

LEADERSHIP STYLE AND ORGANIZATIONAL CLIMATE EFFECTS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT NGAWI FINANCIAL AGENCY

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Abstrak

Penelitian ini bertujuan menganalisis pengaruh Gaya Kepemimpinan dan *Organizational Climate* terhadap *Organizational Citizenship Behavior* (OCB) di Badan Keuangan Kabupaten Ngawi. Menggunakan metode kuantitatif dengan sampel jenuh sebanyak 80 responden, data dianalisis melalui regresi linier berganda SPSS. Hasil penelitian menunjukkan: (1) Gaya Kepemimpinan secara parsial tidak berpengaruh signifikan terhadap OCB, mengindikasikan perilaku sukarela pegawai lebih didorong kemandirian profesional dibandingkan arahan manajerial. (2) *Organizational Climate* berpengaruh positif dan signifikan terhadap OCB, membuktikan lingkungan kerja kondusif sebagai penggerak utama kontribusi ekstra pegawai. Nilai koefisien determinasi (R^2) sebesar 15,8% menjelaskan variabel OCB, sementara sisanya dipengaruhi faktor lain di luar model penelitian ini.

Kata Kunci: Persepsi Gaya Kepemimpinan, *Organizational Climate*, *Organizational Citizenship Behavior* (OCB).

Abstract

This research aims to analyze the influence of Leadership Style and Organizational Climate on Organizational Citizenship Behavior (OCB) in the Ngawi Regency Financial Agency. Using quantitative methods with a saturated sample of 80 respondents, the data was analyzed via SPSS multiple linear regression. The research results show: (1) Leadership style partially has no significant effect on OCB, indicating that employee voluntary behavior is more driven by professional independence than managerial direction. (2) Organizational Climate has a positive and significant effect on OCB, proving that a conducive work environment is the main driver of extra employee contributions. The coefficient of determination (R^2) value of 15.8% explains the OCB variable, while the remainder is influenced by other factors outside this research model.

Keywords: *Percieved Leadership Style, Organizational Climate, Organizational Citizenship Behavior (OCB).*

A. INTRODUCTION

Human resources are a key factor in the success of public organizations, especially in government agencies such as the Ngawi Regency Financial Agency. To achieve optimal performance targets, employee behavior is needed that is not only limited to formal duties, but also a willingness to work beyond standards or what is called Organizational Citizenship Behavior (OCB). According to Robbins and Judge (2017), OCB is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization.

This research aims to analyze the influence of perceived leadership style and organizational climate on OCB among Ngawi Regency Financial Agency employees. The phenomenon found in the field shows that high demands for professionalism require employees to have work independence. Theoretically, leadership style is the way a leader influences subordinates to achieve organizational goals (Yukl, 2013). Apart from that, a conducive organizational climate is also considered an important variable that creates work comfort for employees (Wirawan, 2007).

The benefit of this research is as evaluation material for agencies in managing human resources to be more contributive. Based on the background and literature review, the hypothesis in this research is:

1. Perception of leadership style influences employee OCB.
2. Organizational climate influences employee OCB

B. METHOD

Location and Research Objects

This research was carried out at the Ngawi Regency Financial Agency. The research object is focused on all State Civil Servants who work in these agencies in order to obtain comprehensive data regarding work behavior and organizational atmosphere.

Population and Sampling Techniques

The population in this study was 80 employees. The sampling technique used was the saturated sampling or census method, where all members of the population were used as research respondents. This is done because the population is relatively small and affordable, so the resulting data is expected to have a high level of accuracy.

Variable Identification and Operational Definition

This research involves three main variables, namely: (1) Perception of Leadership Style (X1) and (2) Organizational Climate (X2) as independent variables, and (3) Organizational Citizenship Behavior (OCB) as the dependent variable (Y). Each variable was measured using a questionnaire instrument with a Likert scale to capture respondents' perceptions in a measurable manner.

