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The Influence of Organizational Environment and Career Development on Organizational Citizenship Behaviour (OCB) in Employees with Organizational Commitment as An Intervening Variable

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Abstract

Organizational environment and career development are the factors that can realize organizational commitment and Organizational Citizenship Behavior (OCB). The purpose of this study was to see the influence of organizational environment and career development on organizational citizenship behavior (OCB) in employees with organizational commitment as an intervening variable. The category of this research is analytical descriptive with Path Analysis approach and analysis technique using SEM with PLS 3.0 application. Respondents in this study were employees at companies located in Jabodetabek with a total of 122 respondents. From the results of the study it was found that the work environment has no effect on organizational commitment, career development has an effect on organizational commitment, organizational commitment has an effect on Organizational Citizenship Behavior (OCB), organizational environment has no effect on employee OCB through organizational commitment, and career development has a significant effect on Organizational Citizenship Employee Behavior (OCB) through organizational commitment.

Keywords: Organizational Environment, Organizational Commitment, Career Development, Organizational Citizenship Behavior, Organizational Commitment

1. Introduction

Human Resources (HR) is an asset and has its own role in the organization to achieve goals. This problem is because humans act as guides and managers of other production supporting factors. Your contribution, your creativity and your commitment to the Organization are very useful in driving significant organizational

development and change. That's why this person is also called the main capital of an organization whose very complex nature that must be managed as effectively as possible.

Human Resources can also be understood as employees, organizational motivation, who are trusted in implementing work activities for organizational success. Companies have a good chance of surviving and growing if they have the right employees, so constant efforts should be made by companies to find, select, train and develop staff. Meanwhile, workers need a company as a place to make a living, to fulfill their daily needs, and as a means of proving themselves. A highly efficient company is determined by the quality of the Human Resources that are incorporated. Companies need employees to deal with such rapid changes.

Human resources with various potentials, talents and creativity are an important asset in organizational life. Based on this, companies must be able to develop and increase the potential of their human resources in order to achieve success in the organization (Hapsari, 2015). Mass developments make the Company need a Company that has a passionate attitude at work, enthusiasm, and always works for the benefit of the company. Organizational citizenship behavior (OCB) is defined as behavior that is freely chosen by individuals where the behavior is not directly or explicitly recognized by the formal reward system and in aggregate increases the effectiveness of organizational functions (Organ et al., 2006). If employees in an organization have OCB, then they can control their own behavior so they are able to choose the best behavior for the benefit of their organization (Markoczy & Xin, in Hardaningtyas, 2005).

Sedarmayanti (2011) explains that the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as a group. The rapidly developing work organization environment forces them to do so in dealing with change and preparing for the stages of dealing with these conditions. Shaiful and Ali (2015) emphasize that career development includes career planning and career management. Meanwhile, according to Singh and Singh (2010) career development includes two things. First, regarding the planning and implementation of career goals (career planning). Second, the design and implementation of career development programs by the organization. Meanwhile, organizational commitment reflects how an individual identifies himself with the organization and is bound by its goals. Strong commitment allows every employee to try to face the challenges and pressures that exist. According to Luthans (2011) defines organizational commitment as a strong desire to remain a member of a particular organization, the desire to try his hardest for the sake of the organization and a definite belief in and acceptance of the values and goals of the organization.

Companies in realizing having employees who have organizational citizenship behavior, the company needs to provide stimulants so that employees can grow this personality. In a company, if an employee feels comfortable and satisfied at work and within a certain period of time, they will show a behavior called organizational citizenship behavior (Organizational Citizenship Behavior). Organizational citizenship behavior (Organizational Citizenship Behavior) is basically a behavior that is based on personal desires and does not obtain or expect rewards in an organizational environment. This action is carried out outside the work obligations given by the company to employees. Which means that the behavior is based on personal and voluntary desires because of a high sense of belonging to the company.

