

Organizational Citizenship Behavior Ability to Increase the Effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance

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Abstract

This research aim is to examine the effect of Organization Climate, Work Motivation and Organizational Justice on Employee Performance mediated by Organizational Citizenship Behavior (OCB). The population are 50 samples. The data is collected by questionnaires and analyzed by path analysis. The test results prove that Organizational Climate, Work Motivation and Organizational Justice significantly affect on Employee Performance with OCB as mediation variable. Company should increase Organizations justice through comparable wages with the work and on time. Company should consistent to implement company regulations, with polite and equal treatment. Improve Organizational Citizenship Behavior (OCB) by helping each other without expecting rewards, replacing the absence co-workers, willing to work overtime without being given a salary and have sharing among employees in handling problems. Good organizational climate, high work motivation and Organizational Justice and supported by OCB

Keywords: Organizational Climate, Work Motivation, Organizational Justice, OCB, Performance

DOI: 10.7176/JRDM/59-04

Publication date: September 30th 2019

INTRODUCTION

Organizational Citizenship Behavior is extra-role behavior or also called OCB (Harper, 2015). Employees should work without coercive and voluntary in organization to realize the organization's vision and mission. Waspodo and Minadaniati (2012) said that employees have a willingness to do more than their formal responsibilities; this willingness is then known as OCB. Ahmad and Tanzin (2016) suggest OCB is a form of voluntary activity from organizations members to support organizational functions. OCB arises from basic policies of company to do voluntarily and there is no coercion (Andriani, 2012). OCB can also be defined as informal help and directly do not relate to individual competence in payroll system (Ariani, 2012).

Newstrom & Davis (1996) defined Organizational Climate as a human environment relates to employees in organizations where they work; organizational climate can foster employee morale and increase OCB. The organizational climate will determine how the company carries out its duties and responsibilities consistent with procedure (Purwanti and Nurhayati, 2016). The organizational change has a strong effect on teamwork. Organization attention employees work problems through constructive relationships with work requirements can provide a positive environment for employees to rise OCB behavior (Prihatsanti and Dewi, 2010). Meylandani (2013) showed a strong relationship between organizational climate and OCB.

Motivation is a process as an initial step to act to achieve certain goals. Work motivation can become a driving force for humans to do their duties and responsibilities (Ek and Elegwa, 2013). Zabielske et al (2015) said that employees whose the needs are not met can become motivation to meet their needs. OCB is also needed by work motivation. Abuiyada and Shih (2012) said that motivation can be interpreted as a force from inside or outside and spirit to achieve the desire.

Nandan and Abdul (2015) said that Organizational justice is the concept of perceptions about their organization, and how these perceptions affect employee loyalty to organization. Unfair or injustice treatment not only reduces work performance but also reduces the quality of work and cooperation between workers (Awang and Wan, 2015 and Tahseen and Muhammad, 2016). Oge et al. (2014) said that the fair concept contains several things; companies should be concern as work division, wage, award, treatment, and other things that determine the quality of interactions within company. Fatimah et al (2011) stated that organizational justice is the result of approved individual subjective perceptions by others around him. Fair and consistent superiors to each subordinate will create a positive perception to justice and will increase their satisfaction and commitment (Rohyani, 2014). A fair development process is important to consider (Ratnawati and Khairul, 2013). The Sanhaji et al (2016) showed a positive relationship between organizational justice and OCB. In addition, OCB positively affect distributive, procedural and interaction justice.

Problems related to organizational climate in CV. Ursa Mayora Consultant is a poor relationship to causes

problems and differences of opinion between superiors and subordinates and subordinates with subordinates to affect on uncomfortable working atmosphere. It relates related to organizational climate problems.

The work placement does not fit with employees educational background. In addition to the poor working conditions, rooms arrangement is not neat; it causes a lack of freedom when employees do their activities. The organizational justice problem is not comparable to employee wage. The company often late to give the wage to employees. The problems cause employees difficult to show Organizational Citizenship Behavior (OCB). It causes a low effectiveness and work productivity. Therefore, researchers are interested to examine the Organizational Citizenship Behavior (OCB) ability to increase the effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance.

