

The influence of organization climate, work motivation, and organization justice on organizational citizenship behavior employees investment and one-door integrated service

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ABSTRACT: Organizational Citizenship Behavior (OCB) is behavior that involves voluntary action and is not moved by something that is beneficial to employees themselves. Yet, the action is of individuals who perform roles that are more than their responsibilities only for the needs of organizations that are in line with expectations. The purpose of this study was to determine the effect of the organization, work motivation and organization justice on OCB. This research was conducted at the One-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia. Data collection is done by Distributing questionnaires to the respondents. Sampling method used is Simple Random Sampling with a total of 91 respondents. Data analysis techniques implemented in this study was multiple linear regression. The results show that the impact of organization climate, work motivation, and fairness of organizational variables were positive and significant on OCB.

Keywords -organization climate, work motivation, organization justice, organizational citizenship behaviour

I. INTRODUCTION

The success of an organization is greatly influenced by the quality of the human resources that started it. Human resources will have good quality and performance if they are properly led and managed. In carrying out a number of tasks, it is not enough for human resources to only carry out their respective duties, but they need to have more behaviors that can have a positive influence on organizational productivity. The behavior that can increase employee productivity in the company according to Harper's (2015) research is extra-role behavior or also called organizational citizenship behavior (OCB). Organizational citizenship behavior is behavior that appears at the discretion of an employee which is done voluntarily and without coercion (Andriani and Diah, 2012). The emergence of OCB is influenced by several factors, one of which is the organization climate. Research conducted by Meylandani (2013) shows that organization climate affects OCB. A company should prioritize a conducive organization climate. If the organization climate in the company is good it can foster morale as well as have an impact on employee OCB. The organization climate within the company will determine how employees carry out their duties and responsibilities according to procedures or not (Purwanti and Nurhayati, 2016).

Apart from the organization climate, another factor that can also influence OCB is work motivation. Work motivation is a process as a person's initial step to take action due to physical and psychological deficiencies, where an urge is shown to fulfill certain goals (Abuiyada and Shih, 2012). Work motivation can be a driving force in humans and can direct their behavior to carry out their duties and responsibilities. Employees whose needs are not met can be a motivation for them to meet these needs. So, work motivation can be interpreted as a power that comes from within or from outside a person and arouses enthusiasm to achieve something desired.

A factor that is no less important and becomes the driving force for OCB in the work environment is organization justice. This is supported by the research of Sanhaji et al., (2016) which shows that there is a positive relationship between organization justice and OCB. Justice is a universal norm and a human right, because the existence of everyone in any situation and context wants to be treated fairly by other parties, including in organizations. Unfair treatment not only reduces work performance, but also reduces the quality of work and cooperation between workers (Awang and Wan, 2015). Real organization justice that companies need to prioritize is that employees must feel that they are treated with procedures and work performance results, but do not reduce the quality of work and cooperation between workers (Awang and Wan, 2015).

This research was conducted at the One-door integrated service and capital investment official office, Gianyar Regency, One-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia, located at Jln. Ngurah Rai No. 5- 7, Gianyar. The results of interviews conducted with employees of the Licensing and Non-Licensing Services Division, can be seen at Table 1.

Table 1. Results of Interviews with Employees

Name (camouflaged)	Reason
Mira	<ul style="list-style-type: none"> • Lack of desire to help colleagues who have excessive workloads (Altruism) • Lack of mutual respect for co-workers (Courtesy) • Lack of desire to participate in organizational events (Civic Virtue)
Pulis	<ul style="list-style-type: none"> • Lack of desire to help colleagues who have excessive workloads (Altruism) • Doing work on the orders of others (Sportmanship) • Not complying with applicable policies (Sportmanship)
Ela	<ul style="list-style-type: none"> • Lack of desire to help colleagues who have excessive workloads (Altruism) • Lack of desire to participate in various activities organized by the organization (Civic Virtue)
Putri	<ul style="list-style-type: none"> • Lack of desire to help colleagues who have excessive workloads (Altruism) • Lack of mutual respect between colleagues (Courtesy) • Doing work on the basis of compulsion (Sportmanship)
Piyan	<ul style="list-style-type: none"> • Lack of desire to help colleagues who have excessive workloads (Altruism) • Work as needed without trying to exceed company expectations (Conscientiousness)

Source: primary data

Table 1 shows that employees' OCB behavior is less than optimal due to problems with organization climate, work motivation and organization justice that are felt by employees. This can be seen from the reasons given by the five respondents who were interviewed, namely the lack of desire to help their colleagues due to excessive workload, poor relations between employees, and lack of justice in the work environment. Low OCB behavior among employees will certainly have an impact on employee performance as a whole, so it is necessary to raise employee awareness and awareness in helping colleagues for the progress and sustainability of the company.

According to Titisari(2014:15), the increase in OCB is influenced by two main factors, namely internal factors and external factors. Internal factors include job satisfaction, organizational commitment, personality, employee morale, and work motivation. External factors include situational leadership, organization justice, trust in leadership, organizational culture, organization climate, and transformational leadership. Companies

must be able to maintain an organization climate in order to remain conducive and always treat employees fairly. The feeling of fairness that is felt will make employees motivated and able to behave OCB, so that it can help the company achieve the desired goals.

Based on the background described, the problem formulations of this study are 1) how the influence of organization climate on Organizational Citizenship Behavior, 2) How does work motivation influence Organizational Citizenship Behavior, 3) how does organization justice influence Organizational Citizenship Behavior. The purpose of this study was to explain the effect of organization climate, work motivation, and organization justice on organizational citizenship behavior. The results of this study are expected to contribute to the results of empirical studies related to the influence of organization climate, work motivation, and organization justice on OCB, and are considered as recommendations for developing OCB at the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia.