Research on the factors that influence organizational commitment and Organizational Citizenship Behavior (OCB) has been carried out by many researchers before (Sukmawati et al, 2013; Rahmawati & Sulisty, 2015). From several studies that have been conducted regarding the factors that influence organizational commitment and Organizational Citizenship Behavior (OCB), the results can be quite varied. Putra and Mardikaningsih (2022) explain that the work environment influences organizational commitment. Hidayat (2015) explains that career development has a positive effect on organizational commitment. However, according to Priyandini, Nurweni, and Hartati (2020), who explained that organizational commitment and work environment have no significant effect on the Organizational Citizenship Behavior (OCB) of employees of PT. Sport Glove Indonesia Wonosari Branch.

Udayana and Suwandana (2017) explain that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) at the Slippery Stone Bar and Restaurant. Also Hamza (2015) explains that organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB) at PT. Sinar Puspita Abadi Banyu Putih Factory, Batang. Octaviani and Utami's research (2018) explains that career development has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees of PT. Woonan Music, Ngoro-Mojokerto. Meanwhile, Wulandari and Prayitno (2017) explain that the work environment influences Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. Meanwhile, Udayani and Sunariani (2018) explain that career development influences Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. Based on the above background related to the organizational environment, career development and organizational commitment that can realize Organizational Citizenship Behavior (OCB). So this study aims to determine the effect of organizational environment and career development on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable.

1.1 Problem identification

This study identifies the problem as follows:

1. Lack of comfortable organizational environment within the company
2. Lack of career development opportunities provided by the company to its employees.
3. Lack of facilities and infrastructure provided by the company to support career development programs and patterns of career paths in the future.
4. Not willing to help co-workers who are unable to carry out their duties and obligations

1.2 Formulation of the problem

According to the background above, the problems that to be examined are Is there an influence of Organizational Environment (X1) on Organizational Commitment (Z)?, Is there an influence of Career development (X2) on Organizational Commitment (Z)?, Is there an effect of Organizational Commitment (Z)) on Organizational Citizenship Behavior (OCB) (Y) in Employees?, Is there any influence between organizational environment (X1) on Organizational Citizenship Behavior (OCB) (Y) with employee commitment (Z) as an intervening variable?, and Is there any influence between career development (X2) on Organizational Citizenship Behavior (OCB) (Y) with employee commitment (Z) as an intervening variable?

2. Theoretical Framework

2.1 Organizational environment

Susilowati and Basuki (2005) define the organizational environment as everything in the environment that can affect either directly or indirectly of a person or group of people in carrying out their activities. According to Widodo, 2016 (in Darmadi, 2020) states that the work environment is an environment where employees can carry out their daily tasks with all the work facilities and infrastructure needed to carry out these tasks. According to Nawawi (2003), the work environment is the condition or atmosphere of the workplace in an organization or company.

2.2 Career Development

According to Rivai (2014) career development is the process of increasing individual work achieved in order to achieve the desired career. Meanwhile, according to Samsudin in Isyanto (2013) career development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees according to the needs of the job or position through education and training. Dan Stone (in Kadarisman 2013) career development is a process and activity of preparing an employee for a position in an organization or company that will be carried out in the future.

2.3 Organizational Commitment

Organizational commitment is very important for an organization, because organizational commitment includes elements of loyalty to the company, involvement in work, and identification of organizational goals. Organizational commitment according to Colquitt, LaPine, and Wesson in Wibowo (2019) is the willingness of some employees to remain members of the organization. Organizational commitment affects whether an employee stays as a member of the organization or leaves the organization to find another job. According to Alwi in Nanda et al (2013) stated organizational commitment is the attitude of employees to remain in the organization and involved in efforts to achieve the mission, values and goals of the organization. Meanwhile, according to Moorhead and Griffin (2013) stated organizational commitment (organizational commitment) is an attitude that reflects the extent to which an individual knows and is bound to his organization.