Problem Formulation

1. Does Organizational Climate have a significant effect on Organizational Citizenship Behavior (OCB)?
2. Does Work Motivation have a significant effect on Organizational Citizenship Behavior (OCB)?
3. Does Organizational Justice have a significant effect on Organizational Citizenship Behavior (OCB)?
4. Does Organizational Citizenship Behavior (OCB) have a significant effect on Performance?
5. Does Organizational Climate have a significant effect on Performance?
6. Does Work Motivation have a significant effect on Performance?
7. Does Organizational Justice have a significant effect on Performance?
8. Does Organizational Citizenship Behavior (OCB) have ability to increase the effect of Organizational Climate on Performance?
9. Does Organizational Citizenship Behavior (OCB) have ability to increase the effect of Work Motivation on Performance?
10. Does Organizational Citizenship Behavior (OCB) have ability to increase the effect of Organizational Justice on Performance?

Research purposes

1. Finding the effect of Organizational Climate on Organizational Citizenship Behavior (OCB)
2. Finding the effect of Work Motivation on Organizational Citizenship Behavior (OCB)
3. Finding the effect of Organizational Justice on Organizational Citizenship Behavior (OCB)
4. Finding the effect of Organizational Citizenship Behavior (OCB) on Performance
5. Finding the effect of Organizational Climate on Performance
6. Finding the effect of Work Motivation on Performance
7. Finding the effect of Organizational Justice on Performance
8. Finding the effect of Organizational Climate on Performance mediated by Organizational Citizenship Behavior (OCB)
9. Finding the effect of Work Motivation on Performance mediated by Organizational Citizenship Behavior (OCB)
10. Finding the effect of Organizational Justice on Performance mediated by Organizational Citizenship Behavior (OCB)

Framework

This research examines ability of Organizational Citizenship Behavior (OCB) to increase the effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance (Study at CV. Ursa Mayora Consultant). The research framework is shown in figure 1 below.

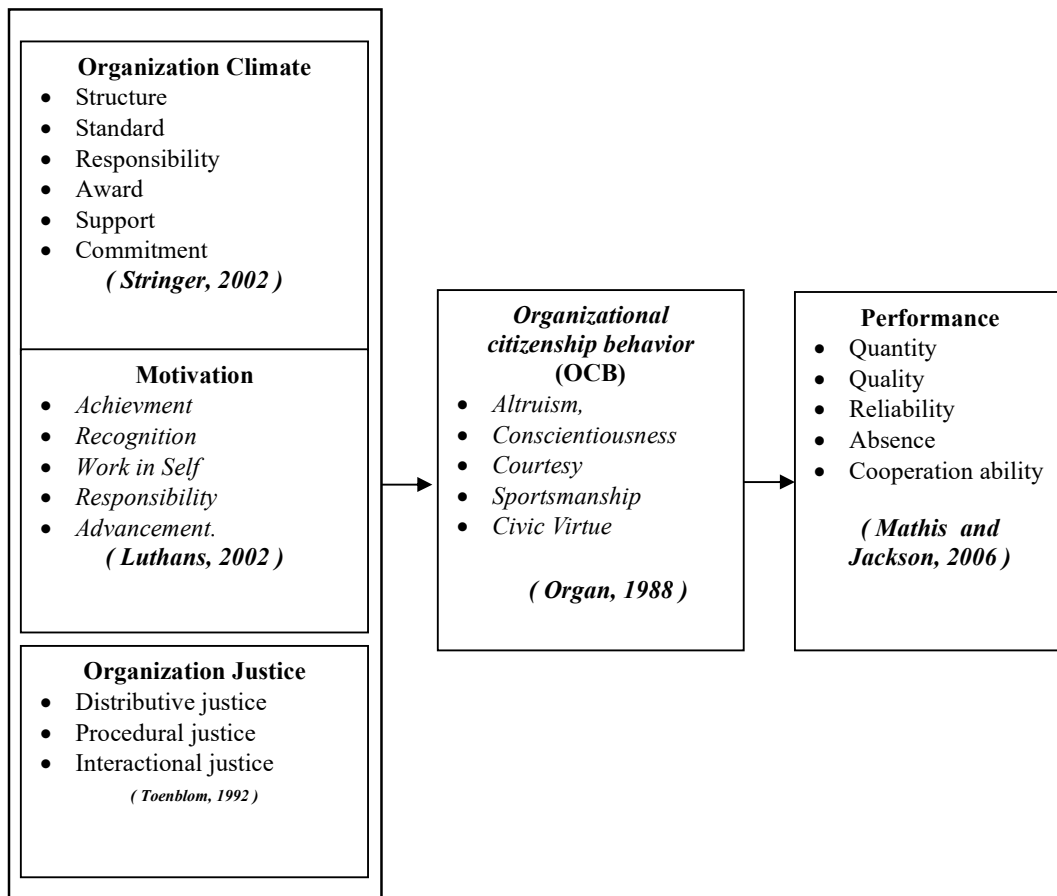


Figure 1. Research Framework

Research Hypothesis

Hypothesis is a temporary answer or an opinion with low truth and not convincing. The answers are only based on relevant theory that needs to be tested or proven (Moh Nazir, 2000). Based on theory and previous research, the hypothesis model can be drawn below.

