

# The Effect of Work Spirit and Service Climate Organization on Employment Engagement and Their Impact on Organizational Citizenship Behavior (OCB) (Study on Employees of PT. Adhi Persada Beton Jakarta)

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## Abstract

This study aims to examine the effect of Work Spirit and Service Climate Organization on Work Engagement and its impact on Organizational Citizenship Behavior (OCB) for employees of PT. Adhi Persada Beton Jakarta. The method used is a quantitative method, which aims to determine the effect of two or more variables. The analytical technique used is path analysis technique and the goodness of fit test using the Shumacker & Lomax formula with the trimming level of significance 5%. The variables in this study are Work Spirit (X1), Service Climate (X2), to work engagement (Z) and its impact on Organizational Citizenship Behavior (OCB) (Y). Data was analyzed using SPSS 24.0 for the Windows program. The results of this study indicate that work morale has a positive effect on work engagement, then service climate organization positive effect on work engagement, while work engagement positive effect on Organizational Citizenship Behavior (OCB). Then Work Attachment has a positive effect on Organizational Citizenship Behavior (OCB). Meanwhile, Work Spirit has no effect on Organizational Citizenship Behavior (OCB) through Work Engagement, and Organizational Service Climate has no effect on Organizational Citizenship Behavior (OCB) through Work Engagement.

## Keywords

work spirit; service climate organization; job engagement; organizational citizenship behavior (OCB)



## I. Introduction

It is very important to assess the factors that can make an organization successful. Various studies state that *Organizational Citizenship Behavior* (OCB) has a positive impact on the success of an organization (Chen, Hui, & Seago, 1998). According to Podsakoff, MacKenzie, Paine, and Bachrach (2000), *Organizational Citizenship Behavior* (OCB) provides contribution to the organization in the form of increasing the productivity of coworkers, increasing the productivity of managers, helping maintain group functions, increasing the organization's ability to attract and retain the best employees, increasing organizational stability, increasing the organization's ability to adapt to changing environmental changes. In general, *Organizational Citizenship Behavior* (OCB) refers to behaviors that are not part of the *job description* (eg, helping co-workers; being polite to others), or behaviors that employees are not formally rewarded with Jex (2002).

A number of studies have been conducted regarding the factors - influencing factors. With the emergence of *Organizational Citizenship Behavior* (OCB), Work Spirit is one of the factors found to have an effect on *Organizational Citizenship Behavior* (OCB). so important, and where individuals put time and energy into having the activity. Zigarmi (2011), states that work morale such as personal persistence, a sense of confidence, is

interpreted as an important thing, a state of well-being, so that it comes from a cognitive and affective examination that is repeated about various conditions of work outcomes with organizations that can create attitudes with job intentions. with principles and structure. Morale does not only measure affect and cognition, but also intentions that exist within the individual, so that this variable provides a clearer explanation of how individuals intend to behave in the interests of the organization. Suryani (2019), said that Work Spirit has a significant effect on *Organizational Citizenship Behavior* (OCB). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021).

Waspodo & Minadaniati (2012), stated that *Service Climate* Organizations have a significant influence on *Organizational Citizenship Behavior* (OCB). Pudjiomo & Sahrah (2019), stated that *Service Climate* has a positive and significant effect on *Organizational Citizenship Behavior* (OCB). Based on the results of research and discussion, it can be concluded that *Service Climate* Organizations have a significant effect on *Organizational Citizenship Behavior* (OCB).

A number of studies have been conducted regarding the factors that influence the emergence of *Organizational Citizenship Behavior* (OCB); Work engagement is one of the factors found to have an effect on *Organizational Citizenship Behavior* (OCB). Falabiba (2019) & Silaen (2020), said that work engagement has a good impact on *Organizational Citizenship Behavior* (OCB).

According to Rich, Lepine, and Crawford (2010) stated that work engagement has a positive impact on *Organizational Citizenship Behavior* (OCB) where the physical, cognitive, and emotional energy of attachment encourages active and complete role performance through extra-careful, collaborative behavior among employees personal, innovative, and engaged. Roberson and Strickland (2010) also state that work engagement has a positive impact on *Organizational Citizenship Behavior* (OCB). When employees are more engaged and dedicated to their work, they are more likely to increase the occurrence of behaviors that promote the efficient and effective functioning of the organization. Furthermore, Fluegge (2008) said that work engagement has a good impact on *Organizational Citizenship Behavior* (OCB). When individuals are dedicated to their work as well as enthusiastic about their work, individuals are more likely to engage in proactive actions to maintain a positive work situation and to further improve it.

