
The Effect of Organizational Justice and Organizational Culture on Organizational Citizenship Behavior with Job Satisfaction as Intervening Variable: Study at Aceh Financial Management Agency

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Abstract

This research aims to analyze the effect of organizational justice and organizational culture on Organizational Citizenship Behavior (OCB) both directly and indirectly through job satisfaction. The respondents in this research were determined by a census with the number of respondents as many as 201 employees, while the data analysis technique used was the Structural Equation Model. The results show that Job satisfaction affects OCB significantly, Organizational justice affects OCB significantly, Organizational culture affects OCB significantly, Organizational justice affects job satisfaction significantly, Organizational culture affects job satisfaction significantly, Organizational justice affects OCB significantly through job satisfaction, and Organizational culture affects OCB significantly through job satisfaction. The job satisfaction variable is proved as a partial mediator. This result contributes to academic literature, especially in the human resource management field. For future researchers, this model can be used as a reference basis for the development of advanced research models, by adding other mediating variables such as human capital or adding moderating variables such as gender to the relationship between organizational justices on job satisfaction. In practical terms, this research proves that in the Aceh Financial Management Agency, OCB improvement can be done by strengthening two predictor variables, namely Organizational Justice and Organizational Culture, so that these two predictors will increase Job Satisfaction in employees and will have an impact on OCB.

Keywords: Organizational Justice, Organizational Culture, Job Satisfaction, OCB.

1. Introduction

Organizational Citizenship Behavior (OCB) is a behavior possessed by organizational members that exceed formal roles that are not mentioned in their job descriptions which can increase organizational efficiency and effectiveness (El Badawy et al., 2016). OCB of an employee in an organization can be influenced by several factors, such as job satisfaction, organizational culture, and organizational justice.

(Jena & Goswami, 2013) explained that an employee who has high job satisfaction will be more able to show OCB than other employees who are not satisfied with their job, this is because an employee who feels happy and comfortable working with his coworkers will always help his colleagues. Then, (Mohanty & Rath, 2012) explained that the culture in an organization will determine the OCB applied by employees in the organization, this is because an employee will follow the rules, norms, and attitudes that apply in the workplace if the work culture in the organization prioritizes teamwork in work, the employee will always replace or assist the work of a colleague who is absent or sick. Furthermore, (Al-Quraan &

Khasawneh, 2017) explains that organizational justice is one of the determinants for employees to implement OCB in an organization, this is because when an employee is treated fairly by the organization where he works, the employee will contribute more than his main task. against the organization.

As for the phenomenon in this study, there are differences in the results of studies that have been conducted by previous researchers (research gap). Previous research results found that organizational justice (Luly, 2016), organizational culture (Maysarah & Rahardjo, 2015), and job satisfaction (Rohayati, 2014) affect OCB. Meanwhile, there are also research results that find that organizational justice (Khan & Rashid, 2012), organizational culture (Khan & Rashid, 2012), and job satisfaction (Bharata, 2016) do not affect OCB.

Based on the description previously described, it is known that OCB can be influenced by job satisfaction, organizational culture, and organizational justice. Thus, the purpose of this study was to analyze whether organizational justice, organizational culture, and job satisfaction have contributed to improving employee OCB and also to analyze the mediating effect of job satisfaction on the influence of organizational justice and organizational culture on OCB.

2. Literature Review

(Mohammad, Quoquab, Rahman, & Idris, 2015) defined OCB as employee behavior that exceeds formal work requirements that can help sustain the organization efficiently, effectively, and competitively through moral, constructive, and positive behavior. Then, (Talachi, Gorji, & Boerhannoeddin, 2014) defined job satisfaction as an emotional feeling that results from an employee's evaluation of work and work experience through a comparison between what is expected and what is obtained from the job. Next, (Rastegar & Aghayan, 2012) defined organizational culture as patterns, values, and shared beliefs that can help members in an organization to understand organizational functions to create norms to behave in the organization. Furthermore, (Rahman, Haque, Elahi, & Miah, 2015) defined organizational justice as a measure of organizational behavior towards its employees by paying attention to the norms, ethics, and morals that apply in the organization.