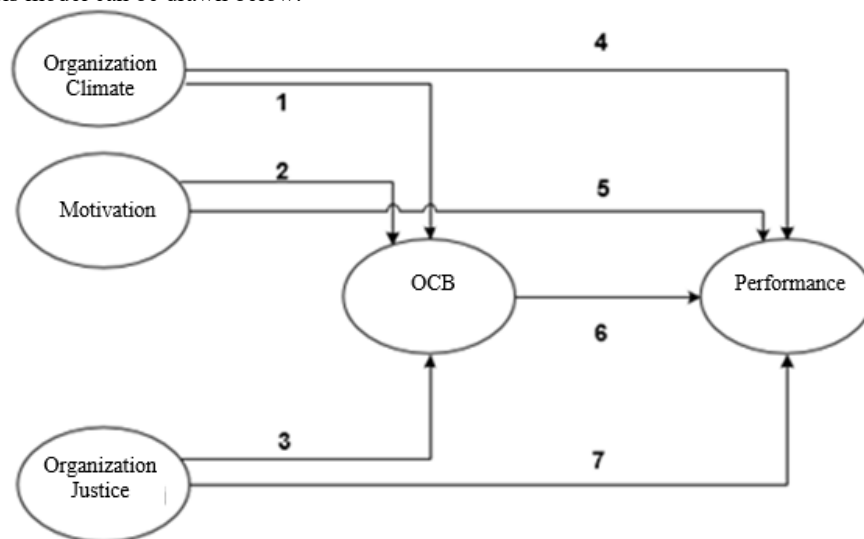


Figure 2. Hypotheses Framework

Based on figure 2, the hypotheses are stated below.

- H1: Organizational Climate has a significant effect on Organizational Citizenship Behavior (OCB).
- H2: Work Motivation has a significant effect on Organizational Citizenship Behavior (OCB)
- H3: Organizational Justice has a significant effect on Organizational Citizenship Behavior (OCB)
- H4: Organizational Citizenship Behavior (OCB) has a significant effect on performance
- H5: Organizational Climate has a significant effect on Performance
- H6: Work motivation has a significant effect on performance
- H7: Organizational Justice has a significant effect on Performance
- H8: Organizational Citizenship Behavior (OCB) has ability to increase the effect of Organizational Climate on Performance
- H9: Organizational Citizenship Behavior (OCB) has ability to increase the effect of Work Motivation on Performance
- H10: Organizational Citizenship Behavior (OCB) has ability to increase the effect of Organizational Justice on Performance

RESEARCH METHODS

Types of research

It is a quantitative research type to focuses on testing the hypotheses to find the truth. The statistical tests are used to provide explanatory information to get valid results. This research uses explanatory research to explain relationship between the researched variables.

Research Subjects

The research subjects are employees at CV. Ursa Mayora Consultant.

Research Object

The research object is Organizational Citizenship Behavior (OCB) has ability to mediate the Effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance (Study at CV. Ursa Mayora Consultant).

Research location

This research was conducted at CV. Ursa Mayora Consultant located in Perumahan Puri Cempaka Putih II Blok AR. 10 Malang.

Population and Samples

Sugiyono (2008) said that population is a generalization area consisting of objects or subjects with certain qualities and characteristics. This research population is 102 employees of CV. Ursa Mayora Consultants.

Samples are part of population to represent the studied population. Samples reflect all the characteristics possessed by entire population of Arikunto (1998). The sample is part of population to be studied or a portion of characteristics possessed by population (Sugiyono, 2002). The samples were taken using Slovin formula with following calculations:

$$n = N / N (d) 2 + 1$$

$$n = 102 / 102 (0.10) 2 + 1$$

$$n = 50.4$$

Description:

N= Population

n= Samples

d= Allowance

Above calculations shows that samples with an allowance of 10% are 50.4 or rounded up to 50. They consist of Directors, Deputy Directors, Managers, Secretaries, Experts, Division, Sub-Division, Sections and Staff.