Work attachment to employees occurs when a worker has a great passion for work. The problem is in line with the views of Bowles & Cooper (2009) so that work engagement forms a result because of great work passion. Happiness evokes passion for work. Employees work hard to create more and better things. When passion for work is at a high level, it triggers the employee's behavior at the top (sign in, extra effort, helping others, commitment, etc.). This employee behavior is known as committed employee behavior. In addition, it is said that work engagement does not mean that there is no great work passion, and that great work passion generally leads to commitment by Bowles & Cooper (2009). In other words, passion for work is the most important part that should be seen first to a worker before he feels attached.

*Service Climate* Organizations have a positive impact on Work Engagement, *Service Climate* Organization is an aspect to produce work results so that it will reduce the impact for demand by having a positive impact on Bakker Work Engagement (2011). The investigation which was carried out by Koch (2013) stated that *Service Climate* Organizations had a good impact on Work Engagement. Workers who have a good impact on co-workers by working with each other will increase effectiveness.

PT. Adhi Persada Beton (APB) is a company engaged in the business sector for the construction of precast concrete for use in the construction business. PT. Adhi Persada Beton (APB) is a branch company of PT. Adhi Karya (Persero) which was built in 2014 with a vision to create a business actor company for the development of the top three precast concrete in Indonesia. PT. Adhi Persada Beton (APB) obtained the deed of establishment from the Minister of Law and Human Rights of the Republic of Indonesia with Decree no. AHU-02108.AH.01.01 of 2014 dated January 16, 2014. Based on the Deed of Establishment, the business plan of PT. Adhi Persada Beton (APB) is a precast concrete industry business along with all other forms of concrete products, development services are tied to precast concrete products along with all other concrete products. PT. Adhi Persada Beton (APB) has submitted a beneficial collaboration for the report on the ADHI merger plan. PT. Adhi Persada Beton (APB) and contributed Rp 6.7 trillion or around 88.83% for all proceeds obtained by ADHI's new approval in 2021. PT. Adhi Persada Beton (APB) cooperates in various ADHI projects, including the design of the Integrated Railroad (LRT) development project. On the other hand, PT. Adhi Persada Beton (APB) carries out interactions between the company's branches interacting with each other at Adhi Commuter Property with Adhi Persada building to build *Transit Oriented Development* (TOD). Broadly speaking, ADHI has 5 different focus lines of business, namely in the fields of construction, energy, property, industry and investment. Until now, ADHI has been trusted to handle large projects in Indonesia, both in various fields of business lines.

From the results of the interview on October 28, 2021 which was carried out with the supervisor at PT. Adhi Persada Beton (APB) found that working there required high morale because they were a subsidiary of a state-owned enterprise, in the fields of construction, energy, property, industry and investment. If there are no employees Their work spirit can lose competitiveness in their work. New employees certainly need time to adjust to the workplace. But this will be easier if someone works according to *Passion*. Because the employee will not take long to adapt. Not only quickly familiar with co-workers, but the employee will get to know the boss more quickly. So that the working relationship will be more harmonious in a short time. Thus, the company needs to increase work morale so that in the future the company will be able to continue to compete in the fields of construction, energy, property, industry and investment at the international level.

Based on the description of the background above, the problem in this research is "The Influence of Work Spirit and *Service Climate* on Work Engagement and its Impact on Organizational Behavior". Several research issues that form the basis of this research, among others: 1) Does work morale affect the Work Engagement PT. Adhi Persada Beton Jakarta ?; 2) Does *Service Climate* Organization affect the Work Engagement of PT. Adhi Persada Beton Jakarta ?; 3) What is Work Attachment effect on *Organizational Citizenship Behavior* (OCB) PT. Adhi Persada Beton Jakarta?; 4) Does work spirit affect *Organizational Citizenship Behavior* (OCB) but through Job Engagement PT. Adhi Persada Beton Jakarta?; 5) Does *Service Climate* affect *Organizational Citizenship Behavior* (OCB) but through Work Engagement PT. Adhi Persada Beton Jakarta?.

