

THE EFFECT OF ORGANIZATIONAL CULTURE AND PROCEDURAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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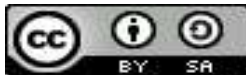
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Abstract

This study aims to show the influence of Organizational Culture and Procedural Justice on Organizational Citizenship Behavior (Study on IT Companies In Special Region of Yogyakarta) which is focused on the high low organizational culture of a company. Samples in this study as many as 9 IT companies with convenience sampling method. The population in this study is all IT companies in Isitimewa Area of Yogyakarta. The data type in this study is primary data. The data source in this study is the results of surveys, interviews and filling out questionnaires from employees of IT companies in the Special Region of Yogyakarta who became research samples. The results of this study show that organizational culture and procedural justice have a significant effect on organizational citizenship behavior in IT companies in Daerah Istimewa Yogyakarta. But for companies whose organizational culture is low organizational culture has no effect on organizational citizenship behavior in IT companies in the Special Region of Yogyakarta.

Keywords: Organizational Culture, Procedural Justice, Organizational, Citizenship Behavior



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INTRODUCTION

The Indonesian economy is getting better from year to year, this is evidenced by the report (Statistik, 2016) Indonesia which states that from 2015-2019 it has increased. The following is the rate of economic growth in Indonesia from 2015-2019:

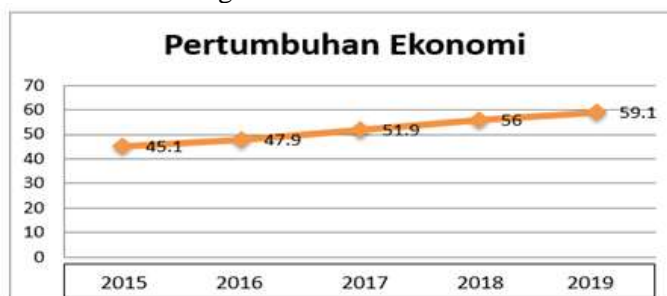


Figure 1 Economic Growth (Source: BPS-Statistics Indonesia)

Based on table 1, shows that the highest interval for Indonesian economic growth occurred in 2018 with a growth rate of 4.1%. This investment growth is supported by strong investment growth to support economic recovery. Responding to the progress of Indonesia's economy which has continued to improve in recent years, there has been speculation about Indonesia's economic growth which will slow down in 2020 due to the

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Covid-19 pandemic. It is predicted that the Indonesian economy will decline in 2020 due to lower private consumption growth and weakening business activity in Indonesia. The weakening of business activities in Indonesia is due to the number of layoffs and territorial restrictions that have made investors and interested parties rethink investing and doing business in Indonesia. In response to this, the manager must be able to increase the human resources they have to maintain a company goal (Riniwati, 2016).

One of the most important assets in a company is HR because the achievement of an entity's goals is determined by HR (Hanggraeni, 2012). An entity cannot carry out a plan that has been prepared without employees. If what an employee gets is according to his own needs, then the employee will carry out his function according to his role. Competitive and loyal human resources to the company are important assets for the company because the ability and loyal attitude can lead to the best performance so that a company will achieve its company goals (Istijanto, 2013).

Companies need to have employees who have a loyal attitude or have an OCB (Organizational Citizenship Behavior) attitude. (Titisari, 2014) states that OCB is a behavior carried out by employees for the company so that the achievement of company performance does not neglect individual productivity. OCB behavior is a contribution made by employees outside of their responsibilities so that it brings benefits to the company (Lailatirrohmah & NUGRAHANI, 2014). OCB in other words can be defined as voluntary behavior.

The importance of OCB which is carried out by employees can provide benefits for the company. The benefits for employees when implementing OCB according to (Aswin & Rahyuda, 2017) are improving employee performance, superior performance, efficient use of company resources, and can ease the burden of the need to provide HR. HR is the basis for determining the effectiveness of the activities of each member of the organization.

Several studies looking for empirical evidence on the influence of organizational culture on OCB, namely (Saraswati, 2017) conducted research and the results showed that organizational culture had a positive effect on OCB. The research conducted (Permana, Mujanah, & Murgianto, 2020) gave different results, namely that organizational culture did not affect OCB. Serpian (2016) in (Qisthy, Al Musadieq, & Widyo Sulisty, 2018) shows that the results of organizational culture have a significant effect on OCB.

