 0.122, and the organizational climate variable (X<sub>3</sub>) is 0.200 which is greater than 0.05. From the data processing results, it appears that the significant value of all variables is greater than the significant level used alpha 0.05. Thus, it can be concluded that all the variables in this study are normally distributed so that path analysis can be carried out. Furthermore, the results of the normality test can be seen based on the plot graph in the following figure:



**Figure 1. Scatterplot Normality Test**

Based on the picture above, it can be seen that the points are close to the diagonal line. If the residual data distribution is normal, the line describing the actual data will follow the diagonal line. Thus, it can be concluded that the model is fit or good, and it can also be stated that the residual data distribution is normal. In this study, the researcher used graphical analysis and the Kolmogorov-Smirnov test by looking at the Kolmogorov-Smirnov z value and the Asymp.Sig value.

### Linearity Test

Furthermore, the linearity test is used to see whether the model specifications are correct. Is the function used in an empirical, preferably linear, quadratic or cubic. This test will determine whether the empirical model should be linear, quadratic or cubic.

**Table 2. Linearity Test Results**

No	Variable	Sig.	Alpha	Description
1	Leadership (X <sub>1</sub> )	0,837	0,05	Linear
2	Self-Efficacy (X <sub>2</sub> )	0,869	0,05	Linear
3	Organizational Climate (X <sub>3</sub> )	0,167	0,05	Linear

By the results of the linearity test that has been carried out, it appears that the significant value is greater than 0.05, which means that the relationship is linear. This shows that leadership, self-efficacy and organizational climate have a linear pattern towards Organizational Citizenship Behaviour.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether, in a research model, there is an inequality of variance from the residuals of one observation to another. A good research model is if there is no heteroscedasticity. To detect the presence of heteroscedasticity can use the glacier test was. The results of the heteroscedasticity test can be seen in the following table:

**Table 3. Heteroscedasticity Test Results**

No	Variable	Sig.	Alpha	Description
1	Leadership ( $X_1$ )	0,794	0,05	No Heteroscedasticity
2	Self-Efficacy ( $X_2$ )	0,519	0,05	No Heteroscedasticity
3	Organizational Climate ( $X_3$ )	0,070	0,05	No Heteroscedasticity

Table 3 above shows that the significance value for the leadership variable is 0.794, the self-efficacy variable is 0.519, and the organizational climate variable is 0.070. The three significance values are greater than alpha ( $\alpha = 0.05$ ). Thus, the heteroscedasticity test has been fulfilled. The data can be carried out, followed by processing multiple regression analyses.

### Autocorrelation Test

The autocorrelation test was carried out by determining dU, dL, 4-dU, 4-dL, and Durbin Watson values. The dU and dL values can be obtained from the Durbin Watson statistical table with  $n=95$ ,  $k=4$ , then the  $dL= 1.601$ ,  $dU=1.731$  values can be determined, so  $4-dW= 2.217$  and  $4-dU= 2.269$ , Durbin Watson value= 1.783 obtained from the table below:

**Table 4. Autocorrelation Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.572 <sup>a</sup>	0,327	0,305	3,782	1,783

a. Predictors: (Constant), Organizational Climate ( $X_3$ ), Self-Efficacy ( $X_2$ ), Leadership ( $X_1$ )

Because  $DU < DW < 4-DU$  ( $1.731 < 1.783 < 2.269$ ), then  $H_0$  is accepted, meaning that there is no autocorrelation.

### Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. To detect the presence or absence of multicollinearity in the regression model is as follows.

**Table 5. Multicollinearity Test Results**

No	Variable	VIF value	Tolerance	VIF limit	Description
1	Leadership (X <sub>1</sub> )	1,312	0,762	10	No Multicollinearity Occurs
2	Self-Efficacy (X <sub>2</sub> )	1,274	0,785	10	No Multicollinearity Occurs
3	Organizational Climate (X <sub>3</sub> )	1,136	0,880	10	No Multicollinearity Occurs

The results of calculating the tolerance value show that no independent variables have a tolerance value of less than 10%, which means there is no correlation between independent variables whose value is more than 90%. The results of calculating the value of the variance inflation factor (VIF) also show the same thing. There is not one independent variable that has a VIF value of more than 10. So, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