Data Analysis Methods

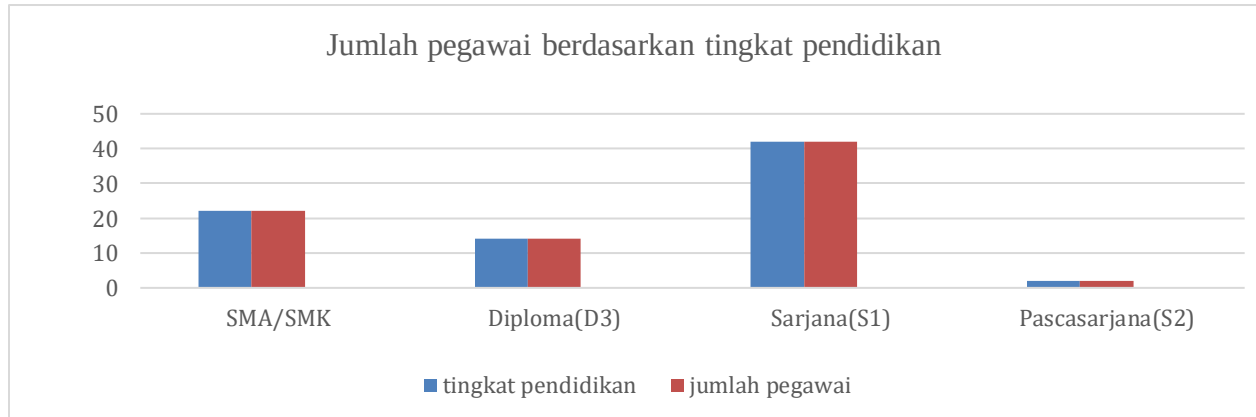
The data that has been collected through questionnaires is then processed using SPSS software. Analysis stages include:

- a. Instrument Test: Includes validity and reliability tests to ensure the questionnaire is suitable for use.
- b. Classic Assumption Test: To ensure the data meets the regression requirements (normality, multicollinearity and heteroscedasticity tests).
- c. Multiple Linear Regression Analysis: Used to test the direction and magnitude of the influence of variable X on Y.
- d. Hypothesis Testing: Includes t test (partial), , and coefficient of determination (R²).

C. RESULTS AND DISCUSSIONS

Based on data collection from 80 respondents at the Ngawi Regency Financial Agency, the majority of employees have a level of education that supports technical competence in the financial sector.

Picture 1. Number of ASN Based on Last Level of Education



Source: Ngawi Regency Financial Agency Employee Recapitulation Report, October 2025

Description of this data. Based on the diagram of the number of employees at the Ngawi Regency Financial Agency, the majority of employees have a Bachelor's (S1) educational background, namely 42 people. Followed by 22 SMA/SMK graduates, 14 Diploma (D3) graduates, and 2 Postgraduate (S2) graduates.

Normality Test

The Kolmogorov Smirnov normality test is part of the classical assumption test. The normality test aims to find out whether the residual values are normally distributed or not. A good regression model has residual values that are normally distributed. The following are the results of the Kolmogorov Smirnov normality tes

Table 1. normality test results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		80
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.14791221
Most Extreme Differences	Absolute	.063
	Positive	.060
	Negative	-.063
Test Statistic		.063
Asymp. Sig. (2-tailed)		.200 ^{e,d}
a. Test distribution is Normal.		
b. Calculated from data.		

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Processed Primary Data (2026)

In accordance with the basis for decision making in the normality test, if the significance value is greater than 0.05, then the data is declared to be normally distributed. Because the value $0.200 > 0.05$, it can be concluded that the residual value in this regression model is normally distributed.

Multicollinearity Test

According to researchers, the way to determine the presence or absence of multicollinearity is generally to look at the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is less than 10 and Tolerance is more than 0.1 then it is stated that multicollinearity does not occur. Following are the results of the multicollinearity test.