2.4 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is an extra individual behavior, which is not directly or explicitly identifiable in a formal work system, and that in aggregate can increase the effectiveness of organizational functions. Kumar et al. (2009) defines OCB as individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system. According to Mohammad, Habib, and Alias (2011) stated that *Organizational Citizenship Behavior (OCB) is an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization*. OCB is defined as work related behavior that is not binding, is not related to the organization's formal reward system, and overall increases the effectiveness of organizational functions.

3. Methodology of the study

The category in this study is the analytical research category, which links the independent variables (exogenous variables) Organizational Environment (X1) and Career Development (X2) to the dependent variable (endogenous variable), Organizational Citizenship Behavior (OCB) (Y) with the intervening variable that is Organizational Commitment (Z).

The method used in this research is a quantitative descriptive method with a path analysis approach. Quantitative research methods were used to analyze the data obtained from the results of the questionnaire (questionnaire) on the objects and respondents of this study. This research approach is quantitative because it uses numbers, starting from data collection, interpretation of the data, and the appearance of the results. Meanwhile, based on the time dimension, this research is included in cross-sectional research because it was carried out at a certain time and was not compared to other studies.

The research consists of exogenous (independent) variables that Organizational Environment (X1) and Career Development (X2) to the dependent variable (endogenous variable), that Organizational Citizenship Behavior (OCB) (Y) with the intervening variable that Organizational Commitment (Z). This study used a purposive sampling technique. This study analyzed using SEM with smart PLS, so the sample used was 122 respondents. The research object is to analyze the influence of organizational environment and career development on organizational citizenship behavior (OCB) in employees with organizational commitment as an intervening variable. This research was conducted on employees who work for both private and public institutions in the Greater Jakarta area.

This study uses a written survey research technique that is compiled into a questionnaire form that is used as a research instrument for a sample of a population. Respondents will answer the questions used to obtain primary data by selecting answers that have been provided with a Likert scale.

In this study the data analysis technique was used the structural inquiry modeling (SEM) analysis technique using the Partial Least Square (PLS) statistical software version 3.0. With the measurement model that; variant

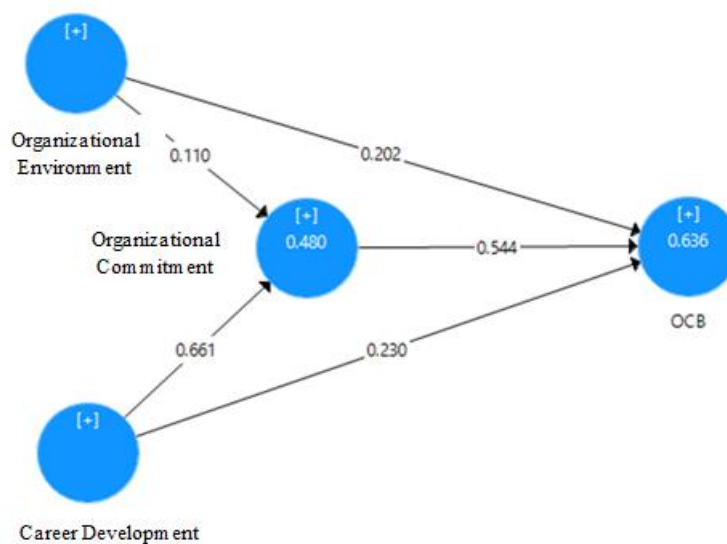
extract block, to see the relationship between indicators and latent constructs by calculating the total variance consisting of general, specific and error variances. The advantages of PLS analysis in the analytical method are not based on many assumptions, the data does not have to be multivariate normal distribution, it can be used in the same model, the sample does not have to be large.

