

# Organizational Climate And Organizational Citizenship Behavior On Public Sector Organizations

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**ABSTRACT-** *Every organization certainly expects success. To achieve this success, organizations need quality human resources. The Regional Development Planning Agency (BAPPEDA) of Bali Province is one of the instruments in the government structure that has a strategic role in planning regional development. Human workers or employees are the main implementers for the success of a business. The purpose of this study was to examine and confirm the relationship between the variables of organizational climate, organizational commitment, Organizational Citizenship Behavior (OCB) and employee performance, at BAPPEDA Bali Province. Respondents in this study were all PNS employees at BAPPEDA Bali Province. The number of respondents in this study was determined to be 72 respondents using a sampling technique called non probability or often called total sampling. This study uses Structural Equation Modeling (SEM) analysis with the help of the SmartPLS program. The results of this study indicate that: 1) organizational climate has a positive and significant effect on organizational commitment, 2) organizational climate has a negative and insignificant effect on employee performance, 3) organizational climate has a positive and significant effect on organizational citizenship behavior (OCB), 4) commitment organization has a positive and significant effect on employee performance, 5) organizational commitment has a positive and significant effect on OCB, 6) OCB has a positive and significant effect on employee performance.*

**Keywords:** *Organizational Climate, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance.*

## 1. INTRODUCTION

Performance will be an actual issue in the organization because whatever the organization is, performance is a key question for the effectiveness or success of the organization. A successful and effective organization is an organization with individuals who have good performance in it. Based on the employee performance appraisal at BAPPEDA Bali Province, which is 76% of the 100% standard, mainly in attendance and quality of work, in terms of accuracy, the average score of employees in doing a task still does not meet the expectations of the agency. The low performance of BAPPEDA's employees in Bali Province is due to the fact that employees are not developing their creativity, employees have not been able to complete their duties according to the expectations of the agency. One of the basic problems in agencies is how to improve employee performance.

According to Sinambela (2012) that performance is the result or level of success of a person or overall during a certain period in carrying out a task compared to various possibilities such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed. Hasibuan (2013) states that performance is a result of work achieved by a person in carrying out his duties on skills, efforts and opportunities. until the end of the standard time period.

Castetter (1981: 281) argues that in general there are three main sources that influence the effectiveness of a person's performance, namely individual factors, organizational factors and environmental factors which include organizational climate. Changes in employee behavior within the organization are directly or not influenced by organizational climate. According to (Brown & Leigh, 1996), organizational climate is very important because organizations that can create an environment where employees feel friendly can reach their full potential in seeing the key to competitive advantage. Organizational climate is important to create because it is a person's perception of what is given by the organization and is used as the basis for determining the next member behavior.

Apart from a good organizational climate, there are other factors that must be considered by agencies, namely organizational commitment, where an employee who has a high commitment will affect the high performance of the employee. Organizational commitment is an orientation that employees have towards agencies that connect a person's identity with their workplace. Employees who are committed to the organization are believed to be able to dedicate more time, energy and talents to the organization, compared to employees who are not committed (Tommy & Julia, 2004).

Many factors support the achievement of high performance, including the level of Organizational Citizenship Behavior (OCB) in an organization. Robin & Judge (2008) say that an organization that has a good OCB will also have a good performance. OCB according to Turnley & Bloodgood (2002) is the behavior of employees who are willing to work beyond the required roles or duties and are not directly recognized by the reward system. OCB is influenced by many factors. Vannecia (2013) states that the factors that influence OCB are organizational culture, organizational climate, personality and mood (mood), perceptions of organizational support, and quality of interactions. Furthermore, OCB can arise from various factors in the organization, including according to Robbin & Judge, (2007) due to high organizational commitment. When someone has a high commitment to their organization, that person will do anything to advance their company because of their belief in their organization (Luthans, 1995).

BAPPEDA Bali Province, is a regional technical institution in charge of implementing technical policies in the field of regional development planning, coordinating, fostering, controlling, facilitating and implementing Regional Government affairs in the area of regional development planning led by a head of an agency who is under and responsible to the Governor . This agency has the main task of assisting the Governor of Bali in implementing the Regional Government to carry out its vision and mission.