### Multiple Regression Analysis

The analysis used in this study is a multiple linear regression analysis with four predictors, namely leadership (X<sub>1</sub>), self-efficacy variable (X<sub>2</sub>), organizational climate variable (X<sub>3</sub>), and Organizational Citizenship Behaviour variable (Y). This regression model can be used to determine the influence of leadership, self-efficacy and organizational climate on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota simultaneously and partially. Based on the calculation results of SPSS for windows release 26.0, the regression analysis table is obtained as follows:

**Table 6. Multiple Regression Analysis**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	11,272	3,936
	Leadership (X <sub>1</sub> )	0,244	0,095
	Self-Efficacy (X <sub>2</sub> )	0,422	0,167
	Organizational Climate (X <sub>3</sub> )	0,349	0,120

The table above shows that the multiple regression equation obtained from the results of the analysis is as follows:

$$Y = 11,272 + 0,244X_1 + 0,422X_2 + 0,349X_3$$

If the variables of leadership, self-efficacy and organizational climate are considered constant, then the average Organizational Citizenship Behaviour is 11.272.

### Regression coefficient X<sub>1</sub> (Leadership)

From the multiple regression calculation, the coefficients (b<sub>1</sub>) are 0.244. This means if the leadership variable increases by 1 ( ) point. In contrast, the self-efficacy and organizational climate variables are considered constant, which will cause an increase in Organizational Citizenship Behaviour by 0.244.

### Regression coefficient $X_2$ (Self-Efficacy)

From the multiple regression calculation, the coefficients ( $b_2$ ) are 0.422. This means if the self-efficacy variable increases by 1 () point. In contrast, the leadership and organizational climate variables are considered constant, which will cause an increase in Organizational Citizenship Behaviour by 0.422.

### Regression coefficient $X_3$ (Organizational Climate)

From the multiple regression calculation, the coefficients ( $b_3$ ) are 0.349. This means if the organizational climate variable increases by 1 () point. In contrast, the leadership and self-efficacy variables are considered constant, which will cause an increase in Organizational Citizenship Behaviour by 0.349.

### Hypothesis testing

#### Simultaneous Test (F)

The criterion for testing the hypothesis using F statistics is if the significant value of  $F < 0.05$ , then the alternative hypothesis is accepted, which states that all independent variables simultaneously and significantly affect the dependent variable (Ghozali, 2016). The results of the F test analysis can be seen in the table below:

**Table 7. Simultaneous Test Results (F) Leadership Variables ( $X_1$ ), Self-Efficacy ( $X_2$ ) and Organizational Climate ( $X_3$ ) on Organizational Citizenship Behaviour (Y)**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.572 <sup>a</sup>	0,327	0,305	3,782		

a. Predictors: (Constant), Organizational Climate ( $X_3$ ), Self-Efficacy ( $X_2$ ), Leadership ( $X_1$ )

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	633,187	3	211,062	14,755	.000 <sup>b</sup>
	Residual	1301,718	91	14,305		
	Total	1934,905	94			

a. Dependent Variable: OCB (Y)

b. Predictors: (Constant), Organizational Climate ( $X_3$ ), Self-Efficacy ( $X_2$ ), Leadership ( $X_1$ )

In the Model Summary table, it can be seen in the Adjusted R Square column that it equals 0.305. This means that simultaneously the large contribution of the variables of leadership ( $X_1$ ), self-efficacy ( $X_2$ ), and organizational climate ( $X_3$ ) have a significant effect on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y). of 0.305 or 30.5% which means other variables influence the remaining 69.5%.

From the ANOVA table, the  $F_{\text{count}}$  value is 14.755 with a probability value ( $\text{sig}$ ) = 0.000.  $F_{\text{count}}$  value 14.755 >  $F_{\text{table}}$  2.704 (see  $F_{\text{table}}$  in attachment), and  $\text{sig}$ . Smaller than the probability value of 0.05 or the value of 0.000 < 0.05, then  $H_1$  is accepted, meaning that together (simultaneously) leadership ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) have a



significant effect on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y).