The results of research conducted by (Swaminathan & Jawahar, 2013) and (Rohayati, 2014) found that job satisfaction has a positive and significant effect on OCB. Then, the results of research conducted by (Cahaya & Adnyani, 2015) and (Luly, 2016) found that organizational justice has a positive and significant effect on OCB. Furthermore, the results of research conducted by (Maysarah & Rahardjo, 2015) and (Suparjo & Darmanto, 2015) found that organizational culture has a positive and significant effect on OCB.

The results of research conducted by (Saifi & Shahzad, 2017) and (Harumi & Riana, 2019) found that organizational justice has a positive and significant effect on job satisfaction and the results of this study also found that organizational justice has a positive and significant effect on OCB indirectly through job satisfaction. Furthermore, the results of research conducted by (Badawy, Kamel, & Hussein, 2016) and (Putra, Susilo, & Aini, 2018) found that organizational culture has a positive and significant effect on job satisfaction and the results of this study also found that organizational culture has a positive and significant effect. to OCB indirectly through job satisfaction.

The framework of this research can be seen in the following figure:

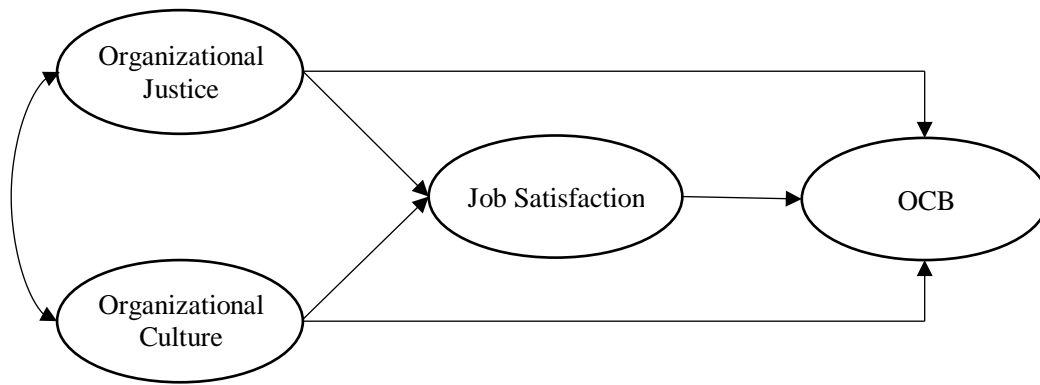


Figure 1. Research Framework

Based on the above review of literature, the research hypothesis is determined as follows:

Hypothesis 1: Job satisfaction affects OCB significantly

Hypothesis 2: Organizational justice affects OCB significantly

Hypothesis 3: Organizational culture affects OCB significantly

Hypothesis 4: Organizational justice affects job satisfaction significantly

Hypothesis 5: Organizational culture affects job satisfaction significantly

Hypothesis 6: Organizational justice effects OCB significantly through job satisfaction

Hypothesis 7: Organizational culture affects OCB significantly through job satisfaction

3. Method

The population in this research were all Civil Servants of the Aceh Financial Management Agency, while the respondents in this study were determined by a census with a total of 201 employees. The research data are obtained through the dissemination of questionnaires and analyzed by structural equation model (SEM) techniques. SEM is a multivariate data analysis technique that combines the measurement model which aims to provide the specification of the relationship between latent variables and the indicators and the structural model which aims to provide the effect specifications between latent variables (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014).