Several studies that also seek empirical evidence on procedural justice, namely research (Verianto, 2018) show that the results of procedural justice research have a significant effect on OCB. In contrast to the research conducted by (Tjahjono, Prasetyo, & Palupi, 2018), it shows that the results of procedural justice do not affect OCB. Based on some of the results from previous studies that have not been consistent, therefore researchers want to raise again the research on organizational citizenship behavior and for the factors that influence OCB are organizational culture and procedural justice.

Another opinion expressed by (Titisari, 2014) states that organizational culture is oriented in the regulations applied by employees that differentiate entities from other entities. To form a good organizational culture, an entity must achieve the entity's vision and mission. Each entity has different cultural characteristics so that employees must follow the rules of the culture in which the employee works. Organizational culture is very important as a foundation for employees to achieve company goals. Employees who apply the foundation of organizational culture are expected to be able to contribute very well so that they can have a good influence on employee performance satisfaction.

Khatri et al in (MARIANI & ADIWIBOWO, 2011) argue that procedural justice is equal treatment of employees where they are treated fairly in their work. Justice is a

universal rule that is a human right because in any situation everyone must be treated fairly.

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If a boss can consistently treat his subordinates fairly, they will think positively about their superiors. Behavior that is carried out fairly towards employees will lead to satisfaction for them and be able to influence employees based on satisfaction, fairness scale, motivation, and employee commitment (Ghaziani et al, 2012).

Researchers are interested in conducting research in IT companies regarding organizational citizenship behavior because in IT companies the level of OCB is still very low. Some factors still lack the company's attention to improve OCB, namely organizational culture and procedural justice. Therefore this study aims to show the influence of Organizational Culture and Procedural Justice on Organizational Citizenship Behavior which is focused on the high low organizational culture of a company.

RESEARCH METHODS

This research uses quantitative research methods. This study uses primary data taken from the first party. Researchers get data results from questionnaires given to all employees of IT companies in the Special Region of Yogyakarta directly. The object of this research is organizational culture and procedural justice for organizational citizenship behavior (OCB). The independent variable is organizational culture (X1) and procedural justice (X2). While the dependent/dependent variable in this study was organizational citizenship behavior (Y). The population in this study were all employees of IT companies in the Special Region of Yogyakarta.

The sampling technique in this study used convenience sampling. The data collection technique in this study used a questionnaire that was equipped with an answer level as the choice of respondents to answer questions. The data analysis technique used multiple linear regression and SPSS version 22 as the application used.

RESULTS AND DISCUSSION

A. Analysis of Respondents' Descriptions

The total number of respondents as many as 136 respondents, it can be obtained the distribution of the description of the characteristics as follows:

Table 1

Analysis of Respondents' Descriptions (high organizational culture)		
S	Frequency	%
Gender		
Male	44	60,3%
Female	29	39,7%
Age		
<20 Years	9	12,3%
21-30 Years	27	37%
30-40 Years	25	34,3%
>40 Years	12	16,4%
Employee Position		
Position of Employees	20	27,4%
Junior Advertiser	10	13,7%
Customer Service	31	42,5%
Database Administrator	12	16,4%

Years of service		
<5 Years	30	47,6%
5 – 10 Years	21	33,3%
>10 Years	12	19,1%

Source: primary data processing (2021)

Table 2
Descriptive Analysis of Respondents (low company organizational culture)

Description	Frequency	%
Gender		
Male	44	60,8%
Female	19	30,2%
Age		
<20 Years	14	22,2%
21-30 Years	20	31,7%
30-40 Years	22	35%
>40 Years	7	11,1%
Employee Position		
Position of Employees	27	42,9%
Junior Advertiser	7	11,1%
Customer Service	20	31,7%
Database Administrator	9	14,3%
Years of service		
<5 Years	28	44,5%
5 – 10 Years	21	33,3%
>10 Years	14	22,2%

Source: primary data processing (2021)

A. Classic Assumption Test

Table 3
Normality Test Results (High Company Organizational Culture)

Description	Residual	Alpha
N	73	
Asymp. Sig (2-tailed)	0,170	0,05

Source: primary data processing (2021)

It can be seen in table 3 that the Asymp. The Sig (2-tailed) is 0.170. These results can indicate that the significant value is more than 0.05. So this residual data can be said to be normally distributed.