### Partial Test (t)

The t-test is used to determine whether the independent variables partially have a significant effect or not on the dependent variable. The degree of significance used is 0.05. If the significant value is less than the degree of confidence, we accept the alternative hypothesis, which states that an independent variable partially affects the dependent variable. Analysis of the t-test is also seen in the table below:

Determine the effect of the leadership variable ( $X_1$ ) on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y). can be explained in the following table:

**Table 8. Partial Test of Leadership Variable ( $X_1$ ) on Organizational Citizenship Behaviour (Y).**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.445 <sup>a</sup>	0,198	0,189	4,085		
a. Predictors: (Constant), Leadership (X <sub>1</sub> )						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	383,055	1	383,055	22,956	.000 <sup>b</sup>
	Residual	1551,851	93	16,687		
	Total	1934,905	94			
a. Dependent Variable: OCB (Y)						
b. Predictors: (Constant), Leadership (X <sub>1</sub> )						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21,198	3,373		6,285	0,000
	Leadership (X <sub>1</sub> )	0,430	0,090	0,445	4,791	0,000
a. Dependent Variable: OCB (Y)						

In the table above, the leadership variable ( $X_1$ ) obtained a value = 4.791 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is a significant leadership influence on Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y)". In the Model Summary table, it can be seen from the Adjusted R Square column of 0.189. This means that the leadership variable ( $X_1$ ) contributes 0.189 or 18.9% to Organizational Citizenship Behaviour (Y).

Determine the effect of the self-efficacy variable ( $X_2$ ) on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y). can be explained in the following table:

**Table 9. Partial Test of Self-Efficacy Variable ( $X_2$ ) on Organizational Citizenship Behaviour (Y).**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.429 <sup>a</sup>	0,184	0,175	4,121	

a. Predictors: (Constant), Self-Efficacy ( $X_2$ )

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	355,831	1	355,831	20,957	.000 <sup>b</sup>
	Residual	1579,075	93	16,979		
	Total	1934,905	94			

a. Dependent Variable: OCB (Y)

b. Predictors: (Constant), Self-Efficacy ( $X_2$ )

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	21,746	3,409		6,379	0,000
	Self-Efficacy ( $X_2$ )	0,737	0,161	0,429	4,578	0,000

a. Dependent Variable: OCB (Y)

In the table above, the self-efficacy variable ( $X_2$ ) obtained a value = 4.578 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is a significant effect of self-efficacy on Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y)". In the Model Summary table, it can be seen from the Adjusted R Square column of 0.175. This means that the self-efficacy variable ( $X_2$ ) contributes 0.175 or 17.5% to Organizational Citizenship Behaviour (Y).

Determine the effect of the organizational climate variable ( $X_3$ ) on the Organizational Citizenship Behaviour of State Civil Apparatuses at the Secretariat District of 50 Kota (Y). can be explained in the following table:

**Table 10. Partial Test of Organizational Climate Variable ( $X_3$ ) on Organizational Citizenship Behaviour (Y)**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.412 <sup>a</sup>	0,170	0,161	4,157	

a. Predictors: (Constant), Organizational Climate ( $X_3$ )

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	328,183	1	328,183	18,996	.000 <sup>b</sup>
	Residual	1606,722	93	17,277		
	Total	1934,905	94			

a. Dependent Variable: OCB (Y)

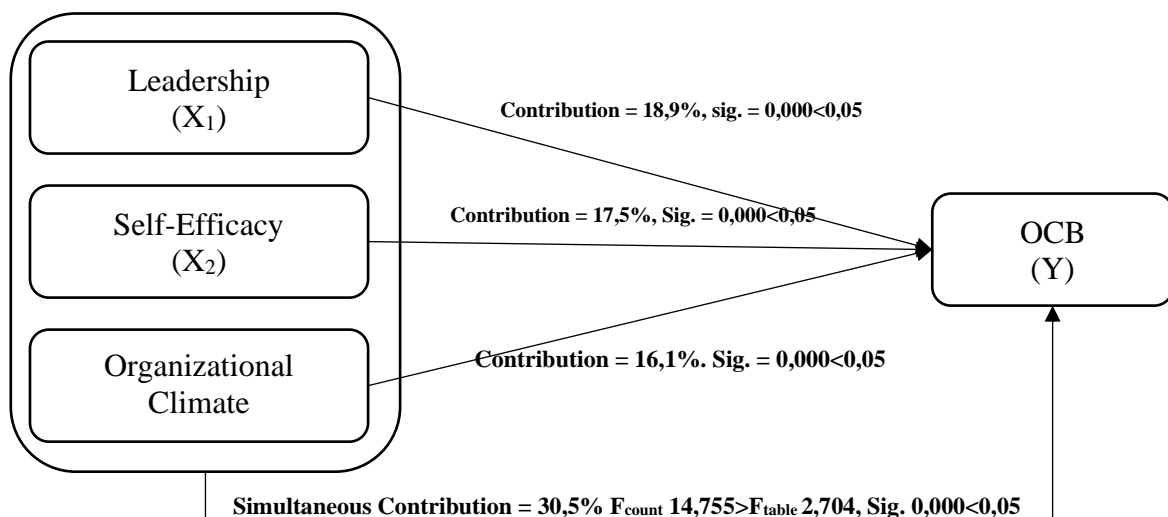
b. Predictors: (Constant), Organizational Climate (X<sub>3</sub>)