4. Results

Measurement Model and Structural Model

The measurement model results in this research can be seen in the following table:

Table 1. Measurement Model

Organizational Justice		Organizational Culture		Job Satisfaction		OCB			
Indicator Loading		Indicator Loading		Indicator Loading		Indicator Loading			
OJ1	0.567	OC1	0.568	JS1	0.599	OCB1	0.632		
OJ2	0.658	OC2	0.519	JS2	0.627	OCB2	0.692		
OJ3	0.794	OC3	0.560	JS3	0.671	OCB3	0.603		
OJ4	0.822	OC4	0.666	JS4	0.537	OCB4	0.669		
OJ5	0.690	OC5	0.618	JS5	0.646	OCB5	0.547		
OJ6	0.759	OC6	0.691	JS6	0.637	OCB6	0.672		
OJ7	0.846	OC7	0.700	JS7	0.614	OCB7	0.825		
OJ8	0.829	OC8	0.714	JS8	0.545	OCB8	0.651		
OJ9	0.784	OC9	0.624	JS9	0.625	OCB9	0.541		
OJ10	0.818	OC10	0.626	JS10	0.554	OCB10	0.537		
OJ11	0.584	OC11	0.645	JS11	0.590	OCB11	0.658		
OJ12	0.793	OC12	0.766	JS12	0.628	OCB12	0.607		
OJ13	0.548	AVE = 0.526		JS13	0.745	OCB13	0.582		
OJ14	0.574	CR = 0.894		JS14	0.585	OCB14	0.584		
OJ15	0.758			JS15	0.553	AVE = 0.501			
OJ16	0.824			JS16	0.502	CR = 0.902			
OJ17	0.869			JS17	0.597				
OJ18	0.798			JS18	0.605				
OJ19	0.594			AVE = 0.513					
OJ20	0.618			CR = 0.912					
AVE = 0.539									
CR = 0.958									

Based on Table 1, it is known that all indicators of each variable of organizational justice, organizational culture, job satisfaction, and OCB have a loading indicator value > 0.50 so that it can be said that all indicators of each of these variables can represent latent variables be measured. Then, it is known that each variable of organizational justice, organizational culture, job satisfaction, and OCB have a value of Average Variance Extracted > 0.50 so it can be said that the indicators in the research model developed are proven to measure the latent variable that is targeted and not measure other latent variables. Furthermore, it is known that each variable of organizational justice, organizational culture, job satisfaction, and OCB have a composite reliability value > 0.70 so that it can be said that all indicators of each latent variable in this research model can be said to be reliable for measuring variables these variables.

The structural model results in this research can be seen in the following figure:

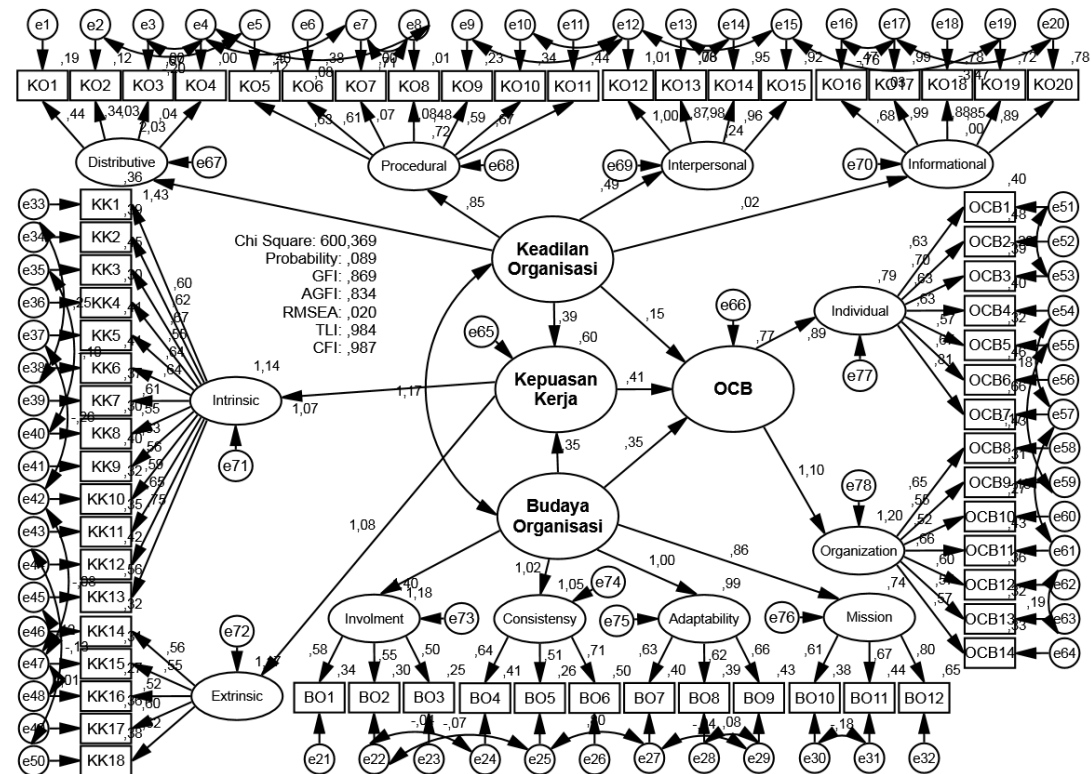


Figure 2. Structural Model

Based on Figure 2, it is known that the values of Chi-Square (600.369), *Significance Probability* (0.089), GFI (0.869), AGFI (0.834), RMSEA (0.020), TLI (0.984), dan CFI (0.987). Based on these results, all the criteria of Goodness of Fit have been fulfilled even though the values of GFI in the marginal category. However, overall the model in this study can already be said to be fit (good) because the Significance Probability value is > 0,05.

Result Analysis

The results of this research can be seen in the following table:

Table 2. Hypothesis Testing Results

	Direct Effect	Path Coefficient	Significant Value
OCB	← Job Satisfaction	0.407	0.000
OCB	← Organizational Justice	0.150	0.002
OCB	← Organizational Culture	0.354	0.000
Job Satisfaction	← Organizational Justice	0.393	0.000
Job Satisfaction	← Organizational Culture	0.353	0.000
Indirect Effect		Path Coefficient	Significant Value (Sobel test)
OCB ← Job Satisfaction ← Organizational Justice		0.160	0.000
OCB ← Job Satisfaction ← Organizational Culture		0.144	0,002

Based on Table 2, the discussion of the effects of between variables will be discussed as follows:

Hypothesis 1: Job Satisfaction effects OCB significantly

Based on the results, job satisfaction significantly affects OCB with path coefficient 0.407 and significant value 0.000 so it can be said that job satisfaction has a significant contribution to increasing OCB by 40.7%. The results indicate that the job satisfaction of Aceh Financial Management Agency employees is what determines the OCB of the employee, which shows that the better the job satisfaction felt by Aceh Financial Management Agency employees, the higher the OCB level of the employee. This result is also following the research by (Swaminathan & Jawahar, 2013) and (Rohayati, 2014) which also found that job satisfaction had a positive and significant effect on OCB. Thus, it is hoped that Aceh Financial Management Agency will always maintain and improve employee job satisfaction so that the OCB of the employees at the agency can also increase which overall this will also have a positive impact on agency performance.

Hypothesis 2: Organizational Justice effects OCB significantly

Based on the results, organizational justice significantly affects OCB with path coefficient 0.150 and significant value 0.002 so it can be said that organizational justice has a significant contribution in increasing OCB by 15.0%. The results indicate that organizational justice in Aceh Financial Management Agency is what determines the OCB of employees in the agency, which results indicate that the better the organizational justice enforced at Aceh Financial Management Agency, the higher the OCB level of employees at the agency. This result is also following the research by (Cahayu & Adnyani, 2015) and (Luly, 2016) which also found that organizational justice had a positive and significant effect on OCB. Thus, it is hoped that Aceh Financial Management Agency will pay attention to organizational justice applied in the agency so that it is always maintained stably so that the OCB of employees at the agency can also increase which overall this will also have a positive impact on the performance of the agency.