Table 2. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Persepsi Gaya kepemimpinan	0.711	1.406
	<i>Organizational Climate</i>	0.711	1.406
a. Dependent Variable: <i>Organizational Citizenship Behavior</i>			

Source: Processed Primary Data (2026)

The test results show that the Tolerance value for the Leadership Style (X^1) and Organizational Climate (X^2) variables is 0.711 (> 0.10) and the VIF value is 1.406 (< 10). This, the regression model is declared free from symptoms of multicollinearity and suitable for use.

Heteroscedasticity Test

Heteroscedasticity testing was carried out using the Glejser test. Based on the results of the heteroscedasticity test analysis in this study as follows:

Table 3. Heteroscedasticity Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.854	4.395		0.877	0.383
	Persepsi Gaya Kepemimpinan	-0.009	0.065	-0.018	-0.136	0.892
	<i>Organizational Climate</i>	0.013	0.067	0.027	0.197	0.844

a. Dependent Variable: Abs_RES

Source: Processed Primary Data (2026)

The test results show that the significance value of the Leadership Style variable (X^1) is 0.892 and Organizational Climate (X^2) is 0.844. Because both significance values are greater than 0.05, it can be concluded that the regression model is free from symptoms of heteroscedasticity and is suitable for use.

Multiple Linear Regression Analysis

This analysis is used to determine the relationship between the variables Leadership Style (X_1) and Organizational Climate (X_2) on OCB (Y). Multiple linear regression is a regression model that involves more than one independent variable. Multiple linear regression analysis was carried out to determine the direction and how much influence the independent variable has on the dependent variable (Ghozali, 2021). This is done to determine the direction and how much influence the independent variable has on the dependent variable.

Table 4. Multiple Linear Regression Analysis Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.571	7.470		4.360	0.000

	Persepsi Gaya Kepemimpinan	0.080	0.111	0.089	0.725	0.471
	<i>Organizational Climate</i>	0.345	0.115	0.369	3.012	0.004
a. Dependent Variable: <i>Organizational Citizenship Behavior</i>						

Source: Processed Primary Data (2026)

Based on the results of data processing, the regression equation is obtained: $Y = 32.571 + 0.080X_1 + 0.345X_2$. The constant of 32.571 shows the basic value of OCB when the independent variable is zero. The coefficients

Coefficient of Determination (R^2)

The coefficient of determination test was carried out to measure the ability of the research model to explain variations in the dependent variable. The coefficient of determination value is determined by the Adjusted R Square value which shows the percentage of influence of all independent variables simultaneously on the dependent variable, while the remainder is explained by other variables outside this research model.

Table 5. Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.423 ^a	0.179	0.158	5.214
a. Predictors: (Constant), Persepsi Gaya Kepemimpinan, <i>Organizational Climate</i>				

Source: Processed Primary Data (2026)

Based on the table above, the Adjusted R Square value is known is 0.158. This shows that the variables Leadership Style (X1) and Organizational Climate (X2) together contribute an influence of 15.8% to OCB (Y). Meanwhile, the remaining 84.2% (100% - 15.8%) is explained by other variables outside this research model.

Hypothesis Testing (Partial Test/t Test)

Hypothesis testing or Partial Test/t Test is used to test research hypotheses regarding the influence of each independent variable partially on the dependent variable.