In achieving goals in line with the vision and mission, it is absolutely necessary to have high employee performance. There are many factors that must be considered and developed in order to realize the level of employee performance at the Bali Provincial BAPPEDA. Among

the factors that often become the concern of the BAPPEDA leadership in Bali Province to support the achievement of high performance are OCB, organizational climate and organizational commitment. To find out how the influence of these variables on employee performance.

Research Purposes are (1) to test and analyze organizational climate influences organizational commitment, (2) to test and analyze organizational climate influences employee performance, (3) to test and analyze organizational climate affects organizational citizenship behavior (OCB), (4) to testing and analyzing organizational commitment has an effect on employee performance. (5) To test and analyze organizational commitment to affect organizational citizenship behavior (OCB), (5) to test and analyze organizational citizenship behavior (OCB) to affect employee performance.

## **2. LITERATURE REVIEW**

Theory of planned behavior (TPB) is a theory that emphasizes the rationality of human behavior as well as the belief that the target behavior is under the control of individual consciousness. Behavior does not only depend on a person's intention, but also on other factors that are not under the control of the individual, such as the availability of resources and the opportunity to display the behavior (Ajzen, 2005).

TPB is very suitable to be used to explain various behaviors in a company or in the field of entrepreneurship. As stated by Nuary (2013), Theory Planned Behavior is suitable for explaining any behavior that requires planning. This theory can be related to Organizational Climate, Organizational Commitment in improving Organizational Citizenship Behavior (OCB) with the aim of improving employee performance in a company.

A good and conducive organizational work climate makes employees view the organization as a home or a comfortable place for activities due to the safety of employees being in their organizational group. A good organizational work climate supports employees in completing work tasks so that they can work optimally and become easier to achieve organizational goals. Thus, a positive organizational work climate that is shown in the form of good working conditions, harmonious relationships with colleagues and superiors, adequate work facilities and a sense of meaning and comfort in the organization makes it easier for employees to involve themselves in organizational activities. . Research conducted by Chanpoom et al. (2019) which states that organizational climate has a positive effect on organizational commitment. The results of this study were supported by Rahma et al. (2018), Swastadiguna et al. (2018), Berberoglu (2018), Henry (2017) which state that there is a positive and significant influence on organizational commitment.

H<sub>1</sub>: There is a positive influence between organizational climate and organizational commitment

Organizational climate is the perception of individual members of the organization and their groups are in constant touch with the organization regarding what is or happens in the internal organization on a regular basis that affects organizational attitudes and behavior and organizational performance, organizational members who then determine the performance of the employees themselves. Research by S. Raja et al. (2019) which states that the sharing of

organizational climate factors affects employee performance, the results of this study are supported by Kristianto et al. (2018), Tantowi et al. (2018) which states that organizational climate affects employee performance. Poh Li et al. (2018), state that all dimensions of organizational climate selected in this study have a positive and significant impact on employee performance. This research reminds that every organization has a unique climate that is seen in a particular organizational context. In addition, the influence and impact organizational climate can bring on employee performance must always be.

H<sub>2</sub>: There is a positive influence between organizational climate and employee performance

Organizational climate will determine whether a person can carry out duties and responsibilities according to procedures or not (Brahmana & Sofyandi, 2007). Organizational climate affects HR practices and policies which are defined as perceptions of the organizational environment, both individually and in groups, accepted by members of the organization. A member of an organization in doing everything outside his job description, is not moved by something that is beneficial to him, but because of individual initiative behavior has a feeling of satisfaction if he can help and do something more that can increase organizational effectiveness, this condition can be called OCB The study conducted by Wirawan et al. (2019) which states that organizational climate and work involvement simultaneously and partially have a significant effect on OCB. Furthermore, research by Asari et al. (2018) stated that there is a direct positive effect of organizational climate on organizational citizenship behavior. Then the results of research conducted by Mahendra et al. (2017) stated that organizational climate has a positive and significant effect on OCB, the results of this study are supported by Suifan (2016), Gholami et al. (2015) and Nwankwo et al. (2015) stated the same result.

H<sub>3</sub>: There is a positive influence between organizational climate and organizational citizenship behavior.