Coefficients <sup>a</sup>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24,858	2,871		8,659	0,000
	Organizational Climate (X <sub>3</sub> )	0,539	0,124	0,412	4,358	0,000

a. Dependent Variable: OCB (Y)

In the table above, the organizational climate variable (X<sub>3</sub>) obtained a value = 4.358 with a significance of 0.000 where  $0.000 < 0.05$  so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. Namely, that reads, "there is a significant influence of organizational climate on Organizational Citizenship Behaviour of State Civil Apparatuses at the Regional Secretariat of the Regency 50 Kota (Y)". In the Model Summary table, it can be seen from the Adjusted R Square column of 0.161. This means that the organizational climate variable (X<sub>3</sub>) contributes 0.161 or 16.1% to Organizational Citizenship Behaviour (Y).

Furthermore, for the contribution model, the influence of the independent variables on the dependent variable can be seen in the following figure:



**Figure 2. Multiple Regression Coefficient Results**

## Discussion

### **The Influence of Leadership ( $X_1$ ) on Citizenship Behavior of State Civil Servants at the Regional Secretariat of 50 Kota Districts (Y)**

Based on the results of testing the first hypothesis, it is known that there is a significant influence of leadership on Organizational Citizenship Behavior significantly. This is indicated by the obtained  $T_{count}$  value of 4.791 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is leadership influence on Organizational Citizenship Behavior of State Civil Apparatuses at the Regional Secretariat of 50 Kota Districts". Furthermore, the amount of contribution from the Adjusted R Square value of 0.189. This means that the leadership variable ( $X_1$ ) partially contributes 0.189 or 18.9% to Organizational Citizenship Behavior (Y).

This study's results align with research conducted by Setiani and Hidayat (2020), showing a positive and significant influence between leadership variables on organizational citizenship behavior (OCB). High leadership can increase employee organizational citizenship behavior. The results of Agi Syarif Hidayat's research (2020) show a positive and significant influence between leadership variables on organizational citizenship behavior (OCB). High leadership can increase employee organizational citizenship behavior. Several other empirical studies have also been conducted, finding a positive relationship between transformational leadership and organizational citizenship behavior. In research, Podsakoff et al. (2016) stated that "leadership behavior influences subordinates to produce performance beyond what should or exceed the minimum level required by the organization." Research conducted by Cho & Dansereau (2010), Lamidi (2008), and Rahmi (2013) regarding the influence of transformational leadership on organizational citizenship behavior. The results of the study show that transformational leadership has a significant effect on organizational citizenship behavior.

Leadership can have a significant influence on Organizational Citizenship Behavior (OCB). Effective leadership can model good citizenship behavior and encourage employees to do the same, so it is more likely to have employees involved in OCB. Conversely, leaders who engage in negative behavior or do not model good citizenship behavior may find that their employees are less likely to engage in OCB. Overall, effective leadership appears to be key in promoting OCB within the organization. By modeling good citizenship behavior and creating an environment that supports and encourages these behaviors, leadership can create a positive and productive work culture that benefits both the organization and its employees.

### **The Influence of Self-Efficacy ( $X_2$ ) on Organizational Citizenship Behavior of State Civil Servants at the Regional Secretariat of 50 Kota Districts (Y)**

Based on the results of testing the second hypothesis, it is known that self-efficacy significantly affects Organizational Citizenship Behavior significantly. This is indicated by the obtained  $T_{count}$  value of 4.578 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is an influence of self-efficacy on Organizational Citizenship Behavior of State Civil Apparatuses at the Regional Secretariat of 50 Kota Districts". Furthermore, the amount of contribution from the Adjusted R Square value of 0.175. This means that the self-efficacy variable ( $X_2$ ) partially contributes 0.175 or 17.5% to Organizational Citizenship Behavior (Y).

