

The Impact of Organizational Climate on Organizational Citizenship Behavior (OCB) in a Multicultural Work Environment

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ABSTRACT

Organizational climate plays an important role in shaping employee work behavior, especially in multicultural work environments. This study aims to analyze the effect of organizational climate on Organizational Citizenship Behavior (OCB) in a workplace with a high level of cultural diversity. Using a quantitative approach, data were collected through questionnaires from 60 respondents and analyzed using multiple linear regression. The results showed that organizational climate has a positive and significant influence on OCB, which means that the better employees' perception of organizational climate, the higher their tendency to show voluntary behavior that supports the organization. In contrast, the multicultural work environment does not have a significant influence on OCB, which indicates that cultural diversity needs to be managed with the right strategy so that it does not become an obstacle in building cooperation and solidarity between employees. The findings confirm the importance of organizations in creating a conducive work environment with open communication, strong managerial support, and inclusive policies to encourage positive employee behavior. This study provides insights for management practitioners in developing effective strategies to increase productivity and work harmony in a multicultural environment.

Keywords: Organizational Climate; OCB Behavior; Multicultural Work Environment.

1. Introduction

In the era of growing globalization, organizations in various sectors face challenges in managing human resources from diverse cultural backgrounds. Good human resources will provide good performance and this can affect the achievement of company success. [1]. Therefore, it is necessary to pay attention to several aspects that can affect the performance of employees, one of which is the work environment. Where a conducive work environment will create a feeling of security and comfort for employees [2].

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Multicultural work environments create complex dynamics, where cultural differences, values, and norms can affect interactions between individuals as well as overall organizational performance [3]. One factor that plays an important role in creating a harmonious and productive work environment is organizational climate. Organizational climate refers to employees' collective perceptions of the policies, practices, and processes that exist in an organization. A positive organizational climate can encourage more proactive and cooperative employee behavior, create a conducive work atmosphere, and increase job satisfaction and employee loyalty [4].

In the context of a multicultural work environment, cultural diversity can have a diverse impact on how individuals interpret and respond to the organizational climate. Some employees may adjust more easily to organizational values and norms, while others may face challenges in adapting. Therefore, it is important to understand how organizational climate can affect various aspects of employee work behavior, including Organizational Citizenship Behavior (OCB).

OCB is voluntary behavior performed by employees outside of their formal duties but contributes to the effectiveness and sustainability of the organization. These behaviors include aspects such as helping colleagues, showing loyalty to the organization, and supporting change and innovation. OCB plays an important role in improving organizational efficiency and effectiveness, especially in a dynamic and culturally diverse work environment [5].

Organizational Citizenship Behavior (OCB) plays an important role in improving the efficiency of human resources and management policies and practices in an organization [6]. Employees who voluntarily assist coworkers in completing tasks can accelerate understanding and increase productivity in a work group. Nabila et al. (2020) added that OCB includes various social behaviors in the work environment, such as selfless mutual assistance, involvement in voluntary additional tasks, and compliance with company rules and policies [7]. The contribution of OCB not only impacts work efficiency but also contributes to the sustainability of the company in the future. The success of a company is highly dependent on the performance of its employees, where employees who are able to work optimally in accordance with their duties and responsibilities will have a positive impact on the performance of the organization as a whole [8].

However, in practice, there are situations where some employees cannot carry out their duties in accordance with the job description that has been set. Therefore, the participation of other employees in providing assistance is crucial to maintain smooth operations and ensure work effectiveness in the organization. In addition, it is important to consider how elements of organizational climate, such as role clarity, managerial support, open communication, and trust between individuals, may influence OCB behavior in multicultural workplaces.

Organizations that have clear communication structures and support openness of opinion tend to create a more collaborative work environment, where employees feel valued and supported in expressing ideas and helping colleagues without pressure or uncertainty [9].

On the other hand, challenges in building an organizational climate that supports OCB in a multicultural environment can also arise due to differences in cultural values held by employees. For example, in a more individualistic culture, personal initiative in helping coworkers may be seen as a personal choice rather than a shared responsibility. In contrast, in collectivistic cultures, cooperation and mutual support are an important part of the daily work dynamics. Therefore, organizations need to implement strategies that can bridge these cultural differences so that the work climate remains conducive in encouraging OCB behavior [10].

This study aims to explore the relationship between organizational climate and OCB behavior in the context of a multicultural work environment. By understanding the factors that contribute to OCB behavior, organizations can design more effective strategies in creating an inclusive work culture, supporting teamwork, and increasing productivity. In addition, the results of this study are expected to provide insights for academics and practitioners in the field of human resource management regarding the role of organizational climate in shaping positive work behavior in the midst of cultural diversity.