Organizational commitment develops in the study of individual loyalty that is expected in employees. High commitment to the organization will increase the responsibility and sincerity of employees in carrying out their duties. Employees who have a high commitment to the organization will work wholeheartedly and will fight for the progress of the organization, because they are aware that they have become part of the organization. Research by Latief et al. (2019) stated that organizational commitment has a significant effect on employee performance. This study was supported by Telaumbanua et al. (2019), Tambrin et al. (2018), Tahir et al. (2018), Gustina et al. (2018), stated that organizational commitment has a positive and significant effect on employee performance.

H<sub>4</sub>: There is a positive influence between organizational commitment and employee performance.

Organizational Citizenship Behavior (OCB) can arise from various factors in the organization, including job satisfaction and employee commitment (Robbin & Judge, 2008). When employees are satisfied with what is in the organization, the employees will provide maximum and best performance results. Likewise, employees who have a high commitment

to the organization will do anything to advance the company because they have confidence and trust in the organization where the employee works (Luthans, 2005). Previous research which stated that organizational commitment had an effect on OCB, among others, Zuliyanto et al. (2018) which states that Organizational Commitment has a positive and significant influence on OCB. Claudia et al. (2018) stated that positive perceptions of organizational support are available to those who feel more satisfied with their work, which in turn encourages the creation of high organizational commitment and results in the emergence of positive organizational behavior (OCB). Prasetio et al. (2015) found that organizational commitment simultaneously has a positive influence on OCB.

H<sub>5</sub>: There is a positive influence between organizational commitment and organizational citizenship behavior.

Organizational citizenship behavior (OCB) has a role in the perspective of the effectiveness of employee performance appraisals, especially in company development, that the more detailed an employee performance assessment is in a company, the more the OCB issue is related as an alternative to assessing employee performance at the company. Research conducted by Widyaningrum et al. (2019) stated that OCB has a positive and significant effect on employee performance, Abrar et al. (2019) suggest that OCB has a significant effect on employee performance. Almaududi (2018) states that there is a significant influence between OCB on employee performance, and Anna (2017) states that organizations that have employees who have good OCB will have better performance than other organizations.

H<sub>6</sub>: There is a positive influence between organizational citizenship behavior and the performance of employees.

### **3. RESEARCH METHODS**

This research is a research that examines and analyzes the role of organizational climate in determining organizational commitment and organizational citizenship behavior and its effect on employee performance at the BAPPEDA office of Bali Province, amounting to 72 people. The validity and reliability test was carried out by pre-research testing on 30 employees. The sampling technique was nonprobability or often called total sampling. Data was collected by distributing questionnaires and processed with analysis tools. The study used four variables: organizational climate, organizational commitment, organizational citizenship behavior and employee performance. To test and analyze, the data were processed using data analysis techniques, namely PLS with the SmartPLS 3 program.

### **4. ANALYSIS AND DISCUSSION**

Hypothesis testing can be divided into testing the direct effect and testing the indirect effect or testing the mediating variables. Based on data processing, it is found that the results of hypothesis testing are presented in Table 1 as follows:

Table 1  
Hypothesis Testing Results Direct Effect

No	Relations between variables	Path Coefficient	T <sub>Statistics</sub>	Information
1	Organizational Climate (X) □ Organizational Commitment (Y <sub>1</sub> )	0.783	16.388	<b>H<sub>1</sub> received</b>
2	Organizational Climate (X) □ Employee Performance (Y <sub>3</sub> )	0.103	0.906	<b>H<sub>2</sub> rejected</b>
3	Organizational Climate (X) □ OCB (Y <sub>2</sub> )	0.349	3.411	<b>H<sub>3</sub> received</b>
4	Organizational Commitment (Y <sub>1</sub> ) □ Employee Performance (Y <sub>3</sub> )	0.354	2.811	<b>H<sub>4</sub> received</b>
5	Organizational Commitment (Y <sub>1</sub> ) □ OCB (Y <sub>2</sub> )	0.542	5.332	<b>H<sub>5</sub> received</b>
6	OCB (Y <sub>2</sub> ) □ Employee Performance (Y <sub>1</sub> )	0.447	3.474	<b>H<sub>6</sub> received</b>

Source: The results of the analysis in the study

Organizational climate (X) is proven to have a positive and significant effect on organizational commitment (Y<sub>1</sub>). This result is indicated by a positive path coefficient of 0.783 with a T-statistic = 16,388 (T-statistic > 1.96), so that hypothesis 1 (H<sub>1</sub>): organizational climate has a positive effect on organizational commitment. The results of the analysis obtained mean that the better the existing organizational climate will be able to increase the organizational commitment of employees.

