

Analysis of Factors Affecting Organisational Citizenship Behaviour of Employees at the Airport Organizing Unit Class 1 Mopah Merauke

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ARTICLE INFO

Keywords: Organizational Climate, Work Environment, Supervision, Work Motivation, Organizational Citizenship Behavior

Received : 25, May

Revised : 03, June

Accepted: 04, Juli

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ABSTRACT

The Airport Organizing Unit requires reliable apparatus resources, both in terms of ability in their work and behavior in the organization, because apparatus resources are an important element in the context of providing public services. This research aims to analyze the influence of organizational climate, work environment and supervision in motivating employees to form organizational citizenship behavior among Aviation Security Section employees at the UPBU Class 1 Mopah Merauke Office. Data was collected from all Aviation Security Section employees at the UPBU Class 1 Mopah Merauke Office through a questionnaire. A saturated sampling technique was carried out with a total final sample of 94 respondents. The data collected was analyzed using the SEM (Structural Equation Modeling) technique. The results of the analysis show that there is an influence of organizational climate, work environment and supervision in motivating employee work, but this influence has no effect on organizational citizenship behavior. Thus, work motivation cannot explain the mediating role in this relationship.

INTRODUCTION

The Mopah Merauke Class 1 Airport Organizing Unit (UPBU/ abbreviations in Indonesian) Office, under the Ministry of Transportation and responsible to the Director General of Civil Aviation, provides airport services and maintains flight security and safety at non-commercial airports. This is in accordance with Minister of Transportation Regulation Number PM 40 of 2014 which has been amended to PM 56 of 2019. Aviation security, according to Article 1 number 49 of Law Number 1 of 2009 concerning Aviation, integrates human resources, facilities and procedures to protect flight from unlawful acts. Article 327 paragraph (1) requires business entities or airport management units to create, implement, evaluate and develop airport security programs based on the national aviation security program.

Implementing strict rules and improving security facilities is important for air traffic safety (Susanto & Sutrisno, 2018; Zulaichah & Nahar, 2013). Even though there are clear regulations, security violations still occur at Merauke's Mopah Airport, such as wildlife smuggling (RMOL Papua, 2022), destruction of runway lights (infopublik.id, 2018), and runway blocking (kompas.id, 2022), as well as violations of health protocols during the Covid-19 pandemic (Industri.kontan.co.id, 2020). This challenge shows the need to increase security efforts, including facilities and awareness of security personnel, especially considering the Aviation Security Section's duties in preparing security as well as compiling and implementing the Airport Security Program in accordance with Article 17 paragraph (1) of the Minister of Transportation Regulation Number PM 40 of 2014.

To improve security at airports, organizational citizenship behavior (OCB) is required from employees, which goes beyond the call of duty and contributes to organizational effectiveness even though it is not a formal requirement (Organ, 1988). OCB helps create a psychologically and socially positive work environment (Robbins & Judge, 2017). High work motivation is the key so that employees not only fulfill basic needs but also take more initiative in their roles, improving performance and OCB (Tahir et al., 2023). OCB includes efforts to promote the organization, help others, do work beyond obligations, be fair, honest, respect others, and be responsible for the organization (Podsakoff et al., 2000; Riggio, 2018). Employees who exhibit OCB tend to have more productive and high-quality work groups (Podsakoff & MacKenzie, 1997). However, initial observations of Aviation Security Section employees at UPBU Class 1 Mopah Merauke showed negative behavior, such as an indifferent attitude towards work and passiveness in serving the public who use airport services.

One of the factors that influences organizational citizenship behavior (OCB) is the organizational climate, which creates a feeling of comfort for

employees. This psychological comfort encourages employees to look for solutions to problems and demonstrate behavior that exceeds demands, such as OCB. Organizational climate, distinct from the work environment, is an organization's members' shared perceptions of the events, policies, practices, and procedures they experience, as well as the behaviors they value and support (Ehrhart et al., 2014). Organizational climate relates to employees' perceptions of the organization as a whole, while work environment is more specific to job support. Thus, organizational climate includes employees' perceptions of the work environment.