Hypothesis 3: Organizational Culture affects OCB significantly

Based on the results, organizational culture significantly affects OCB with path coefficient 0.354 and significant value 0.000 so it can be said that organizational justice has a significant contribution in increasing OCB by 15.0%. The results indicate that the organizational culture that is implemented in Aceh Financial Management Agency is what determines the OCB of employees in the agency, which results indicate that the better the organizational culture in Aceh Financial Management Agency, the more OCB levels of employees in that agency will increase. This result is also following the research by (Maysarah & Rahardjo, 2015) and (Suparjo & Darmanto, 2015) which also found that organizational culture had a positive and significant effect on OCB. Thus, it is hoped that Aceh Financial Management Agency will pay attention to the organizational culture applied in the institution so that it is always maintained stably so that the OCB of employees at the agency can also increase which overall this will also have a positive impact on agency performance.

Hypothesis 4: Organizational Justice effects Job Satisfaction significantly

Based on the results, organizational justice significantly affects job satisfaction with path coefficient 0.393 and significant value 0.000 so it can be said that organizational justice has a significant contribution in increasing job satisfaction by 39.3%. The results indicate that organizational justice in Aceh Financial Management Agency is a factor that can determine the job satisfaction of employees the agency where these results indicate that the better the organizational justice enforced at Aceh Financial Management Agency, the higher the level of job satisfaction that employees have at the agency. This result is also following the research by (Saifi & Shahzad, 2017) and (Harumi & Riana, 2019) which also found that

organizational justice had a positive and significant effect on job satisfaction. Thus, it is hoped that Aceh Financial Management Agency will pay attention to organizational justice applied in the institutions so that it is always maintained stably so that the job satisfaction of employees at these agencies can also increase.

Hypothesis 5: Organizational Culture effects Job Satisfaction significantly

Based on the results, organizational culture significantly affects job satisfaction with path coefficient 0.353 and significant value 0.000 so it can be said that organizational culture has a significant contribution in increasing job satisfaction by 35.3%. The results indicate that organizational culture that is implemented in Aceh Financial Management Agency is what can determine the job satisfaction of employees in the agency, which results indicate that the better the organizational culture in Aceh Financial Management Agency, the higher the level of job satisfaction that employees have at the agency. This result is also following the research by (Badawy et al., 2016) and (Putra et al., 2018) which also found that organizational culture had a positive and significant effect on job satisfaction. Thus, it is hoped that Aceh Financial Management Agency will pay attention to the organizational culture that is implemented in the institution so that it is always maintained stably so that the job satisfaction of employees at the agency can also increase.

Hypothesis 6: Organizational Justice effects OCB significantly through Job Satisfaction (Mediaton Model 1)

The mediating effect of job satisfaction will be explained as follows:

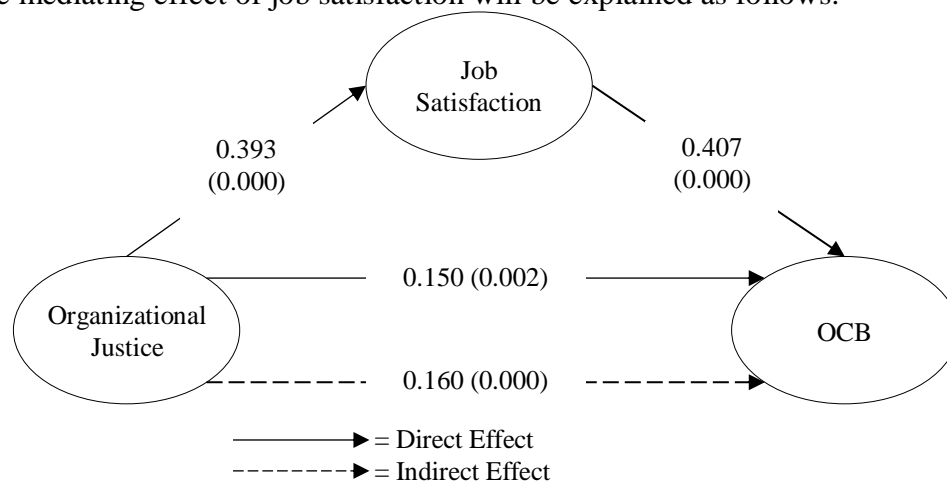


Figure 3. Mediation Model 1

Based on Fig 3, organizational justice significantly affects OCB indirectly through job satisfaction with path coefficient 0.160 and significant value 0.000. These results conclude that the better the organizational justice enforced at Aceh Financial Management Agency, the more job satisfaction levels of employees at the agency will increase, which indirectly also has a significant contribution in increasing the OCB of employees at the agency by 16.0%.

This result is also following the research by (Saifi & Shahzad, 2017) and (Harumi & Riana, 2019) which also found that organizational justice had a positive and significant effect on OCB indirectly through job satisfaction. The role of job satisfaction as a mediation between the effect of organizational justice on OCB in this research is to act as partial mediation, this is because organizational justice has a significant effect on OCB either directly or indirectly through job satisfaction. Thus, it is hoped that Aceh Financial Management Agency will pay attention to organizational justice applied in the institution so

that it is always maintained stably so that the job satisfaction of employees at the agency can also increase which indirectly can increase the OCB of employees in the agency.

Hypothesis 7: Organizational Culture affects OCB significantly through Job Satisfaction (Mediation Model 2)

The mediating effect of job satisfaction will be explained as follows:



Figure 4. Mediation Model 2

Based on Figure 4, organizational culture significantly affects OCB indirectly through job satisfaction with a path coefficient of 0.144 and a significant value 0.002. These results conclude that the better the organizational culture contained in Aceh Financial Management Agency, the more job satisfaction levels of employees at the agency will increase, which indirectly also has a significant contribution in increasing the OCB of employees in that agency by 14.4%.

This result is also following the research by (Badawy et al., 2016) and (Putra et al., 2018) which also found that organizational culture had a positive and significant effect on OCB indirectly through job satisfaction. The role of job satisfaction as a mediation between the effect of organizational culture on OCB in this research is to act as partial mediation, this is because the organizational culture has a significant effect on OCB either directly or indirectly through job satisfaction. Thus, it is hoped that Aceh Financial Management Agency will pay attention to the organizational culture that is implemented in the institution so that it is always maintained stably so that the job satisfaction of employees at the agency can also increase which indirectly can increase the OCB of employees in the agency.

5. Conclusion

This research proves several hypotheses, that are: organizational justice and organizational culture have a significant effect on job satisfaction; job satisfaction has a significant effect on OCB; organizational justice and organizational culture have a significant effect on OCB both directly and indirectly through job satisfaction and also job satisfaction acts as a partial mediation between the effect of organizational justice and organizational culture on OCB. These results strengthen the previous relationship theories, and the novelty resides in the integration of the relationship models between variables, to be in one model. The model can contribute to academic literature, especially in the human resource management field. For future researchers, this model can be used as a reference basis for the development of advanced research models, by adding other mediating variables such as

human capital or adding moderating variables such as gender to the relationship between organizational justice on job satisfaction.

In practical terms, this research proves that in the Aceh Financial Management Agency, OCB improvement can be done by strengthening two predictor variables, namely Organizational Justice and Organizational Culture, so that these two predictors will increase Job Satisfaction in employees and will have an impact on OCB. That is, this model can be implemented on the object of research. The limitation of this research is the scope of the object and the number of variables, so further researchers can develop new models based on this research model.

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