2. Materials and Method

This study uses quantitative methods, as explained by Sugiyono (2017), which states that quantitative research methods are used to examine certain populations and samples by collecting data through research instruments, as well as quantitative and statistical data analysis with the aim of testing predetermined hypotheses. In this study, the number of samples used was 60 respondents. The data collection technique was carried out through distributing questionnaires to subjects who met the research criteria. The research instrument used is a Likert scale, which aims to measure the attitudes and opinions of individuals or groups towards a phenomenon. Questionnaires can be given directly or through digital platforms such as Google Form. Before use, the questionnaire has been tested for validity and reliability to ensure measurement accuracy. The data analysis techniques in this study include descriptive analysis, classical assumption test, multiple linear regression analysis, coefficient of determination analysis, and partial test to identify the relationship between the research variables.

3. Result

The normality test is conducted to evaluate whether the data obtained follows a normal distribution. One method used is the non-parametric Kolmogorov-Smirnov test with the Monte Carlo approach, which determines the normality of the data based on the significance value. According to Ghazali (2018), data is said to be normally distributed if the Monte Carlo significance value is greater than 0.05. The results of this non-parametric normality test can be seen in Table 1.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal	Mean	0,0000000
Parameters ^{a,b}	Std. Deviation	2,70095645

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
Most Extreme	Absolute	0,060
Differences	Positive	0,060
	Negative	-0,052
Test Statistic		0,060
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

Based on Table 1, the analysis results show that the Asymptotic Significance (2-tailed) value is 0.20, which exceeds the significance limit of 0.005. Thus, it can be concluded that the data in this study is normally distributed, which means that the values obtained tend to be around the average. This indicates that the data has met the normality assumption required for further statistical analysis.

Table 2. Heteroscedasticity Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3,882	1,675		2,317	0,024
	Iklim Organisasi	0,009	0,070	0,017	0,130	0,897
	Multikultural	-0,119	0,064	-0,249	-1,867	0,067

The heteroscedasticity test is conducted to identify whether there is an imbalance in the residual variance in the regression model. Data is categorized as having heteroscedasticity if the absolute residual value is less than 0.05, while if the absolute residual value exceeds 0.05, the data is considered not to show symptoms of heteroscedasticity. Based on the analysis results in the table, the absolute residual value for the organizational climate variable is 0.897, while for the multicultural environment variable it is 0.067. Because both values are greater than 0.05, it can be concluded that the questionnaire data in this study do not experience heteroscedasticity, thus fulfilling the classical assumptions in linear regression.

Table 3. Multicollinearity Test Results

		Collinearity Statistics	
Model		Tolerance	VIF
1	Iklim_Organisasi	0,921	1,085
	Multikultural	0,921	1,085

The multicollinearity test in the regression model aims to evaluate the extent to which the relationship between independent variables can affect the analysis results. Multicollinearity is generally not found in well-designed questionnaires. A model is considered free from multicollinearity if the tolerance value is greater

than 0.1 and the Variance Inflation Factor (VIF) value is less than 10. Based on the analysis results in the table, the tolerance value for the organizational climate and multicultural environment variables is 0.921, which meets the requirements because it is greater than 0.1, while the VIF value is 1.085, which also meets the criteria because it is smaller than 10. Thus, it can be concluded that there is no indication of multicollinearity in this research data.

Table 4. Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	12,486	2,925		0,000
	Iklim_Organisasi	0,273	0,122	0,290	0,044
	Multikultural	-0,046	0,112	-0,055	0,685

Based on the results of multiple linear regression analysis, a constant of 12.486 is obtained, which indicates that the base value of Organizational Citizenship Behavior (OCB) is 12.486 when the independent variable is zero. The organizational climate variable has a regression coefficient of 0.273, which indicates that any increase in organizational climate will contribute to an increase in OCB by 27.3%. In other words, the better the organizational climate, the higher the level of OCB in the company or organization. In contrast, the multicultural environment variable has a regression coefficient of -0.046, which indicates that any increase in the multicultural environment actually contributes to a decrease in OCB by 4.6%. This shows that the more complex or diverse the multicultural environment in the organization can have an impact on reducing the level of OCB.

Table 5. Correlation and Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,212 ^a	0,045	0,012	2,74793

In a statistical measurement tool, the coefficient of determination (R^2) value is used to reveal the extent to which the independent variable is able to explain the variability of the dependent variable. In this study, an R^2 value of 0.045 was obtained, which means that the variables of organizational climate and multicultural work environment jointly influence Organizational Citizenship Behavior (OCB) by 4.5%. In other words, only 4.5% of the variation in OCB can be explained by these two variables, while the rest is influenced by other factors outside this research model.

Table 6. T Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12,486	2,925		4,269	0,000
	Iklim_Organisasi	0,273	0,122	0,290	2,111	0,044
	Multikultural	-0,046	0,112	-0,055	-0,408	0,685

The t test results show that the t value for the organizational climate variable is 2.111, which is significantly greater than the t table value of 1.672. This indicates that organizational climate has a positive and significant influence on Organizational Citizenship Behavior (OCB). Therefore, the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_1) is accepted, which means that there is a significant relationship between organizational climate and OCB.