The work environment consists of the physical environment which includes physical conditions that influence work activities, while the non-physical is related to interactions between employees (Patrick & Kareem, 2021). Today's competitive work environment greatly influences individual and organizational behavior, stress, and performance (Ballou et al., 2003; Patterson et al., 2004). A healthy work environment, where employees feel confident, proud and comfortable, has a positive impact on work activities (Sultan et al., 2020). In the service sector, the work environment is very important because employees directly influence the organization's revenue through customer service (Patrick & Kareem, 2021). Factors that shape the work environment include wages, hours worked, rest periods, safety, uniforms, and opportunities for advancement (Patrick & Kareem, 2021). The work environment must be able to bring out the best efforts of employees by making them feel safe and comfortable and motivated to work well. A safe and comfortable work environment is important to ensure the physical and mental well-being of employees (Noer & Kuntag, 2024).

Work supervision is an important factor influencing organizational citizenship behavior (OCB). Gyekye & Salminen, (2005) showed that employees with consistent OCB are more safety conscious, and employees who help each other require less managerial supervision, allowing managers to focus on other important tasks (Podsakoff & MacKenzie, 1997). Supervision as a management function is important to prevent deviations and ensure organizational goals are achieved effectively and efficiently through regular evaluation of employee work activities. However, abusive supervision can threaten employee health and organizational development (Kim et al., 2020). Previous observations showed a lack of control function from superiors towards Aviation Security Section employees at UPBU Class 1 Mopah Merauke.

Research shows that organizational citizenship behavior (OCB) is influenced by organizational climate, work environment, and supervision, although results are inconsistent. Several studies indicate that organizational climate increases OCB (Hamid et al., 2022), while other studies found no

significant effect (Novita, 2021). A good work environment is also associated with increased OCB (Fithria et al., 2022), but other studies do not support these findings (Setyowati, 2021). Effective supervision and supervisory communication have been shown to increase OCB (Chan & Kuok, 2021; Karnati & Widihartati, 2018; Rostiawati et al., 2019). Trust in supervisors mediates the relationship between perceived supervisor support with commitment and OCB, as well as the relationship between supervisory fairness and commitment and OCB, indicating that fair treatment by supervisors increases subordinates' trust and commitment (Akram et al., 2018). However, abusive supervision has a negative impact on OCB (Kim et al., 2020), in contrast to research showing that supervisory support has no significant effect on OCB (Fiernaningsih, 2019).

THEORETICAL REVIEW

Definition of Organisational Citizenship Behaviour

Organizations must believe that to achieve excellence, they need to strive for the highest individual performance. Basically, individual performance affects team performance and ultimately affects overall organizational performance. The behavior that organizations demand is not only in-role behavior but also extra-role behavior. Extra-role behavior is very important because it provides better benefits to support the sustainability of the organization (Sandhika and Sobandi, 2018). Extra-role behavior in organizations is known as Organizational Citizenship Behavior (Oguz, 2010, p. 1188)

Morman and Blakely, in Prihatsanti & Dewi, (2010) define OCB as behavior that is often carried out by employees of an organization or company that supports the interests of the organization even though it does not directly bring benefits to the employees themselves. Organ et al., (2005) define organizational citizenship behavior as behavior that seeks to provide benefits to the organization that exceed the organization's expectations. Organ et al., (2005) stated that OCB is a form of extra-role behavior that increases affectivity in organizational employees.

Organizational citizenship behavior has an important role in influencing employee performance (Sandhika and Sobandi, 2018). According to Aldag and Reschke (1997, p. 4), organizational citizenship behaviors are a very large individual contribution that exceeds role demands in the organization and results in achieving excellent performance.

Theoretical Relationship Between Organizational Climate, Work Environment, Supervision, Work Motivation, and Organizational Citizenship Behavior

Based on the results of previous research studies supported by theoretical studies, it can be seen that there is a theoretical relationship between

organizational climate, work environment, supervision, work motivation, and organizational citizenship behavior. Figure 1 displays the research model with the following hypothesis:

- H1: Organizational climate has a positive effect on the work motivation of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.
- H2: The work environment has a positive effect on the work motivation of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.
- H3: Supervision has a positive effect on the work motivation of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.
- H4: Work motivation has a positive effect on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.
- H5: Organizational citizenship behavior is influenced by the organizational climate of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.
- H6: Organizational citizenship behavior is influenced by the work environment of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.
- H7: Organizational citizenship behavior is influenced by supervision of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.
- H8: Organizational climate influences work motivation on organizational citizenship behavior of UPBU Class 1 Mopah Merauke Aviation Security Section employees.
- H9: The work environment influences work motivation on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.
- H10: Supervision has an influence through work motivation on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.