Organizational climate (X) is proven to have no significant effect on employee performance (Y<sub>3</sub>). This result is indicated by a path coefficient of 0.103 with T-statistic = 0.906 (T-statistic > 1.96), so that hypothesis 2 (H<sub>2</sub>): organizational climate has a negative effect on employee performance can be rejected. The results of the analysis obtained mean that the better the existing organizational climate, the better the organizational commitment of employees.

Organizational climate (X) is proven to have a positive and significant effect on OCB (Y<sub>2</sub>). This result is shown by the path coefficient of 0.349 with T-statistic = 3,411 (T-statistic > 1.96), so that hypothesis 3 (H<sub>3</sub>): organizational climate has a positive effect on OCB can be proven. The results of the analysis obtained mean that the better the existing organizational climate, the better the OCB for employees.

Organizational commitment (Y<sub>1</sub>) is proven to have a positive and significant effect on employee performance (Y<sub>3</sub>). This result is indicated by a path coefficient of 0.354 with T-statistic = 2.811 (T-statistic > 1.96), so that hypothesis 4 (H<sub>4</sub>): organizational commitment has a positive effect on employee performance can be proven. The results of the analysis obtained mean that the stronger the existing organizational commitment, it will be able to improve the performance of employees.

Organizational commitment (Y<sub>1</sub>) is proven to have a positive and significant effect on OCB (Y<sub>2</sub>). This result is shown by the path coefficient which is valued at 0.542 with T-statistic =

5.332 (T-statistic > 1.96), so that hypothesis 5 (H<sub>5</sub>): organizational commitment has a positive effect on OCB can be proven. The results of the analysis obtained mean that the stronger the existing organizational commitment, the greater the OCB of employees.

OCB (Y<sub>2</sub>) is proven to have a positive and significant effect on employee performance (Y<sub>3</sub>). This result is shown by the path coefficient of 0.522 with T-statistic = 6,096 (T-statistic > 1.96), so that hypothesis 6 (H<sub>6</sub>): OCB has a positive effect on employee performance. The results of the analysis obtained mean that the better the existing OCB, it will be able to improve employee performance at BAPPEDA Bali Province. Based on this **hypothesis 6 received**.

Based on the results of tests carried out using the SmartPLS 3.0 application, an image of the research model can be presented in accordance with the PLS Bootstrapping analysis as follows:

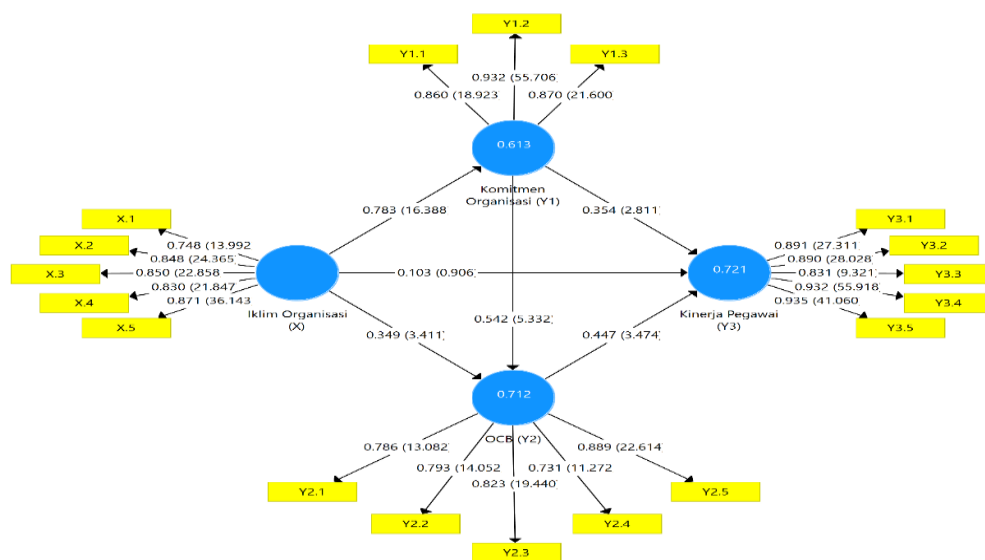


Figure 1  
Full Model Structural (PLS Bootstrapping)