This is in line with the research results of Muslih & Jufrizen (2021), Dewi & Sudibya (2016), and Mansor et al. (2013), which concluded that self-efficacy has a positive influence on organizational citizenship behavior. Furthermore, the results of this study are also supported by research conducted by Herawati (2020), which states that self-efficacy has a significant effect on Organizational Citizenship Behavior (OCB) and is supported by Sasikarani (2021), who also states that self-efficacy has a significant effect on Organizational Citizenship Behavior (OCB). In the Self-Efficacy aspect, three elements have been put forward by Bandura (2003), including magnitude (level), generality (generality/breadth), and strength (strength of belief). In the aspect of level or magnitude, there are two important points: the effort to try to behave that can or can be done. In this context, employees will not perform tasks beyond their capabilities. Employees will choose to do tasks according to what can be done and completed and avoid difficult or difficult behavior. This is useful for overcoming obstacles in the difficulty level of the task at hand. For employees who have never done a task before, then he will start the task with the easiest level to the most difficult level. Employees will choose the easiest level to measure their ability to complete the task. Another important point is a positive view of the tasks being done.

Self-efficacy, or belief in one's ability to complete a task or achieve a goal, can affect one's Organizational Citizenship Behavior (OCB). Research shows that individuals with high levels of self-efficacy are more likely to engage in OCB than individuals with low levels of self-efficacy. One reason might be that individuals with high levels of self-efficacy are more confident in their abilities and, therefore, more likely to take on tasks or challenges outside of their formal duties. They may also be more motivated to help their co-workers and contribute to the organization's overall success. Positive thinking can positively impact the realization of a task, in addition to the effectiveness and efficiency of task completion. There are several critical theoretical aspects, according to what was stated by Luthans (2021), including altruism, politeness, and sportsmanship. It is important to position life experiences as learning steps or stepping stones to achieve the desired success. Overall, self-efficacy appears to play a role in a person's desire to engage in OCB. Individuals who feel confident in their abilities and strongly believe in their ability to contribute positively to the organization are more likely to engage in OCB. In contrast, individuals with low levels of self-efficacy may be less likely to do so.

### **The Influence of Organizational Climate (X<sub>3</sub>) on Organizational Citizenship Behavior of State Civil Apparatus at the Regional Secretariat of 50 Kota Districts (Y)**

Based on the results of testing the third hypothesis, it is known that organizational climate significantly influences Organizational Citizenship Behavior significantly. This is indicated by the obtained  $T_{count}$  value of 4.358 with a significance of 0.000 where  $0.000 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is an influence of organizational climate on Organizational Citizenship Behavior of State Civil Apparatuses at the Regional Secretariat of 50 Kota Districts" Furthermore, the contribution amount from the Adjusted R Square value of 0.161. This means that the organizational climate variable (X<sub>3</sub>) partially contributes 0.161 or 16.1% to Organizational Citizenship Behavior (Y).

A positive organizational climate is felt to be able to improve employee OCB. With good OCB, employees will be involved in organizational activities, more likely to be cooperative, and work well on completing tasks. Employees with high OCB are also considered more capable of innovating, providing the best service, and creating a pleasant atmosphere within the organization (Gholami et al., 2015). On the other hand, an organizational climate that is not conducive to the

company can lead to unfriendly co-workers, tasks that are not neatly structured, ineffective determination, and a bad work environment. Based on research conducted by Widyana (2016), organizational climate positively affects organizational citizenship behavior. A positive organizational climate will encourage employees to work better outside the demands of their work and raise organizational citizenship behavior. The results of research conducted by Agung and Lussy (2012) found that the more positive the organizational climate for organizational members, the higher the organizational citizenship behavior of organizational members toward their colleagues and towards the organization.

Organizational climate is an atmosphere or condition that occurs within an organization that can influence employee behavior and performance. OCB (Organizational Citizenship Behavior) is behavior that is not formally required but provides benefits to the organization. The relationship between organizational climate and OCB is that a good and positive organizational climate can also promote positive OCB. Employees who feel comfortable and safe at work are more likely to engage in behavior that helps the organization. Conversely, a bad or negative organizational climate can inhibit positive OCB.