The objectives of this study are: 1) To examine the effect of Work Spirit towards Work Engagement PT. Adhi Persada Beton Jakarta; 2) To examine the effect of *Service Climate* Organization on Work Engagement PT. Adhi Persada Beton Jakarta; 3) To examine the effect of Work Engagement on *Organizational Citizenship Behavior* (OCB) PT. Adhi Persada Beton Jakarta; 4) To test the effect of work morale on *Organizational Citizenship Behavior* (OCB) but through work engagement, PT. Adhi Persada Beton

Jakarta; 5) To test *Climate Service* has an effect on *Organizational Citizenship Behavior* (OCB) but through Work Engagement PT. Adhi Persada Beton Jakarta.

The theoretical benefit of this research is that it can improve skills as an applied science that can be obtained in college in the real world of work. For other parties, the results for this investigation are expected to increase references and add reading information for all parties who need it. Practical benefits of research for companies, it is hoped that the results of this research can provide valuable information for companies in HR processing and all aspects directly with better HR aspects. For universities, the results of this research are expected to add references for the development of knowledge, especially regarding "The Influence of Work Spirit and *Service Climate* on Work Engagement is associated with *Organizational Citizenship Behavior* (OCB)". The results of this study can also be used as a comparison in research on similar aspects.

## II. Review of Literature

### 2.1 Organizational Citizenship Behavior (OCB)

*Organizational Citizenship Behavior* (OCB) is an act of workers to do it voluntarily, sincerely, happily except for orders controlled by the organization, but on the basis of the organization wants its employees to behave in *Organizational Citizenship Behavior* (OCB) Ristiana (2013).

According to Podsakoff, MacKenzie, Paine, and Bachrach, (2000), *Organizational Citizenship Behavior* (OCB) contributes to organizations in the form of increasing co-workers productivity, increasing manager productivity, saving management resources and the organization as a whole, helping maintain group functions, become very effective for coordinating work group activities, increasing the organization's ability to attract and retain the best employees, increasing organizational stability, increasing the organization's ability to adapt to environmental changes.

Meanwhile, Van Dyne, Jahangir, Akbar, & Haq (2004) say *Organizational Citizenship Behavior* (OCB) is an action that benefits the organization or is carried out for the benefit of the organization states that it occurs spontaneously. And it exceeds the expectations of existing roles. In short, *Organizational Citizenship Behavior* (OCB) can be easily described as individual behavior rooted in the willingness to contribute to the business beyond its core roles and obligations. These actions are taken, knowingly or unknowingly, whether directed or not, so that the company can generate profits and benefits.

### 2.2 Work

According to experts, there are several definitions, as one by Vallerand and Houlford (2003), he defines that work spirit is a strong tendency towards preferred activities, where they give the time and energy they have for these activities. A person will become *passionate* about certain activities through two important processes, namely the assessment of the activity and internalization of the representation of the activity in the core aspect of a person, namely one's identity.

Most activities have the potential to become *Harmonious Passion* or *Obsessive Passion*. Most types of work must have an element of interest or uniqueness of its own. When interest in work is not short-lived, remains strong, and a job is considered important by individuals, then the work can be said to turn into *Passion*.

Zigarmi (2009), explains that work morale is a combination of strong individual well-being states, positive emotions, meaning-based that comes from the assessment of representations with repeated feelings of several work situations in an association that create intentions with work behaviors to match those related to work. .

On the other hand, Vallerand (2003), explains that work spirit can be said when there is a strong personal sense of activity that is of great interest, which is felt to be very important, and where individuals give time and energy to have that activity. Also proposed two types of *Passion*, namely *Obsessive Passion* and *Harmonious Passion*. Obsessive passion refers to the motivational power that drives a person by doing specific activities. On the other hand, Vallerand (2003), also explains about work morale which refers to the motivational force that moves and directs a person to engage in activities voluntarily and creates the will to make these activities.