### Testing the Indirect Effect through Mediation Variables

As for testing the indirect effect hypothesis in this study, the results of the analysis can be described in Table 2 as follows:

Table 2  
Recapitulation of Test Results for Mediation Variables

NNo	Description	(a)	(b)	(c)	(d)	Remark
11	Organizational Climate (X) → Employee Performance (Y <sub>3</sub> )	0,103 (No Sig)	0,229 (Sig)	0,783 (Sig)	0,354 (Sig)	Full Mediation
22	Organizational Climate (X) → Employee Performance (Y <sub>3</sub> )	0,103 (No Sig)	0,223 (Sig)	0,349 (Sig)	0,447 (Sig)	Full Mediation

*Source: The results of the analysis in the study*

Other information that can be conveyed, the mediating effect of the organizational commitment variable (Y1) on the indirect effect of organizational climate (X) on employee performance (Y3) is full mediation. These findings provide a clue that the variable organizational commitment (Y1) is a determining variable on the influence of organizational climate (X) on employee performance (Y3).

Then for the role of mediating the variable organizational citizenship behavior (Y2) is able to mediate positively and significantly on the indirect effect of organizational climate (X) on employee performance (Y3). These results are shown from the mediation test carried out, it appears that the effect B; C; and D has a significant value that can be proven empirically. Based on these results, it can be interpreted that the better organizational citizenship behavior that exists with a good organizational climate, then the employee performance will increase at BAPPEDA Bali Province.

Other information that can be conveyed, the mediating effect of the variable organizational citizenship behavior (Y2) on the indirect effect of organizational knowledge (X) on employee performance (Y3) is full mediation. These findings provide clues that the variable organizational citizenship behavior (Y2) is a determining variable on the influence of organizational climate (X) on employee performance (Y3).

Table 3  
Recapitulation of Direct, Indirect and Total Securities

No	Variable	Live Effects	Indirect Effects	Total Effect
1	Organizational Climate (X) → Organizational Commitment (Y <sub>1</sub> )	0.783 <sup>S</sup>		0.783
2	Organizational Climate (X) → Employee Performance (Y <sub>3</sub> )	0.103 <sup>NS</sup>	<b>0.277<sup>S</sup></b> 0.783*0.354	<b>0.380</b>
3	Organizational Climate (X) → Employee Performance (Y <sub>3</sub> )	0.103 <sup>NS</sup>	<b>0.156</b> 0.349*0.447	<b>0.259</b>
4	Organizational Climate (X) → OCB (Y <sub>2</sub> )	0.349 <sup>S</sup>		0.349
5	Organizational Commitment (Y <sub>1</sub> ) → Employee Performance (Y <sub>3</sub> )	0.354 <sup>S</sup>		0.354
6	OCB (Y <sub>2</sub> ) → Employee Performance (Y <sub>3</sub> )	0.447 <sup>S</sup>		0.447

*Source: The results of the analysis in the study*

The information obtained from Table 3 above provides a finding that the organizational climate is not able to determine the increase in employee performance. However, the organizational climate will be able to improve employee performance if it is based on employee commitment and OCB behavior so that it can determine better employee performance. Meanwhile, employee commitment and OCB are able to directly determine



employee performance improvement. However, a strong organizational commitment that can underlie OCB behavior turns out to be able to produce greater employee performance. In accordance with the results of the analysis of each effect, an overall path diagram can be drawn up from the results of the analysis in Figure 2 below.