4. Result and Discussion

4.1 Result of the study

This study aims to analyze the Influence of Organizational Environment and Career Development on Organizational Citizenship Behavior (OCB) in Employees with Organizational Commitment as an intervening variable. The source of the data obtained in this study was in the form of distributing questionnaires to 122 employees at public and private institutions in Jabodetabek. In this study the data analysis technique used was the structural inquiry modeling (SEM) analysis technique using the Partial Least Square (PLS) statistical software version 3.0.

In this study, the validity test used the convergent validity and discriminant validity methods with the help of Smart PLS 3.0. Before further conducting data analysis, the first step is to test the quality of the instrument, that the validity test and reliability test. The Path Analysis model as follows:



Picture 1: Path Analysis

Based on the picture above, the direct effect structural equation model obtained as follows :

$$\hat{Z} = 0,110X_1 + 0,661X_2 + \varepsilon$$

$$\hat{Y} = 0,202 X_1 + 0,230X_2 + 0,544Z + \varepsilon$$

Description :

X₁ = Organizational Environment

X₂ = Career Development

Z = Organizational Commitment

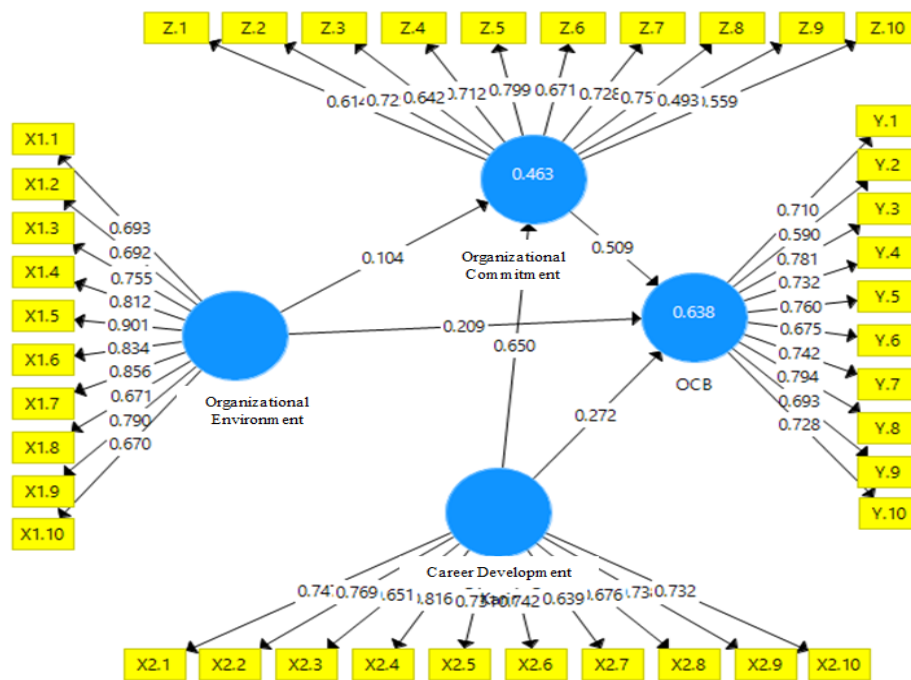
Y = *Organizational Citizenship Behavior* (OCB) of employee

The correlation coefficient value obtained between the organizational environment and organizational commitment is 0.110. The positive correlation coefficient value indicates that the relationship that occurs between the two is unidirectional, meaning that the higher the organizational environment, the impact on increasing organizational commitment is 0.110 points. The correlation coefficient value obtained between career

development and organizational commitment is 0.661. The positive correlation coefficient value indicates that the relationship that occurs between the two is unidirectional, meaning that the higher the career development, the impact on increasing organizational commitment is 0.661 points.