Table 6. Hypothesis Testing (Partial Test/t Test)Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32.571	7.470		4.360	0.000
	Persepsi Gaya Kepemimpinan	0.080	0.111	0.089	0.725	0.471
	<i>Organizational Climate</i>	0.345	0.115	0.369	3.012	0.004
a. Dependent Variable: <i>Organizational Citizenship Behavior</i>						

Source: Processed Primary Data (2026)

The results of the t test are used to test the influence of each variable partially:

1. Leadership Style (X^1): Has a Sig value. 0.471 (> 0.05), so H^1 is rejected. This means that Leadership Style has no significant effect on OCB.
2. Organizational Climate (X^2): Has a Sig value. 0.004 (< 0.05), so H^2 is accepted. This shows that Organizational Climate has a positive and significant effect on OCB

DISCUSSIONS

The Influence of Perceived Leadership Style on OCB

The findings of this research indicate that leadership style does not have a significant influence on Organizational Citizenship Behavior (OCB) in employees of the Ngawi Regency Financial Agency. This result is quite unique because it is different from the general theory which states that leaders are the main driver of extra-subordinate behavior. However, in the context of government agencies with established work systems, this can be explained through the Substitutes for Leadership theory. Employees are thought to have a very high level of professional independence and understanding of Standard Operating Procedures (SOP). When employees clearly know what must be done independently, a particular leadership style is no longer the main trigger factor for them to do additional work voluntarily.

The Influence of Organizational Climate on OCB

In contrast to leadership, organizational climate is proven to have a positive and significant influence on OCB. This shows that the working atmosphere within the Ngawi Regency Financial Agency plays a crucial role. A conducive organizational climate—characterized by support between colleagues, a sense of kinship, and a psychologically safe environment—creates a strong sense of belonging. Employees who feel comfortable with their work environment tend to be more willing to contribute more to the organization beyond their formal job description. These findings are consistent with the view that voluntary behavior grows more from a mutually constructed “atmosphere” than simply from structural instructions.

Implications for Organizations

Meskipun variabel yang diteliti memberikan pengaruh sebesar 15,8%, dominasi iklim organisasi memberikan sinyal penting bagi manajemen. Fokus pengembangan sumber daya manusia di Badan Keuangan Kabupaten Ngawi sebaiknya diarahkan pada pemeliharaan keharmonisan lingkungan kerja. Karena gaya kepemimpinan tidak menjadi pendorong utama, maka penguatan sistem nilai dan budaya organisasi yang mendukung kolaborasi sukarela menjadi kunci untuk menjaga performa pegawai agar tetap berada di level optimal tanpa harus selalu bergantung pada intervensi kepemimpinan formal.

D. CONCLUSIONS

Based on the results of the analysis and discussion that has been carried out, it can be concluded that organizational climate is the main determining factor in improving organizational citizenship behavior (OCB) in employees of the Ngawi Regency Financial Agency. A conducive, harmonious and supportive work environment has been proven to be able to encourage employees to make extra contributions beyond their formal responsibilities. Meanwhile, leadership style was found to have no significant influence on the formation of OCB. This phenomenon indicates that employees have a mature level of professional independence and understanding of their duties, so

that voluntary behavior is driven more by the comfort of the working atmosphere rather than direct managerial direction.

This research is limited in its variable coverage which only focuses on leadership style and organizational climate, as well as the relatively low value of the coefficient of determination. This shows that there are many other factors that influence OCB but have not been revealed in this research model. Therefore, it is recommended for future researchers to expand the scope of research by adding other variables such as job satisfaction, organizational culture, or organizational commitment to get a more comprehensive picture. Apart from that, agencies are expected to continue to maintain and improve the quality of the work climate so that the spirit of employee voluntary contribution is maintained for better organizational effectiveness.

E. SUGGESTIONS

Based on research findings, there are several suggestions that can be put forward both practically and academically. Practically, the Ngawi Regency Financial Agency is advised to focus more on maintaining and improving the quality of the organizational climate, such as strengthening the sense of kinship and support between colleagues, because these factors have proven to be more effective in triggering employee voluntary behavior than formal leadership styles. Academically, it is hoped that future researchers can expand the scope of research by adding other variables that have not been revealed in this model, such as organizational commitment or job satisfaction. Considering that the coefficient of determination value found is relatively small, the use of qualitative methods is also highly recommended to dig deeper into psychological factors and other specific work cultures that influence Organizational Citizenship Behavior in the government environment.

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