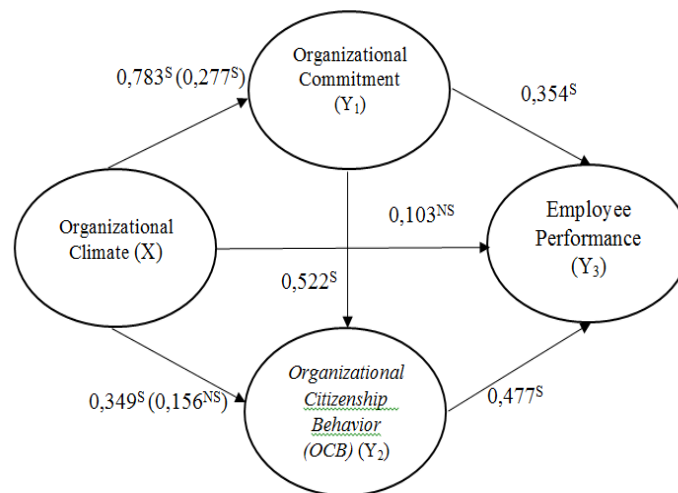


Figure 2  
Hypothesis Test Result Path Diagram

Based on the picture above, it can be seen that the organizational climate variable has no effect on employee performance. Organizational commitment and organizational citizenship behavior has a direct positive effect on employee performance. This shows that an increase in organizational commitment and organizational citizenship behavior can improve employee performance. In addition, the same is true for the indirect effect where the organizational climate has an indirect effect (full mediation of employee performance through organizational commitment and organizational citizenship behavior). However, organizational commitment that is able to improve employee performance turns out to have a greater effect on improving employee performance than organizational citizenship behavior on employee performance

## 5. DISCUSSION

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the role of organizational climate in determining organizational commitment and organizational citizenship behavior and its effect on employee performance at the BAPPEDA office of Bali Province. Testing is shown through existing hypotheses so that we can find out how each variable affects the other variables.

### Organizational climate affects organizational commitment

Based on the results of hypothesis testing, it was found that organizational climate has a positive effect on organizational commitment. This finding means that the better the existing

organizational climate will be able to increase the organizational commitment of BAPPEDA employees of Bali Province. Organizational climate as measured by indicators of responsibility, individual identity in the organization, warmth among employees, support, conflict control can increase organizational commitment than employees at BAPPEDA Bali Province. The results of this study support the research of Ausri et al. (2019), Chanpoom and Intrawong (2019). However, the results of this study are different from the research of Siregar, et al. (2019) who found that organizational climate has no direct and negative effect on organizational commitment.

### **Organizational climate affects employee performance**

Based on the results of hypothesis testing, it was found that organizational climate has no significant positive effect on employee performance. This finding means that the organizational climate in BAPPEDA Bali Province has not been able to improve employee performance. Organizational climate as measured by indicators of responsibility, individual identity in the organization, warmth among employees, support, conflict control has not been able to improve performance than BAPPEDA employees of Bali Province. The results of this study are in line with research by Sagay et al. (2018) The results of the study found that partially, organizational climate has no significant positive effect on employee performance. However, the results of this study are different from research from Setiawan (2015) which found that there was a significant influence of organizational climate on performance.

### **Organizational climate affects organizational citizenship behavior (OCB)**

Based on the results of hypothesis testing, it was found that organizational climate has a positive effect on organizational citizenship behavior (OCB). This finding means that the better the existing organizational climate will be able to increase organizational citizenship behavior among BAPPEDA employees in Bali Province. Employees having a positive attitude towards the company will be more motivated to display OCB behavior. In line with the views of George & Jones (2005), employees who have good behavior, are willing to try and work hard and do not give up easily are characteristics of OCB behavior. The results of this study support research from Asari et al. (2018) and Pudjiomo et al. (2019), Taghrid S. Suifan (2016) who found that organizational climate has a significant effect on organizational citizenship behavior.

### **Organizational commitment affects employee performance**

Based on the results of hypothesis testing, it was found that organizational commitment has a positive effect on employee performance. This finding means that existing organizational commitment can improve employee performance. The results of this study are in line with Telaumbanua, Sinulingga, Iskandarini (2019) Effect of Organizational Commitment, Motivation and Job Satisfaction on Employee Performance at Prof. DR. Muhammad Ildrem Mental Hospital who found that organizational commitment directly affects employee performance. This research is also in line with research from Telaumbanua et al. (2019), Tambrin et al. (2018) who found that organizational commitment has a significant effect on employee performance.

### **Organizational citizenship behavior (OCB) has an effect on employee performance**

Based on the results of hypothesis testing, it was found that OCB had a positive effect on organizational performance. This finding means that existing organizational citizenship behavior is able to improve employee performance. Organizational citizenship behavior as measured by indicators of altruism, conscientiousness, sportsmanship, courtesy, civic virtue can improve employee performance at BAPPEDA Bali Province. the increasing OCB behavior in the workplace, the employees can achieve better performance.