Table 4
Normality Test Results (Low Company Organizational Culture)

Description	Residual	Alpha
N	63	
Asymp. Sig (2-tailed)	0,200	0,05

Source: primary data processing (2021)

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It can be seen in table 4 that the Asymp. The Sig (2-tailed) is 0.200. These results can indicate that the significant value is more than 0.05. So this residual data can be said to be normally distributed.

Table 5
Multicollinearity Test Results (High Corporate Organizational Culture)

Variable	Tolerance	Vif	Description
Organizational culture	0,906	1,104	There was no multicollinearity
Procedural justice	0,906	1,104	There was no multicollinearity

Source: primary data processing (2021)

It can be seen in table 5 that the variables of organizational culture and procedural justice have a tolerance value of 0.906 which means greater than 0.10 and a VIF value of 1.104 which means less than 10. So in this study there is no multicollinearity in the independent variables.

Table 6
Multicollinearity Test Results (Low Company Organizational Culture)

Variable	Tolerance	Vif	Description
Organizational culture	0,624	1,604	There was no multicollinearity
Procedural justice	0,624	1,604	There was no multicollinearity

Source: primary data processing (2021)

It can be seen in table 6 that the independent variables of organizational culture and procedural justice have a tolerance value of 0.624 which means greater than 0.10 and a VIF value of 1.604 which means less than 10. So in this study there is no multicollinearity on the independent variables.

Table 7
Heteroscedasticity Test Results (High Corporate Organizational Culture)

Variable	Significance	Alpha
Organizational Culture X1	0,962	0,05
Procedural justice X2	0,416	0,05

Source: primary data processing (2021)

It can be seen from table 7 that it proves that the value is significantly greater than alpha. So in this study the regression model used did not occur heteroscedasticity.

Table 8
Heteroscedasticity Test Results (Low Company Organizational Culture)

Variable	Significance	Alpha
Organizational Culture X1	0,065	0,05
Procedural justice X2	0,475	0,05

Source: primary data processing (2021)

It can be seen from table 8 that the value is significantly greater than the alpha value. So in this study the regression model used did not occur heteroscedasticity.

B. Different Test

Table 9
Different Test Results

Description	High organizational culture - Low organizational culture
<i>Asymp. Sig (2-tailed)</i>	0,000

Source: primary data processing (2021)

It can be seen in table 9 that the significant value of the high and low organizational culture variables is $0.000 < 0.05$ (alpha). These results prove that there is a difference between a high organizational culture and a low organizational culture.

C. Hypothesis Test Results

Hypothesis Test Results for High Organizational Culture

Table 10

Multiple Linear Regression Test Results (High Corporate Organizational Culture)

Variable	Significant	Coefficient	Alpha	Decision
Organizational Culture X1	0,000	0,351	0,05	H ₁ accepted
Procedural justice X2	0,000	0,311	0,05	H ₂ accepted

Dependent variable = Organizational Citizenship Behavior

Constant = 10,802

Adjusted R square = 0,492

Significant = 0,000

Source: primary data processing (2021)

Determination Coefficient Test (R²)

It can be seen in table 10 above that the results of the Adjusted R-square are 0.492, it can be concluded that 49.2% organizational citizenship behavior is influenced by independent variables. While the remaining 50.8% is influenced by other variables.

Simultaneous Significance Test (F)

It can be seen in table 10 above that the sig value. equal to $0.000 < 0.05$. So it can be concluded that the independent variable affects the dependent variable together.

Partial Test Results (T Test)

It can be seen in the table above that it can be concluded as follows:

a. First hypothesis

The significant value of 0.000 is smaller than the alpha value of 0.05. It can be concluded that the variable organizational culture (H1) is accepted, which means that organizational culture has a positive effect on organizational citizenship behavior.

b. Second hypothesis

The significant value of 0.000 is smaller than the alpha value of 0.05. It can be concluded that the variable organizational culture (H1) is accepted, which means procedural justice has a positive effect on organizational citizenship behavior.