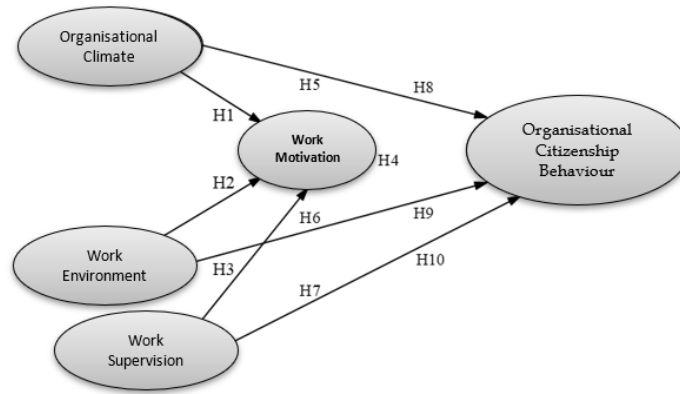


Figure 1. Research Model

Source: Previous Research Review (2024)

METHODOLOGY

This research is carried out, so it is important to use the method in order to achieve the research objectives (Wambrauw, 2023; Renyaan, 2023; Patmasari, 2022). The aim of this research is to analyze the influence of organizational climate, work environment and supervision mediated by work motivation on organizational citizenship behavior (OCB) in employees of the Aviation Security Section of the UPBU Class 1 Mopah Merauke Office. By building hypotheses between these variables, this research is included in the type of quantitative research with a correlational approach, which aims to generalize the results to the population studied by Anshori & Iswati (2017). The research was carried out in the UPBU Class 1 Mopah Merauke Office for six months from July to December 2023, using quantitative data from questionnaires and qualitative data from initial interviews. The research population included all 101 Aviation Security Section employees, with samples taken using a saturated sampling approach.

Data was collected through an online questionnaire with a 5-point Likert scale to measure respondents' responses regarding organizational climate, work environment, supervision, work motivation, and OCB. The validity and reliability of the instrument were tested before actual data collection, ensuring all items met the criteria of validity ($r > 0.30$) and reliability (Cronbach's alpha > 0.60). Data analysis techniques include descriptive analysis of variables, testing SEM assumptions, evaluating measurement models with CFA, and evaluating structural models. Mediation effect testing was carried out to determine the indirect effect of the independent variable on the dependent variable, using the Sobel test for mediation significance (Baron & Kenny, 1986).

RESULTS

Aviation Security Section employees at the UPBU Class 1 Mopah Merauke Office are dominated by 109 men (53.69%), while 94 women (46.31%). The majority of respondents were aged between 21-30 years as many as 83 people (40.89%), followed by the age group 31-40 years with 74 people (36.45%), and the age group over 40 years with 46 people (22.66). The dominance of undergraduate education level was 155 people (76.35%), followed by high school with 28 people (13.79%), and master's degree with 20 people (9.85%). Respondents with a work period of more than 6 years amounted to 116 people (57.14%), followed by a work period of 1-3 years as many as 37 people (18.23%), a work period of 4-6 years as many as 31 people (15.27%), and work period of less than one year was 19 people (9.36%).

Descriptive analysis of variables describes the condition of each research variable and the respondents' answers to the statements given. The five variables analyzed are organizational climate (X1), work environment (X2), supervision (X3), work motivation (Y), and organizational citizenship behavior (Z).

The organizational climate variable (X1) shows a mean value of 3.3862, which indicates that respondents generally "quite agree" with the organizational climate in their office. The most dominant sub-indicator is "Rational Goals" with the highest mean value of 3.6436. For the work environment variable (X2), the mean value obtained was 3.4237, indicating that respondents also "quite agree" with the conditions of their work environment. The sub-indicator "Social Responsibility" has the highest mean value of 3.8883, indicating an emphasis on aspects of social responsibility in the workplace. The supervision variable (X3) has a mean value of 3.3334, indicating that respondents "quite agree" with the supervision carried out. The sub-indicator "Structure" has the highest mean value of 3.3759, indicating the importance of structure in work supervision. Work motivation (Y) has a mean value of 3.6072, which means respondents "agree" that they are motivated at work. The sub-indicator "Need for Affiliation" showed the highest mean value of 4.2126, indicating a strong need for affiliation among employees. Organizational citizenship behavior (Z) has a mean value of 3.8564, indicating that respondents "agree" regarding the existence of organizational citizenship behavior. The sub-indicator "Politeness" has the highest mean value of 4.0638, underlining the importance of politeness in work behavior.