The correlation coefficient value obtained between the organizational environment and employee Organizational Citizenship Behavior (OCB) is 0.202. The positive correlation coefficient value indicates that the relationship that occurs between the two is unidirectional, meaning that the higher the organizational environment, the more organizational citizenship behavior (OCB) of employees will increase by 0.202 points. The correlation coefficient value obtained between career development and employee Organizational Citizenship Behavior (OCB) is 0.230. The positive correlation coefficient value indicates that the relationship that occurs between the two is unidirectional, meaning that the higher the career development, the impact on the increasing Organizational Citizenship Behavior (OCB) of employees is 0.230 points. The correlation coefficient value obtained between organizational commitment and employee Organizational Citizenship Behavior (OCB) is 0.230. The positive correlation coefficient value indicates that the relationship that occurs between the two is unidirectional, meaning that the higher the organizational commitment, the more organizational citizenship behavior (OCB) of employees will increase by 0.544 points.

The results of this research data processing are based on the values contained in the SEM analysis with the limit value of hypothesis testing. The following is a table of t-values and a model image of the complete model test results and you can see direct and indirect relationships, that are:



Picture 2: Full Result of Structural Model (Standardied Output) – Bootstrapping

Table 1: Summary of direct and indirect effect

	T Statistics (O/STDEV)	P Values	T Statistics (O/STDEV)	P Values
	Direct		Indirect	
Organizational_Commitment -> OCB	9.038	0.000		

Organizational Environment -> Organizational Commitment	1.677	0.094		
Career Development -> Organizational Commitment	10.879	0.000		
Organizational Environment -> Organizational Commitment -> OCB			1.628	0.104
Career Development -> Organizational Commitment -> OCB			6.740	0.000

4.1.2 Discussion

Based on the previous problem formulation and can also be seen in table 1, in this study there are five hypotheses, with 3 hypotheses of the direct influence of the organizational environment and career development on organizational commitment, and organizational commitment to Organizational Citizenship Behavior (OCB). Then 2 indirect influence hypotheses, those are the influence of the organizational environment and career development on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening.

H1: Organizational environment influences organizational commitment

The results of the hypothesis test obtained the path coefficient value between the organizational environment and employee Organizational Commitment of 0.110 and the value of the t statistic = 1.677. The calculated t value is smaller than the t table (1.96) and the p-value is 0.094 which is greater than the significance level of 0.05, then H1 is rejected, this means that the organizational environment has no effect on employee organizational commitment. So it can be seen that the corporate environment in Jabodetabek has not been able to influence employees to have a commitment to the company. So the company needs to improve the quality of the work environment to be able to provide comfort for employees. This research is not in line with Putra and Mardikaningsih (2022) who state that the performance environment influences organizational commitment.

H2: Career Development influences organizational commitment

The results of the hypothesis test showed that the path coefficient between career development and organizational commitment was 0.661 and the t statistic = 10.879. The calculated t value is greater than t table (1.96) and the p-value is 0.000 less than the significance level of 0.05, then H2 is accepted, this means that career development has a positive and significant effect on organizational commitment. So it can be seen that career development in companies in Jabodetabek can influence employees to have a commitment to the company. Clear and planned career development makes employees challenged to live it so that it will lead to a strong commitment to the company. This research is in line with Hidayat (2015) who stated that career development affects organizational commitment.

H3: organizational commitment influences Organizational Citizenship Behavior (OCB) employee

The results of the hypothesis test showed that the path coefficient value between organizational commitment to Organizational Citizenship Behavior (OCB) was 0.544 and the t statistic value = 9.038. The calculated t value is greater than t table (1.96) and the p-value is 0.000 which is less than the significance level of 0.05, then H3 is accepted, this means that organizational commitment has a positive and significant effect on employee OCB. So it can be seen that the commitment of employees in companies located in Jabodetabek can cause Organizational Citizenship Behavior (OCB) in the employees themselves. This research is supported by Hamza (2015) who states that commitment has a significant effect on Organizational Citizenship Behavior (OCB) at PT. Sinar Puspita Abadi Banyu Putih Batang Factory. However, this is not in line with Priyandini, Nurweni, and Hartati (2020) who stated that organizational commitment has no significant effect on the Organizational Citizenship Behavior (OCB) of employees of PT. Sport Glove Indonesia, Wonosari Branch. It is also not in line with

Udayana and Suwandana (2017) which stated that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees at the Slippert Stone Bar and Restaurant.