Low Organizational Culture Hypothesis Test Results

Table 11

Multiple Linear Regression Test Results (Low Company Organizational Culture)

Variable	Significant	Coefficient	Alpha	Decision
Budaya Organisasi X1	0,112	0,268	0,05	H ₁ rejected
Keadilan prosedural X2	0,007	0,408	0,05	H ₂ accepted

Dependent variable = Organizational Citizenship Behavior

Constant = 5,546

Adjusted R square = 0,273

Significant = 0,000

Source: primary data processing (2021)

Determination Coefficient Test (R²)

It can be seen in table 10 above that the results of the Adjusted R-square are 0.273, it can be concluded that 27.3% organizational citizenship behavior is influenced by independent variables. While the remaining 72.7% is influenced by other variables.

Simultaneous Significance Test (F)

It can be seen in table 11 above that the sig value. equal to 0.000 <0.05. So it can be concluded that the independent variable affects the dependent variable together.

Partial Test Results (T Test)

Based on table 11 it can be concluded as follows:

a. First hypothesis

The significant value is 0.112 > 0.05 (alpha). It can be concluded that the variable organizational culture (H1) is rejected, which means that organizational culture has no effect on organizational citizenship behavior.

b. Second hypothesis

The significant value is 0.007 <0.05 (alpha). It can be concluded that the variable organizational culture (H1) is accepted, which means procedural justice has a positive effect on organizational citizenship behavior.

D. Discussion

1) First Hypothesis

Based on the results of multiple linear regression testing in tables 10 and 11, the following results are obtained:

Based on the results of multiple regression testing in table 10, H1a is accepted, which means that organizational culture has a positive effect on Organizational Citizenship Behavior in IT companies with high organizational culture. It can be explained that the high organizational culture in the company shows that managers at all organizational levels show leadership who pioneered changes in strategy and tactics whenever needed to satisfy the interests of stakeholders and shareholders. This statement is supported by research conducted by Serpian et al., (2016) in (Qisthy et al., 2018) which states that organizational culture has a positive effect on Organizational Citizenship Behavior.

Based on the results of multiple regression testing in table 11, H1b is rejected, which means that organizational culture has no effect on Organizational Citizenship Behavior in IT companies with low organizational culture. This study does not support research.

Rath, (2012) in (Satria, Matriadi, & Maryudi, 2021) who found that

organizational

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culture has a positive effect on OCB in three organizations representing the economic sector, namely companies, information technology and banking. This study also does not support research by (Qisthy et al., 2018) which states that Organizational Culture has a positive effect on OCB. It can be explained that the low organizational culture in the company managers at all organizational levels tends to behave cautiously and politically to protect or promote themselves or groups related to their responsibilities. This research is in line with that conducted by (Permana, Mujanah, & Murgianto, 2020) which states that organizational culture has no effect on Organizational Citizenship Behavior.

2) Second Hypothesis

Based on the results of multiple linear regression testing in tables 10 and 11 Ha it is accepted, which means that procedural justice has a positive effect on Organizational Citizenship Behavior, both in companies with high and low organizational culture. This explains the fair treatment of employees, so employees are willing to do work outside their mandatory duties. Because considerations of fairness affect the level of an employee trusting a company that respects him. Fair treatment received will be perceived positively by employees by providing an attitude of care, trust, support and respect for employees in the company. From this, a social exchange pattern between employees and the organization is formed, where fair treatment that is perceived as positive will result in reciprocal behavior in the form of extra role behavior called Organizational Citizenship Behavior. This research is in line with the research conducted (Cahyani, 2020) which states that procedural justice has a positive effect on Organizational Citizenship Behavior.

CONCLUSION

Based on the research results, the researcher can conclude that the high organizational culture of IT companies in the Special Region of Yogyakarta: Leaders pay close attention to all those who support them, be they customers or clients, especially customers and initiate changes if necessary to serve their interests, even though it is risky. Managers attach importance to customers, shareholders and employees. Because the leaders really appreciate changes that are useful for the progress of the company. Serving the entire organization, trusting others. Meanwhile, the weak organizational culture in IT companies in the Special Region of Yogyakarta can be explained: a). Managers tend to behave in a slightly political and bureaucratic manner. b). The leader is only concerned with himself and the work group. They value regular management processes and avoid the much higher risks of leadership initiatives. c). Leader fulfills self-interest and lacks trust in others.

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