Data Sources and Types

This research uses primary data from field research and collected by observations and questionnaires. Observation is a technique to collect data based on observations to use the eyes or ears directly without standardized tools. This data collection is intended to know thoroughly the actual situation of studied object. The observation is focused on predetermined indicator of Organizational Citizenship Behavior (OCB), Organizational Climate, Work Motivation, Organizational Justice and Performance variables.

Questionnaires are a set of questions or statements that must be answered or completed by respondent. Each indicator is represented by several questionnaire items to get valid and reliable questionnaires to represent each

variable.

Research Instruments Testing

The data consist of primary data or raw data that will be processed to create valid data. Steps or data processing procedures carried out in this research are below validity and reliability tests.

Validity test is used to examine the accuracy measurement instrument. High validity is shown by the instrument function in measurement and gives the results according based on measurement purpose. Validity testing is done by product moment correlation analysis. The instruments are validity if the probability is < 0.05 . Test results show that indicators of Organizational Climate (X1), Motivation (X2), Organizational Justice (X3), Organizational Citizenship Behavior (Z) and Performance (Y) are valid because $r_{count} > r_{table}$ (0.273).

Reliability Test

Reliability test is done by Spearman Rank for ordinal data. Arikunto (1998) said that the analysis is used to determine the relationship between independent variables (x) with dependent variables (y). The indicators are valid if the cronbach alpha value is above 0.60. The test results are shown in table 1 below.

Table 1. Reliability test

Variables	Cronbach's Alpha	Description
Organization Climate (X1)	0.73	Reliable
Motivation (X2)	0.50	Reliable
Organization Justice (X3)	0.72	Reliable
OCB (Z)	0.74	Reliable
Performance (Y)	0.74	Reliable

Table 1 shows that Cronbach's Alpha of all variables are greater than 0.6 (Guilford, 1956: 145), it means that all instruments used are reliable.

Data analysis method

Descriptive Statistics Analysis

Descriptive statistical analysis method formulates and interpreting the existing data to provide a clear figure of the company.

Classic assumption test

The classic assumption tests should be fulfilled before regressing the data. It consists of normality, multicollinearity, Autocorrelation and heteroscedasticity tests.

1. **Normality test.** The normality test is done to examine whether the data has normal distribution. Test result shows that the data is spread above and below the Normal P-P Plot. It means that data has normal distribution.
2. **Multicollinearity Test.** Multicollinearity test examines the correlation between independent variables and dependent variables in a regression model. VIF value below 10 shows no correlation. Research results shows that the data has VIF value below 10, it means that the data shows no correlation
3. **Autocorrelation Test.** Autocorrelation test examines the disturbing effect of each independent variable. The data has no autocorrelation if the has Durbin Watson $0 < DW < 4$. Test results show that the Durbin Watson values are between 0 and 4, therefore the data has no multicollinearity.
4. **Heteroscedasticity test.** Heteroscedasticity test examine the variance difference from residual data. This research uses graph analysis of plot for the predicted value of dependent variable (ZPRED) and residual (SRESID). The research results show that the data spread above and below zero line, it means the data fulfil the Heteroscedasticity condition.

Hypothesis Testing

The hypotheses testing are done with Multiple Regression analysis using SPSS 22 for Windows. This test is done to examine the direct effect of independent variables to dependent variables. The indirect effects are calculated by Sobel test.

RESEARCH RESULTS

Demography analysis

The demographic profile of 50 respondents show that majority age is between 20-29 years (52%), classified as young. The male respondents were higher than women with a ratio of 64% compared to 36%. Most of

respondents received a final education at Bachelor level (S1) of 54% and longest tenure was between 1-2 years at 28%.

Descriptive Statistics Analysis

The distribution frequency score of all variables show high average. Organizational Climate (X1) has average score of 4.11, Motivation (X2) has average score of 4.20, Organizational Justice (X3) has average score of 4.11, Organizational Citizenship Behavior (Z) has average score of 4.29 and Performance (Y) has average score of 4.13. It means all researched variables are perceived well by respondents.

The Direct and Indirect Effect of Organizational Climate, Work Motivation, Organizational Justice on Organizational Citizenship Behavior and the Impact on Performance

Heteroscedasticity test show that the points has irregular pattern. It can be concluded that data has heteroscedasticity. This means that regression function in this research does not have disturbance because the variants are not the same.