The normality test was carried out using the Kolmogorov-Smirnov test, showing a significance value above 0.05, which means the data is normally distributed. Evaluation of the measurement model using Confirmatory Factor Analysis (CFA) shows that all constructs (organizational climate, work

environment, supervision, work motivation, and organizational citizenship behavior) are valid and reliable with significant factor loading values.

Figure 2 displays the output results of the structural model evaluation. The initial model had poor fit based on several measurement indices such as Chi-Square, GFI, AGFI, NFI, TLI, CFI, and RMSEA. After revising and modifying the model, the evaluation results showed an increase in the suitability of the model with indices that met good fit criteria, such as smaller Chi-Square values and increased GFI, AGFI, NFI, TLI, CFI values, as well as a decrease in RMSEA.

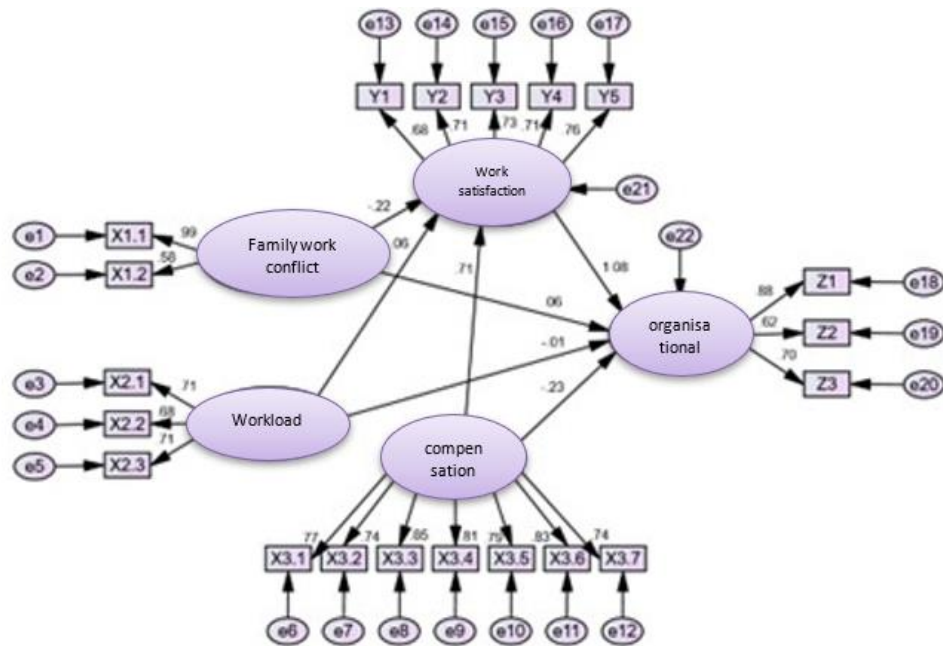


Figure 2. Structural Model Evaluation Output
 Source: Results of Processed Statistical Data (2024)

Table 1 displays the results of hypothesis testing. Organizational climate, work environment, and supervision each have a positive and significant effect on work motivation, with a significant regression coefficient ($p < 0.05$). However, work motivation does not have a significant effect on organizational citizenship behavior, and organizational climate, work environment and supervision variables also have no direct or indirect effect on organizational citizenship behavior. These results indicate the need for further approaches to understand the factors that influence organizational citizenship behavior in a more in-depth and comprehensive manner.