#### **The Influence of Leadership ( $X_1$ ), Self-Efficacy ( $X_2$ ) and Organizational Climate ( $X_3$ ) on Organizational Citizenship Behavior of State Civil Servants at the Regional Secretariat of 50 Kota Districts (Y)**

The results of this study indicate that leadership, self-efficacy and organizational climate simultaneously affect the Organizational Citizenship Behavior of State Civil Apparatuses at the Regional Secretariat of 50 Kota Districts. This is shown from the results of the simultaneous test hypothesis where the  $F_{count}$  value is 14.755 with a probability value ( $sig$ ) = 0.000.  $F_{count}$  value  $14.755 > F_{table}$  2.704, and  $sig$ . Smaller than the probability value of 0.05 or the value of 0.000  $< 0.05$ , then  $H_1$  is accepted, meaning that together (simultaneous) leadership ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) have a significant effect on the Organizational Citizenship Behavior of the State Civil Apparatus in the at the Regional Secretariat of 50 Kota Districts (Y). This result can also be seen from the Adjusted Rsquare value of 0.305. This means that the contribution of leadership ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) to the Organizational Citizenship Behavior of State Civil Servants at at the Regional Secretariat of 50 Kota Districts Regency is 0.305 or 30.5% The coefficient of determination ( $R^2$ ) is useful to show how much the independent variable contributes to the dependent variable. This can be interpreted that the contribution of leadership variables ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) to Organizational Citizenship Behavior simultaneously is 30.5%, the remaining 69.5% is contributed by other variables outside the variable studied in this study.

Empirically, this study supports the results of research conducted by Ngadiman et al. (2013) that this study aims to examine and analyze the effect of transformational leadership and organizational climate on job satisfaction, organizational commitment, and organizational citizenship behavior (OCB) in education staff or lecturers at "Sebelas Maret University," Surakarta. The results of this study concluded that transformational leadership has a significant effect on OCB through organizational climate variables that lead to a positive relationship. Leadership, self-efficacy, and organizational climate are factors that can influence OCB. Leadership is one of the most important factors influencing OCB. Effective leadership can

increase OCB by creating a positive atmosphere in the workplace, providing clear direction, and providing employees with the support they need. Self-efficacy is an individual's belief in his ability to complete his tasks. Individuals with high self-efficacy tend to be more confident and better able to overcome challenges, so they are more likely to show OCB. In general, leadership, self-efficacy, and organizational climate positively influence OCB. Individuals with effective leadership, high self-efficacy, and a positive organizational climate tend to be more able to demonstrate beneficial OCB to the organization.

## CONCLUSION

This study aims to determine the effect of leadership, self-efficacy, and organizational climate on the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts. Based on the results of the research, the conclusions of this study can be described as follows:

1. Leadership has a positive and significant partial effect on the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts where  $T_{count}$  is greater than  $T_{table}$  where  $4.791 > 1.985$  with a significance of  $0.000 < 0.05$ . This means that the better a leader's leadership, the better the resulting Organizational Citizenship Behaviour and vice versa.
2. Self-efficacy has a positive and significant partial effect on the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts where  $T_{count}$  is greater than  $T_{table}$  where  $4.578 > 1.985$  with a significance of  $0.000 < 0.05$ . This means that the better an employee's self-efficacy, the better the resulting Organizational Citizenship Behaviour and vice versa.
3. Organizational climate has a positive and significant partial effect on the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts where  $T_{count}$  is greater than  $T_{table}$  where  $4.358 > 1.985$  with a significance of  $0.000 < 0.05$ . This means that the better the organizational climate in which to work, the better the Organizational Citizenship Behaviour is produced and vice versa.
4. Simultaneously, leadership, self-efficacy, and organizational climate positively and significantly affect the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts. These results can be seen from the Adjusted R-square value of 0.305. This means that the contribution of leadership ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) to the Organizational Citizenship Behaviour of State Civil Servants at the Regional Secretariat of 50 Kota Districts is 0.305 or 30.5%. The coefficient of determination ( $R^2$ ) is useful to show how much the independent variable contributes to the dependent variable. This can be interpreted that the contribution of leadership ( $X_1$ ), self-efficacy ( $X_2$ ) and organizational climate ( $X_3$ ) to Organizational Citizenship Behaviour simultaneously is 30.5%, of which the remaining 69.5% is contributed by other variables outside the variable studied in this study.

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