In contrast, the t value for the multicultural work environment variable is -0.408, which is smaller than the t table value of 1.672. This result indicates that multicultural work environment does not have a positive and significant influence on OCB. Thus, the null hypothesis (H_0) is accepted, while the alternative hypothesis (H_1) is rejected, indicating that in this study, the multicultural work environment does not contribute significantly to increasing OCB.

4. Discussion

Based on the results of multiple linear regression analysis, it is found that organizational climate has a positive and significant influence on OCB with a regression coefficient value of 0.273 and a significance value of 0.044. This shows that the better the organizational climate that is created, the higher the tendency of employees to show OCB behavior. This finding is in line with Robbin and Judge's (2018) research which states that a positive organizational climate can increase job satisfaction and employee loyalty, which in turn contributes to increased OCB behavior. A supportive organizational climate also creates a feeling of security and comfort for employees, so they are more encouraged to participate in work activities outside of their main duties. In the context of a multicultural work environment, cultural diversity can enrich individuals' perceptions of the organizational climate. Employees who work in an inclusive environment and have open communication will more easily demonstrate OCB behavior. This is because they feel valued, supported, and have equal opportunities to contribute to the organization.

Based on the regression test results, the multicultural work environment variable shows a regression coefficient value of -0.046 with a significance of 0.685, which means that this variable has no significant effect on OCB. In other words, cultural diversity in the work environment does not directly encourage OCB behavior in organizations. This result contradicts previous research which states that a multicultural work environment can be a positive factor for increasing OCB if managed properly [10]. However, in some cases, cultural differences can actually be a challenge for organizations in building solidarity and cooperation

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between employees. For example, in an individualistic culture, employees may focus more on personal achievement than on contributing to the group. In contrast, in a collectivistic culture, cooperation and mutual aid are emphasized, so OCB behavior is easier to develop. Therefore, it is important for organizations to implement strategies that can accommodate cultural differences, such as cross-cultural training, strengthening intercultural communication, and creating inclusive work policies.

In the context of a multicultural work environment, the impact of organizational climate on OCB becomes more complex. Diversity in culture, values, and work norms among employees requires companies to create an inclusive and adaptive organizational climate. A positive organizational climate in a multicultural environment can increase a sense of community and strengthen social interactions between employees with different backgrounds.

Support provided by superiors or companies in the form of policies that value diversity, cross-cultural training, and effective communication can encourage the creation of a harmonious organizational climate. The existence of bonuses and division of work in accordance with the job description is one of the factors that employees believe can encourage the creation of a good organizational climate. This is in line with Khairiddin's research (2020) which states that support from superiors, the leadership style applied, and the rewards provided by the company can create a conducive organizational climate. In a multicultural work environment, inclusive leadership and policies that support diversity are the main factors in building a good organizational climate. With respect for cultural differences, employees will feel valued and more motivated to show OCB behavior.

In addition, research by Susilo et al. (2023) showed that organizational climate has a positive and significant influence on OCB. In a multicultural work environment, a good organizational climate will facilitate more harmonious interactions between employees from various cultural backgrounds. This will create a more comfortable working atmosphere, improve teamwork, and reduce interpersonal conflicts. Thus, employees will be more motivated to work voluntarily, help coworkers, and show higher loyalty to the company [11].

The results also show that employees' perceptions of the organizational climate will affect their level of engagement at work. If they feel that the company creates an inclusive work environment and values diversity, then they will be more likely to demonstrate OCB behavior voluntarily. Conversely, if the organizational climate does not support diversity and inclusiveness, then employees from different backgrounds may feel isolated and less motivated to contribute to their full potential.

Overall, in a multicultural work environment, a good organizational climate not only creates a comfortable working atmosphere but also increases employee engagement and contribution through OCB. Therefore, companies need to develop policies and strategies that encourage the creation of a positive organizational climate, especially in the context of cultural diversity in the work environment.

5. Conclusions

This study shows that organizational climate has a positive and significant influence on Organizational Citizenship Behavior (OCB), which means that the better the organizational climate created, the higher the tendency of employees to show OCB behavior. In contrast, the multicultural work environment does not have a significant influence on OCB, which indicates that cultural diversity in organizations needs to be managed with the right strategy so that it does not become an obstacle in building cooperation and solidarity between employees. The results of this study underscore the importance of organizations in creating a conducive work environment with open communication, strong managerial support, and inclusive policies to encourage positive employee behavior. By understanding the role of organizational climate and cultural diversity, organizations can develop more effective strategies in increasing productivity and building an inclusive and harmonious work culture.

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