### 2.3 Service Climate Organizational

*Service Climate* Organization is a follow-up study of the big concept of *Organizational Climate*. At the start of their research on climate, researchers measured almost everything in the worker's environment. A survey on the *Service Climate* of the organization will ask about employees' perceptions of several aspects of the work environment such as leaders, reward systems, training received by employees and others. The concept of *Service Climate* Organization was first introduced by Schneider (1980).

The various ways to form *Service Climate* Organization in accordance with Steers (1985), are organizational structure, organizational techniques, working conditions and knowledge and application that have been appointed from top management. In addition, confirming the dimensions of *Service Climate* Organizations can be seen from the idea of Campbell & Beaty Steers (1985) revealing 6 dimensions of *Service Climate* Organizations, namely: 1) A clear work system; 2) Transparent management system; 3) Help each other and move forward together; 4) Maintain good relationship with employees; 5) Work meaningfulness, autonomy, workload balance, and task variety; 6) Work quickly in response to problems faced by employees

### 2.4 Work Engagement

A worker who has high morale is willing to work energetically, enterprisingly and full of desire to complete his work. Employees are willing to get up and work hard when they arrive at the offices of Carlaw, Deming, and Friedman (2018). This event is a certain behavior of a worker who has a sense of attachment or work attachment.

Work Engagement is a positive mindset of employees or employees towards work based on enthusiasm, dedication and focus on the work that has been given in the workplace. An employee can be said to be engaged in work when an employee is able to make his work a priority for himself and personally in addition to the organization. In addition, the researcher defines work engagement as a personal trait of employees who are proud to have been part of an organization so that they are able to work according to the job desk that has been given.

### 2.5 Previous Studies

Previous research conducted by Suryani (2019) stated that the results of the analysis of Work Morale had a significant effect on Organizational Behavior. This means that the higher the morale, it will have a significant effect on the Organizational Behavior of the employees of PT. Adhi Persada Beton (APB).

Waspodo & Minadaniati (2012), explained that *Service Climate* has a significant influence on *Organizational Citizenship Behavior* (OCB). This means that *Service Climate* Organization simultaneously and relevantly affects *Organizational Citizenship Behavior* (OCB) on employees of PT. Adhi Persada Beton (APB). Meanwhile, according to Khairuddin (2020), *Service Climate* as one of the external factors has an influence on *Organizational Citizenship Behavior* (OCB). This contribution may increase or decrease as the organization and company policies can stimulate organizational behavior in employees of PT. Adhi Persada Beton (APB).

Pudjiomo & Sahrah (2019), shows that *Service Climate* has a positive and significant effect on *Organizational Citizenship Behavior* (OCB). Based on the results of research and discussion, it can be concluded that *Service Climate* Organization and work involvement simultaneously or partially have a significant effect on *Organizational Citizenship Behavior* (OCB) on employees of PT. Adhi Persada Beton (APB).

## 2.6 Hypothesis Development of the Effect of Morale to Work Attachment

A worker if he has a great work spirit will work energetically, passionately and full of desire to complete his work. workers are willing to come to work and are excited to work when they arrive at the offices of Carlaw, Deming, and Friedman (2018). This symptom is a special behavior of an employee who has a sense of Work Engagement.

Work attachment to employees occurs when a worker has a great passion for work. The problem is in line with the views of Bowles & Cooper (2009) so that work engagement forms a result because of great work passion. Happiness evokes passion for work. Employees work hard to create more and better things. When passion for work is at a high level, it triggers the employee's behavior at the top (sign in, extra effort, helping others, commitment, etc.). This employee behavior is known as committed employee behavior. In addition, it is said that work engagement does not mean that there is no great work passion, and that great work passion generally leads to commitment by Bowles & Cooper (2009). In other words, passion for work is the most important part that should be seen first to a worker before he feels attached.