Partial Test (Statistic t Test)

Partial test is used to examine the significance of partial coefficient of each regression coefficient at a significant level of 5%. The hypothesis is accepted if the significance level below 0.05. The analysis results for the direct and indirect effects is shown at table 2 and explained below.

Table 2. The Results of Direct and Indirect Effect

Variables	Significance	Effect		Total
		Direct	Indirect	
X1 → Z	0.002	0.399	-	0.399
X2 → Z	0.047	0.240	-	0.240
X3 → Z	0.005	0.266	-	0.266
Z → Y	0.004	0.333	-	0.333
X1 → Y	0.001	0.427	-	0.427
X2 → Y	0.046	-0.277	-	-0.277
X3 → Y	0.043	0.259	-	0.259
X1 → Z → Y	0.001	0.427	$0.399 \times 0.333 = 0.132$	0.559
X2 → Z → Y	0.046	-0.277	$0.240 \times 0.333 = 0.079$	-0.198
X3 → Z → Y	0.043	0.259	$0.266 \times 0.333 = 0.088$	0.347
e ₁	0.698	0.698	-	0.698
e ₂	0.620	0.620	-	0.620

Source: Data processed in 2018

The description for the effect of independent variables on dependent variables for table 2 can be explained below.

1. The t test result for the effect of Organizational Climate on Organizational Citizenship Behavior has coefficient value of 0.399 and a significance level of $0.002 < 0.05$. Therefore, hypothesis H1 that Organizational Climate has a significant effect on Organizational Citizenship Behavior (OCB) is accepted.
2. The t test result for the effect of Motivation on Organizational Citizenship Behavior has coefficient value of 0.240 and significance level is $0.047 < 0.05$. Therefore, hypothesis H2 that Work Motivation has a significant effect on Organizational Citizenship Behavior (OCB) is accepted.
3. The t test result for the effect of Organizational Justice on Organizational Citizenship Behavior has coefficient value of 0.266 and significance level is $0.005 < 0.05$. Therefore, hypothesis H3 that Organizational Justice has a significant effect on Organizational Citizenship Behavior is acceptable is accepted.
4. The t test result for the effect of Organizational Citizenship Behavior on Performance has coefficient value of 0.333 and significance level of $0.004 < 0.05$. Therefore, hypothesis H4 that Organizational Citizenship Behavior on Performance has a significant effect on Performance is accepted.
5. The t test result for the effect of Organizational Climate on Performance has coefficient value of 0.427 and significance level of $0.001 < 0.05$. Therefore, hypothesis H5 that Organizational Climate has a significant effect on Performance is accepted.
6. The t test result for the effect of has coefficient value of -0.227 and significance level of $0.046 < 0.05$.

Therefore, hypothesis H6 that motivation has a significant effect on performance is accepted.

7. The t test result for the effect of Organizational Justice on Performance has coefficient value of 0.259 and significance level of $0.043 < 0.05$. Therefore, hypothesis H7 that Organizational Justice has a significant effect on Performance is accepted.

The mediation effect can be calculated by Sobel test to sum the direct effects plus indirect effects (Baron and Kenny, 1986). The mediation role is accepted if the total effect is greater than the direct effect. Table 2 shows that the effect of Organizational Climate, Motivation, and Organizational Justice on Performance through Organizational Citizenship Behavior as an intervening variable have total effect is greater than the direct effect. Therefore, it can be concluded that Organizational Citizenship Behavior can mediate the Effect of Organizational Climate, Motivation, Organizational Justice on Performance that (H8, H9 and H10 are accepted).

DISCUSSION

The Effect of Organizational Climate on OCB

Testing the effect of organizational climate on OCB shows that organizational climate has a significant effect on OCB. This research result is consistent with previous studies of Ukkas and Latif (2017), Agyemang (2013), Lubis (2015), Waspo and Minadaniati (2012). This implies that Organizational Citizenship Behavior (OCB) will improve the organizational climate, including employees feeling happy to complete their work, employees are given the opportunity to argue, and employees are very responsible in their duties and jobs.

Effects of Motivation on OCB

Testing the effect of motivation on OCB shows that motivation had a significant effect on OCB. These results can be seen from a significant value of $0.047 < 0.05$.

Effect of Organizational Justice on OCB

Testing results show that organizational justice has an effect on OCB. It shows that organizational justice has a significant effect on OCB. These results can be seen from a significant value of $0.005 < 0.05$.