H4: Organizational environment influences Organizational Citizenship Behavior (OCB) employee through organizational commitment

The results of the hypothesis test obtained path coefficient values between Organizational Environment and Organizational Citizenship Behavior (OCB) through organizational commitment of 0.060 and the value of t statistic = 1.628. The calculated t value is smaller than the t table (1.96) and the p-value is 0.104 which is greater than the significance level of 0.05, then H4 is rejected, this means that the organizational environment does not affect employee OCB through organizational commitment. Thus the organizational commitment variable did not work out to be between the organizational environment and the employee's Organizational Citizenship Behavior (OCB). So it can be seen that even though through organizational commitment it turns out that the corporate environment in Jabodetabek cannot bring about Organizational Citizenship Behavior (OCB) among employees in Jabodetabek companies. This research is in line with Priyandini, Nurweni, and Hartati (2020) who stated that the work environment has no significant effect on the Organizational Citizenship Behavior (OCB) of employees of PT. Sport Glove Indonesia, Wonosari Branch. However, this is not in line with Prayitno (2017) who state that the organizational environment influences Organizational Citizenship Behavior (OCB) with commitment as an intervening variable.

H5: Career Development influences Organizational Citizenship Behavior (OCB) employee through organizational commitment

The results of the hypothesis test obtained path coefficient values between career development and Organizational Citizenship Behavior (OCB) through organizational commitment of 0.359 and the value of t statistic = 6.740. The calculated t value is greater than t table (1.96) and the p-value of 0.000 is less than the significance level of 0.05, then H5 is accepted, this means that career development has a significant effect on Organizational Citizenship Behavior (OCB) of employees through organizational commitment. Thus the variable of organizational commitment has succeeded in becoming between the organizational environment and employee OCB. So it can be seen that through organizational commitment, career development in Jabodetabek companies can bring about Organizational Citizenship Behavior (OCB) among employees in Jabodetabek companies. This research is supported by Udayani and Sunariani (2018) who state that career development influences Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. It is also in line with Octaviani and Utami (2018) which stated that career development has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees of PT. Woonan Music Ngoro-Mojokerto.

5. Conclusion and Suggestion

5.1 Conclusion

Organizational environment and career development are factors that can realize organizational commitment and Organizational Citizenship Behavior (OCB). The results of this study concluded that the organizational environment has no effect on organizational commitment. So that the corporate environment in Jabodetabek has not been able to influence employees to have a commitment to the company. Career development influences organizational commitment. So that career development in companies in Jabodetabek can influence employees to have a commitment to the company. The results of the study also state that organizational commitment influences Organizational Citizenship Behavior (OCB). So that the commitment that employees have in companies located in Jabodetabek can cause Organizational Citizenship Behavior (OCB) in the employees themselves. Organizational commitment failed to become an intervening influence of the organizational environment on Organizational Citizenship Behavior (OCB) of employees. So even though through organizational commitment it turns out that the corporate environment in Jabodetabek cannot bring about Organizational Citizenship Behavior (OCB) in employees. And organizational commitment has succeeded in becoming an intervening influence of career development on Organizational Citizenship Behavior (OCB). So

that through organizational commitment, career development in companies located in Jabodetabek can bring about Organizational Citizenship Behavior (OCB) in employees.

5.1.2 Suggestion

Companies to be able to have employees who have Organizational Citizenship Behavior (OCB) need to improve the quality of the organizational environment. With a comfortable organizational environment that provides satisfaction and enthusiasm, employees will be more committed to the company. So the company needs to continue to improve the facilities and infrastructure as well as the stability of the company which creates a conducive working atmosphere. Employees who are committed to the company will manifest Organizational Citizenship Behavior (OCB).

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