## III. Research Method

The type of research that will be used is quantitative research. The data source used is primary data. investigation *cross-sectional*, as well as quantitative methods. The research variable that is arranged for exogenous variables is Work Spirit with *Service Climate* and the endogenous variable is Work Engagement with *Organizational Citizenship Behavior* (OCB). The object of this research is the employees of PT. Adhi Persada Beton which is located on Jalan Raya Pasar Minggu KM. 18 Jakarta 12510. The population in this study were some of the employees totaling 70 people who worked at PT. Adhi Persada Beton (APB) Jakarta. Determination of the sample in this study is *probability sampling* using a *random sampling technique* where each member of the population has the same opportunity to become the research sample. The data collection technique is by distributing questionnaires via google form due to the current pandemic situation which makes it impossible to conduct direct interviews

## IV. Results and Discussion

### 4.1 Results

#### a. Overview of Respondents

**Table 1.** Table of General Description of Respondents

<b>Gender of Respondents</b>			
<b>No</b>	<b>Information</b>	<b>Total</b>	<b>Percentage</b>
<b>1</b>	Female	16	23%
<b>2</b>	Male	54	77%
	<b>Total</b>	<b>70</b>	<b>100%</b>

<b>Respondent Age</b>			
<b>1</b>	<b>&lt;26</b>	<b>45</b>	<b>64%</b>
<b>2</b>	>25 years	25	36%
	<b>Total</b>	<b>70</b>	<b>100%</b>

<b>Length of Employment Respondent</b>			
<b>1</b>	<b>0 - 2 years</b>	<b>37</b>	<b>53%</b>
<b>2</b>	3 - 5 years	24	34%
<b>3</b>	> 5 years	9	13%
	<b>Total</b>	<b>70</b>	<b>100%</b>

<b>Respondent's last education</b>			
<b>1</b>	<b>SMA/equivalent</b>	<b>6</b>	<b>9%</b>
<b>2</b>	Diploma	9	13%
<b>3</b>	Bachelor (S1)	41	59%
<b>4</b>	Masters (S2)	14	20%
	<b>Total</b>	<b>70</b>	<b>100%</b>

Based on the table above, it shows that most of the respondents are male, as many as 54 people or about 77% of the total sample. As for the age of the respondents, most are under 26 years old, which is 45 people or 64% of the total sample. Most of the respondents work at PT. Adhi Persada Beton Jakarta for less than two years with a proportion of about 53% of the total sample or about 37 people. For the last education of the respondents, the majority were Bachelor's degrees or equivalent, which amounted to 41 people or 59% of the total sample.

#### b. Instrument Test

At this stage, the researcher first conducted a validity test to determine whether the research instrument was valid by conducting a *pre-test*. To find out whether an item is valid or not, it is done by comparing the *Pearson correlation* with the correlation number (r-table). Meanwhile, with a significance level of 0.05 and a df (*degree of freedom*) of 70, an r-table of 0.237 is obtained. If the *Pearson correlation* is greater than the r-table and the value is positive, then the indicator or question in the research instrument can be said to be valid. Meanwhile, the indicator or statement in the research instrument is invalid if the *Pearson correlation* is smaller than the r-table and has a negative value.

**Table 2.** Test of Validity

<b>Variables</b>	<b>Indicator</b>	<b>Pearson Correlation</b>	<b>r- Table</b>	<b>Description</b>
of Morale (X1)	P1	0.342	0.237	VALID
	P2	0.519	0.237	VALID
	P3	0.398	0.237	VALID
	P4	0.440	0.237	VALID
	P5	0.491	0.237	VALID
	P6	0.699	0.237	VALID
<i>Service Climate Organization (X2)</i>	P1	0.405	0.237	VALID
	P2	0.466	0.237	VALID
	P3	0.319	0.237	VALID
	P4	0.305	0.237	VALID
	P5	0.420	0.237	VALID
	P6	0.395	0.237	VALID
Work Engagement	P1	0.558	0.237	VALID
	P2	0.532	0.237	VALID
	P3	0.552	0.237	VALID
	P4	0.335	0.237	VALID
	VAL 0.237	( 0.237	0.237	VALID
	) Z			
<i>Organizational Citizenship Behavior (OCB) (Y)</i>	P1	0.602	0.237	VALID
	P2	0.513	0.237	VALID
	P3	0.609	0.237	VALID
	P4	0.536	0.237	VALID
	P5	0.308	0.237	VALID

Source: Processed primary data (2022)

The results of the validity test shown by the table above are known that all statements have been declared valid because the value *pearson correlation* shows a value  $> 0.237$ .