Effect of OCB ON Performance

Testing results show that OCB has an effect on Performance. It shows that OCB has a significant effect on Performance. These results can be seen from a significant value of $0.0004 < 0.05$.

Effect of Organizational Climate on Performance

Testing results shows that OCB has effect on performance. It shows that OCB has a significant effect on performance. These results can be seen from significant value of $0.004 < 0.05$.

Effect of Motivation on Performance

Testing results shows that motivation has significant effects on performance. These results can be seen from a significant value of $0.046 < 0.05$.

Effect of Organizational Justice on Performance

Testing results shows that organizational justice has an effect on performance, showing that Organizational Justice affects on Performance. These results can be seen from a significant value of $0.043 < 0.05$.

Effect of Organizational Climate, Organizational Motivation and Justice on Performance with OCB as an Intervening variable

Testing the effect of organizational climate, organizational motivation and fairness on performance with OCB as an intervening variable shows that Organizational Citizenship Behavior (OCB) can become an intervening variable on performance. This can be seen from Organizational Climate, Motivation and Justice Organizations have an effect on Organizational Citizenship Behavior (OCB), Organizational Citizenship Behavior (OCB) affects on Performance and total effect is greater than direct effect so it can be concluded that Organizational Citizenship Behavior can mediate the Effect of Organizational Climate, Motivation, and Organizational Justice on Performance.

CONCLUSION

Based on above research results and discussion, the conclusion can be stated below.

1. Organizational Climate has a significant effect on Organizational Citizenship Behavior (OCB). The results of research revealed that coefficient value of 0.399 and a significance level of $0.002 < 0.05$.
2. Work motivation has a significant effect on Organizational Citizenship Behavior (OCB). The results of research revealed that coefficient value of 0.240 and significance level is $0.047 < 0.05$.

3. Justice Organizations has a significant effect on Organizational Citizenship Behavior (OCB). The results of research revealed that coefficient value of 0.266 and significance level is $0.005 < 0.05$.
4. Organizational Citizenship Behavior (OCB) has a significant effect on performance. The results of research revealed that coefficient value of 0.333 and significance level of $0.004 < 0.05$.
5. Organization Climate has a significant effect on Performance. The results of research revealed that coefficient value of 0.427 and significance level of $0.001 < 0.05$.
6. Work Motivation has a significant effect on Performance. The results of research revealed that coefficient value of -0.227 and significance level of $0.046 < 0.05$.
7. Organizational Justice has a significant effect on Performance. The results of research revealed that coefficient value of 0.259 and significance level of $0.043 < 0.05$.
8. Organizational Citizenship Behavior (OCB) can increase the effect of Organizational Climate on Performance. This research results indicate the total variable effect of Organizational Climate on Performance through OCB of $0.559 > 0.427$. This shows that OCB variable can mediate the variable of Organizational Climate on Performance Variables.
9. Organizational Citizenship Behavior (OCB) can increase the effect of Work Motivation on Performance. This research results indicate the total effect of Work Motivation variables on Performance through OCB of $-0.198 > -0.227$. This shows that OCB variable can mediate the effect of Work Motivation variables on Performance Variables.
10. Organizational Citizenship Behavior (OCB) can increase the effect of Organizational Justice on Performance. This research results indicate the effect of total variables of Organizational Justice on Performance Variables through OCB Variables of $0.347 > 0.259$. This shows that OCB variable can mediate the effect of variable Organizational Justice on Performance Variables.

Based on the conclusions, should further improve a good organizational climate by reducing disagreements or opinion differences among fellow employees with superiors to create a comfortable working atmosphere. The job descriptions should be defined and structured clearly. Employees should be provided opportunities in terms of proposals democratically and doing good work consistent with their duties and responsibilities.

Motivation should be increased by right work placement. The assigned position should be consistent with educational background. Leaders together with other employees provide mutual support for employee achievements and provide training to employees to improve self-development.

Company should increase Organizations justice through comparable wages with the work and on time. Company should consistent to implement company regulations, with polite and equal treatment. Improve Organizational Citizenship Behavior (OCB) by helping each other without expecting rewards, replacing the absence co-workers, willing to work overtime without being given a salary and have sharing among employees in handling problems. Good organizational climate, high work motivation and Organizational Justice and supported by OCB, the employees should be able to complete the work above standard and fulfil the company target.

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