The results of this study are in accordance with the research of Widyaningrum & Rachman (2019) Abrar and Isyanto (2019), Almaudud (2018), Ismail et al. (2018), Lestari et al. (2018) Pramesty et al, (2020), Yuesti et al (2020) found that there is a positive relationship between OCB and employee performance. However, the results of this study are different from the research of Mustikawati and Surjanti (2018) which found that OCB has a significant and negative impact on employee performance.

## **6. CONCLUSION**

Organizational climate has a significant positive effect on organizational commitment at BAPPEDA Bali Province. This means that the better the existing organizational climate will be able to increase organizational commitment. Vice versa, the worse the existing organizational climate will reduce the organizational commitment of employees at BAPPEDA Bali Province.

Organizational climate has no significant positive effect on employee performance. This means that the existing organizational climate has not been able to improve the performance of employees at BAPPEDA Bali Province.

Organizational climate has a significant positive effect on organizational citizenship behavior at BAPPEDA Bali Province. This means that the better the existing organizational climate will be able to increase organizational citizenship behavior. Vice versa, the worse the organizational climate, the lower organizational citizenship behavior among employees at BAPPEDA Bali Province.

Organizational commitment has a significant positive effect on employee performance at BAPPEDA Bali Province. This means that the better the existing organizational commitment will be able to improve employee performance. Vice versa, the worse the existing organizational commitment, the lower the employee's performance of the BAPPEDA Bali Province employees.

Organizational commitment has a significant positive effect on organizational citizenship behavior at BAPPEDA Bali Province. This means that the better existing organizational commitment will be able to increase organizational citizenship behavior than employees. Likewise, the worse the existing organizational commitment will reduce organizational citizenship behavior among employees at BAPPEDA Bali Province.

Organizational citizenship behavior has a significant positive effect on employee performance at BAPPEDA Bali Province. This means that the better organizational citizenship behavior that exists will be able to improve the performance of these employees.

Vice versa, the worse organizational citizenship behavior that exists, the lower the performance of employees at BAPPEDA Bali Province .

## **RESEARCH LIMITATIONS**

This study was limited to a relatively short time (cross-sectional). This limitation certainly has an impact on the low generalization of research. The object of research is only aimed at BAPPEDA employees of Bali Province. It is expected that future research on the development of more relevant indicators are used for each variable, as well as many factors as determinants of employee performance. This is because efforts to improve the achievement of employee work results are quite crucial in an era that is increasingly dynamic and uncertain.

## **7. SUGGESTION**

In optimizing the performance of existing employees at BAPPEDA Bali Province, it is necessary to prioritize conflict control where this is not yet in accordance with the realities in the field, where employees prefer to implement responsibility as indicated by the highest average value acquisition. Thus, the organizational climate that exists in BAPPEDA Bali Province is inadequate. This provides input to the organization to prioritize the application of conflict control in improving employee performance while still paying attention to improvements in other organizational climate indicators.

In optimizing the performance achievement of existing employees at BAPPEDA Bali Province, it is necessary to prioritize the application of sustainable commitments where this is not yet in accordance with the reality in the field, where employees prefer to apply normative commitments as shown by the highest average score. Thus, the existing organizational commitment at BAPPEDA Bali Province is not sufficient. This provides input to the organization to prioritize the implementation of sustainable commitment in improving employee performance while still paying attention to improvements in other indicators of organizational commitment.

In optimizing the performance achievement of existing employees at BAPPEDA Bali Province, it is necessary to prioritize the application of civic virtue where this is not yet in accordance with the reality in the field, where employees prefer to apply sportsmanship which is shown by the highest average score. Thus organizational citizenship behavior that exists in BAPPEDA Bali Province is inadequate. This provides input to organizations to prioritize the application of civic virtues in improving employee performance while still paying attention to improvements in other indicators of organizational citizenship behavior.

Future researchers can replicate this research model through a longitudinal model approach (from time to time), and allow it to be used in other companies. In addition, future researchers can modify the research model by adding and developing indicators and other variables. This is based on the fact that organizational climate, organizational commitment and organizational citizenship behavior of every organization is different from one another.

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