Table 1. Hypothesis Testing Results

Research Hypothesis		Analysis Results
H1	Organizational climate has a positive effect on the work motivation of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.	$\beta = 0.430$ (***)
H2	The work environment has a positive effect on the work motivation of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.	$\beta = 0.796$ (***)
H3	Supervision has a positive effect on the work motivation of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.	$\beta = 0.353$ (***)
H4	Work motivation has a positive effect on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.	$\beta = 1.524$ (ts)
H5	Organizational citizenship behavior is influenced by the organizational climate of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.	$\beta = -0.307$ (ts)
H6	Organizational citizenship behavior is influenced by the work environment of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.	$\beta = -0.417$ (ts)
H7	Organizational citizenship behavior is influenced by supervision of the Aviation Security Section employees of UPBU Class 1 Mopah Merauke.	$\beta = 0.058$ (ts)
H8	Organizational climate influences work motivation on organizational citizenship behavior of UPBU Class 1 Mopah Merauke Aviation Security Section employees.	$\beta' = 0.655$ (ts)
H9	The work environment influences work motivation on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.	$\beta' = 1.214$ (ts)
H10	Supervision has an influence through work motivation on organizational citizenship behavior of employees of the Aviation Security Section of UPBU Class 1 Mopah Merauke.	$\beta' = 0.538$ (ts)
Information: β = Standardized direct effect coefficient value. β' = Standardized indirect effect coefficient value. Significance level (*) = $p < 0.05$; (**) = $p < 0.01$; (***) = $p < 0.001$; ts = not significant.		

Source: Results of Processed Statistical Data (2024)

DISCUSSION

The results of the structural model evaluation show that organizational climate has a positive and significant effect on work motivation ($\beta = 0.430$; $p = 0.000$), proving the first hypothesis (H1). This means that the better the organizational climate, the higher the work motivation of the UPBU Class 1 Mopah Merauke Aviation Security Section employees. This finding is in line with research by Alwi et al. (2024) and Almaqableh et al. (2021) which shows the positive influence of organizational climate on work motivation. The

organizational climate at UPBU Merauke includes employee perceptions of policies, practices, procedures and social interactions, which overall support work motivation.

The work environment also shows a positive and significant influence on work motivation ($\beta = 0.796$; $p = 0.000$), proving the second hypothesis (H2). The better the work environment is perceived, the higher the employee's work motivation. These results support the importance of a conducive work environment to support employee motivation and well-being, in accordance with previous research which found a positive relationship between the work environment and work motivation.

Supervision shows a positive and significant influence on work motivation ($\beta = 0.353$; $p = 0.000$), proving the third hypothesis (H3). This shows that the better the supervision implemented, the higher the employee's work motivation. These results emphasize the importance of effective supervision in supporting employee work motivation, with indications that good supervision provides the direction and support employees need to achieve their goals.

Even though work motivation shows a high positive coefficient on organizational citizenship behavior ($\beta = 1.524$), the effect is not significant ($p = 0.403$), so the fourth hypothesis (H4) is not proven. This suggests that although work motivation is important, it does not directly improve organizational citizenship behavior. This finding is consistent with research by Suliati et al.(2022)who also did not find a significant effect of work motivation on organizational citizenship behavior.

Organizational climate does not have a significant effect on organizational citizenship behavior ($\beta = -0.307$; $p = 0.697$), so the fifth hypothesis (H5) is not proven. This suggests that although organizational climate is important, it does not directly influence employees' organizational citizenship behavior. These findings support Novita's research(2021)who also found similar results.

The work environment also does not show a significant influence on organizational citizenship behavior ($\beta = -0.417$; $p = 0.774$), so the sixth hypothesis (H6) is not proven. This means that improving the work environment does not directly influence organizational citizenship behavior, although a good work environment remains important for employee well-being. This finding is supported by research by Fithria et al.(2022).

Supervision also has no significant effect on organizational citizenship behavior ($\beta = 0.058$; $p = 0.928$), so the seventh hypothesis (H7) is not proven. This suggests that although monitoring is important, it does not directly influence employees' organizational citizenship behavior. This finding is in line with research showing that too tight supervision can limit employee initiative.

CONCLUSIONS AND RECOMMENDATIONS

This research reveals that organizational climate, work environment and supervision have a significant positive influence on the work motivation of Aviation Security Section employees at UPBU Class 1 Mopah Merauke. However, work motivation does not have a significant effect on organizational citizenship behavior, and organizational climate, work environment and supervision variables also do not directly influence organizational citizenship behavior. This indicates that although these factors are important for increasing work motivation, they are not sufficient to trigger organizational citizenship behavior, which may be more influenced by other factors or a more complex combination of intrinsic motivation and working conditions.

FURTHER STUDY

The research was conducted at the Mopah Merauke Class 1 Airport Organizing Unit. In the future, it is expected that there will be similar research at other airports, especially at airports in Papua.

ACKNOWLEDGMENT

The author would like to thank all those who contributed so that the results of this research could be completed until publication.

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