Furthermore, a reliability test is carried out to ensure that the instrument used is reliable. A questionnaire is said to be reliable or reliable if the respondent's answer to the statement is consistent or stable. To test the reliability of the instrument, it can be done by looking for the coefficient value of *Cronbach's Alpha* using the SPSS application.

**Table 3.** Table of Reliability Test of

<b>Variables</b>	<b>Item</b>	<b>Cronbach's Alpha</b>	<b>Description</b>
of Work Morale (X1)	P1,P2,P3,P4,P5,P6	0,727	Reliable
<i>Service Organizational Climate (X2)</i>	P1,P2,P3,P4,P5,P6	0,692	Reliable
Work Engagement ( Z)	P1,P2,P3,P4,P5,P6	0,717	Reliable
<i>Organizational Citizenship Behavior (OCB) (Y)</i>	P1,P2,P3,P4,P5	0.718	Reliable

Source: Processed primary data (2022)

The test results contained in the table above show that the *Cronbach's Alpha* of all research variables is greater than the *alpha* 0, 60 so that all statements for the discipline variable, motivation (Bansode et al., 2018). vation, environment and performance are stated to be reliable and can be used as a data collection tool.



### c. Coefficient of Determination Test

**Table 4.** Test of Coefficient of Determination

Dependent Variable	R	R Squared	Adjusted R Square
Work Engagement	0.544	0.296	0.275
<i>Organizational Citizenship Behavior (OCB)</i>	0.679	0.462	0.437

Source: Primary data processed (2022)

Based on the calculation results using the SPSS Program, the coefficient of determination value (R<sup>2</sup>) for the dependent variable work engagement is 0.296, indicating that the influence of the variable work spirit and *service* is 29.6%, while the remaining 70.4% is influenced by other variables not measured in this study. Meanwhile, the coefficient of determination (R<sup>2</sup>) for the dependent variable *Organizational Citizenship Behavior (OCB)* of 0.462, indicating that the influence of the variables of Work Spirit, *Service Climate*, and Work Engagement is 46.2%, while the remaining 53.8% is influenced by other variables not measured in the study. It can be seen that the value of e1 =  $\sqrt{1 - 0.296} = 0.839$  and the value of e2 =  $\sqrt{1 - 0.462} =$

### d. Test of Path Analysis

**Table 5.** Significance Value of Path Analysis

Effect	Std. Error	Standardized Coefficients (P)	Sig	Conclusion
X <sub>1</sub> – Z	0.090	0.312	0.006	Significant
X <sub>2</sub> – Z	0.108	0.350	0.002	Significant
Z – Y	0.114	0.216	0.049	Significant
X <sub>1</sub> – Y	0.089	0.312	0.003	Significant
X <sub>2</sub> – Y	0.108	0.342	0.002	Significant

Source: Data processed primer (2022)

Based on the data above, it shows that the first hypothesis (H<sub>1</sub>) is accepted, meaning that work morale has a significant effect on work engagement. The second hypothesis (H<sub>2</sub>) is accepted, meaning that *Service Climate* Organization has a significant effect on Work Engagement the third hypothesis (H<sub>3</sub>) is accepted, the path coefficient is described in the following path diagram:

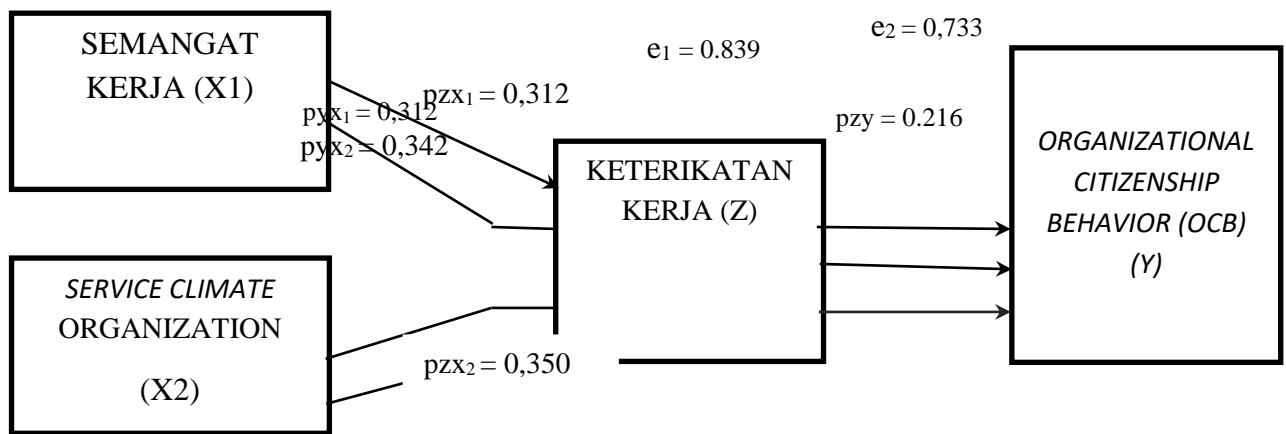


Figure 1. Path Analysis Test

The magnitude of the value of  $e_1$  is 0.185 and the value of  $e_2$  0.308. From the results of the path test, it can be stated in the following model equation:

$$Z = 0.312X_1 + 0.350X_2 + 0.839 \dots\dots\dots \text{Equation 1}$$

$$Y = 0.224X_1 + 0.273X_2 + 0.267Z + 0.733 \dots\dots\dots \text{Equation 2}$$

The test results of the indirect effect path coefficient and the total effect are presented below:

Table 6. Path Analysis Test

Direct Effect And Indirect		Contribution
$X_1 - Y$	0.312	0.312
$X_1 - Z - Y$	$0.312 \times 0.216$	0.067
	Total Effect $X_1$	0.379
$X_2 - Y$	0.342	0.342
$X_2 - Z - Y$	$0.350 \times 0.216$	0.076
	Total Effect $X_2$	0.418

Source: Results of theSPSS data (2022)

Based on the table above, it can be seen that the contribution of Work Spirit to *Organizational Citizenship Behavior* (OCB) through engagement is 6.7% with a total effect of 37.9%. The magnitude of the contribution *Service Climate* affecting *Organizational Citizenship Behavior* (OCB) through Work Engagement is 7.6% with a total influence of 41.8%.

#### e. Model Suitability Test

Based on the coefficient of determination test, the  $R_1^2$  0.296 and  $R_2^2$  is 0.462 so that the results of the statistical test of the suitability of the Q coefficient model are as follows:

$$Q = \frac{1 - R_m^2}{-M} \quad Q = \frac{1 - (1 - 1(1 - 0.296)(1 - 0.462))}{1 - M}$$

$$Q = \frac{1 - 0.621}{1 - 0.621} = 1$$

Based on the above model suitability test (Q), the Q value is 1, which means the model fits perfectly.

## **4.2 Discussion**

### **a. Effect of Work Spirit on Work Engagement**

The results of hypothesis testing indicate that there is a positive and significant influence between Work Morale and Work Engagement, meaning that the higher the value of Work Morale, the higher the Work Engagement at PT. Adhi Persada Beton Jakarta and vice versa. The results of this study A similar study conducted by (Farhah Meuthia & Cherly Kemala Ulfa, 2018) showed that there was a positive and significant influence on work morale to Employment Engagement. This study is in line with Morris & Sherman (1981) which revealed that work morale has a positive relationship with work engagement. This shows that the higher the morale, the more significant and positive the work engagement will be on the employees of PT. Adhi Persada Beton (APB).

### **b. Influence Service Climate on Work Engagement**

The results of hypothesis testing indicate that there is a positive and significant influence between *Service Climate* and Work Engagement, meaning that the higher the *Service Climate* Organizational the higher the work engagement at PT. Adhi Persada Beton Jakarta and vice versa. The results of this study are in line with the opinion of Bakker (2011) that *Service Climate* Organizations have a positive impact on Employment Engagement, *Service Climate* Organization is an aspect to produce work results so that it will reduce the impact for demand by having a positive impact on Employment Engagement. Similar research conducted by (Pudjiomo & Sahrah, 2019) shows that there is a positive and significant influence on *Service Climate* Organizations to Employment Engagement. This study is in line with Koch (2013) who found that *Service Climate* Organizations have a positive impact on work engagement. This shows that the higher the *Service Climate* Organization, it will have a significant and positive effect on Employment Engagement on employees of PT. Adhi Persada Beton (APB).

### **c. The Effect of Job Engagement on Organizational Citizenship Behavior (OCB)**

The results of hypothesis testing indicate that there is a positive and significant influence between Job Engagement on *Organizational Citizenship Behavior* (OCB), meaning that the higher the Work Engagement, the higher the *Organizational Citizenship Behavior* (OCB) at PT. Adhi Persada Beton Jakarta, and vice versa. The results of this study are in line with the opinion of Falabiba (2019) & Silaen (2020), saying that work engagement has a good impact on *Organizational Citizenship Behavior* (OCB). A similar study conducted by (Silaen, 2020) shows that there is a positive and significant effect of Job Engagement on *Organizational Citizenship Behavior* (OCB).

### **d. Influence Spirit of Work towards Organizational Citizenship Behavior (OCB) but through Work Engagement**

The test table shows that Job Engagement partially mediates the effect of work spirit on *Organizational Citizenship Behavior* (OCB) because work enthusiasm has a direct and indirect effect on *Organizational Citizenship Behavior* (OCB), with a direct effect of 0.312 and an indirect effect of 0.067 with a total contribution of 0.379 or 37.9% to *Organizational Citizenship Behavior* (OCB) through the mediating variable of Work Engagement at PT. Adhi Persada Beton Jakarta. According to research conducted by Burke (2014), Work Spirit has an effect on *Organizational Citizenship Behavior* (OCB) in

workers. Employees who have a work spirit will have intentions within themselves which will then lead to consistent and constructive work behavior. Individuals who are passionate about their work will tend to help co-workers, speak positively about their organization, and do more than what is required in their work (Astakhova (2015).

#### **e. Influence *Service Climate* Organization towards *Organizational Citizenship Behavior* (OCB) but through Work Engagement**

Based on the table above, directly and indirectly, *Service Climate* Organizations have an influence on *Organizational Citizenship Behavior* (OCB) mediated by Job Interest. With a direct influence of 0.342 or while indirectly by 0.076 or a total of 0.418 or 41.8%. The purpose of Job Engagement as a mediating variable is that it is suspected that it can strengthen or weaken the influence of the independent variable on the dependent. *Service Climate* Influential Organizations. *Service Climate* Organizational Engagement is an aspect of job resources that can reduce the effect of job demand and has a positive impact on Bakker's Job Engagement (2011).

### **V. Conclusion**

Based on the results of data analysis and the discussion that has been described previously, the following conclusions are obtained:

1. Morale has a positive effect on Work Engagement at PT. Adhi Persada Beton Jakarta.
2. *Service Climate* Organization has a positive effect on employee engagement at PT. Adhi Persada Beton Jakarta.
3. Work Engagement has a positive effect on the *Organizational Citizenship Behavior* (OCB) of employees at PT. Adhi Persada Beton Jakarta.
4. Morale has no effect on *Organizational Citizenship Behavior* (OCB) through employee engagement at PT. Adhi Persada Beton Jakarta.
5. *Service Climate* Organization has no effect on *Organizational Citizenship Behavior* (OCB) through employee engagement at PT. Adhi Persada Beton Jakarta.

### **Suggestion**

This research is still far from perfect, considering that there are still some limitations, limitations that the researchers did when conditions were not possible and had very limited time. This research was only conducted at PT. Adhi Persada Beton Jakarta and using data collection methods by distributing questionnaires to employees who work at PT. Adhi Persada Beton Jakarta. This study involved a limited number of research respondents, namely as many as 70 people, so the results cannot be generalized to a large number of respondents. The independent variables used in this study consist of two variables, namely Work Spirit and *Service Climate*, while there are many other factors that influence *Organizational Citizenship Behavior* (OCB) such as organizational culture or transformational leadership. Due to these limitations, the results of this study need a more thorough study in the future, by looking at factors beyond the current limitations.

As for suggestions for further research to be able to use other variables that are different from this study so that the results obtained can provide a different picture regarding the factors that have an influence on *Organizational Citizenship Behavior* (OCB) including years of service, employment status, employee satisfaction, culture organization, transformational leadership and other factors.

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