II. THEORY AND HYPOTHESES

The theory underlying this research is Social Exchange Theory. Fung et al., (2012) stated that Social Exchange Theory is the view of employees when they have been treated well by the organization, they will tend to behave and behave more positively in the organization.

Rauf (2014) defines (OCB) as an act of free individual behavior, which is not directly recognized by the reward system in the effective functioning of an organization. Stanley (2013) states that OCB is characterized by any form of effort that is carried out based on the wishes of employees that provide benefits to the organization without expecting anything in return. Successful companies need employees who have the attitude to be able to do more than just ordinary tasks and they are able to deliver performance beyond expectations. According to Erturk (2004), extra-role behavior or what is more commonly referred to as OCB has an important role in increasing effectiveness, efficiency and profit for the organization.

Khan et al., (2015) define organization climate as a collection and environmental pattern that determines the emergence of motivation and focuses on perceptions that make sense or can be assessed, so that it has a direct influence on the performance of organizational members. Organization climate will determine whether a person carries out duties and responsibilities in accordance with established procedures or not. If the organization climate is perceived positively, individuals as members of the organization will voluntarily carry out their work in the organization beyond what is expected (Organ et al, 2006). A positive organization climate will accumulate into OCB behavior.

Motivation comes from the Latin word *movere* which means encouragement or to move. Work motivation in management is only aimed at human resources in general and their subordinates in particular. Work motivation is the provision of movement that creates the excitement of a person's work, so that they are willing to cooperate, work effectively and integrate with all their power and efforts to seek satisfaction (Malayu, 2014: 219). Research conducted by Ganta (2014) states that the concept of work motivation is very important for organizational leaders, because a high level of work motivation will increase high performance as well. Work motivation can help performance in several ways, such as assisting in employee behavior management, meeting organizational goals, generating more job satisfaction, increasing employee efficiency, helping both leaders and employees to meet personal goals, and encouraging team harmony and the emergence of OCB.

Organization justice focuses more broadly on how workers feel authority and decision making at work in treating them, for most workers evaluating how fairly they are treated (Robbins & Judge, 2008: 249). Organizational fairness is the perception of fairness that is felt by employees from the processes implemented by the company in the distribution of rewards and decisions made and the treatment of employees with dignity, care and respect (Mada et al., 2017).

Based on several previous studies related to the variables studied in this study, the following research hypothesis can be formulated.

Nandedkar et al., (2017) stated that organization climate has a positive and significant effect on OCB. A good organization climate has an important role in playing OCB. Research conducted by Utami (2013) states that organization climate has a positive and significant relationship to OCB. A conducive organization climate will encourage the comfort of organizational members in carrying out activities and can concentrate at work, so as to produce high performance.

H₁: Organization climate has a positive and significant effect on OCB.

The results of research conducted by Bagus and Mujiati (2016) prove that work motivation has a positive and significant effect on OCB. The positive and significant influence of motivation on OCB means that if employees have fulfilled the basic needs felt, the OCB will increase. Research conducted by Moradi (2015) shows that work motivation has a positive and significant effect on OCB, people who have inner strength for achievement-based satisfaction in self-concept are more likely to show OCB actions.

H₂: Work motivation has a positive and significant effect on OCB

Research conducted by Iqbal et al., (2012) states that when a company is fair and has procedural justice, employees will feel more satisfied and make them show behavior outside the job description. Research conducted by (Nwibere. 2014: Sani. 2013) proves that organization justice has a positive and significant effect on OCB. When superiors can be fair and consistent to each subordinate, subordinates will have a positive perception of the dimensions of organization justice.

H₃: Organization justice has a positive and significant effect on OCB.

III. RESEARCH METHOD

This research was conducted at the one-stop integrated service and capital investment official office located at Jln. Ngurah Rai No. 5-7, Gianyar, Bali Province, Indonesia. This location was chosen because there are problems related to OCB. The data collection method in this research is by distributing questionnaires to employees and conducting in-depth interviews with the Head of department of the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia.

The population in this study were all employees totaling 118 people. The sample from a population in this study is calculated using the Slovin formula so that a total sample size of 91 people is obtained consisting of the Office Secretary, Investment Climate Planning and Development, Secretariat, Investment Promotion, Complaints, Policy and Service Reporting, Investment Implementation Control and Investment Information, Implementation of Licensing and Non-Licensing Services A, Implementation of Licensing and Non-Licensing Services B, Permit Retrieval Counter.

The analysis technique used in this research is Multiple linear regression which are first tested with the classical assumption test consisting of normality test, heteroscedasticity test, and multicollinearity test.

IV. RESULT AND DISCUSSION

Instrument testing is carried out to determine whether the research instrument is suitable for use. Instrument testing is done by testing the reliability and validity test. The result of validity and reliability test can be seen at Table 2 and Table 3 respectively.

Table 2. Recapitulation of Validity Test

Variable	Indicator	Correlation coefficient	Sig. (2-tailed)	Validity
Organization Behavior (Y)	Y1	0.859	0.000	Valid
	Y2	0.748	0.000	Valid
	Y3	0.796	0.000	Valid
	Y4	0.920	0.000	Valid
	Y5	0.832	0.000	Valid
Organization (X ₁)	X1.1	0.853	0.000	Valid
	X1.2	0.789	0.000	Valid
	X1.3	0.797	0.000	Valid
	X1.4	0.737	0.000	Valid
	X1.5	0.894	0.000	Valid
	X1.6	0.834	0.000	Valid
	X1.7	0.788	0.000	Valid
Work motivation (X ₂)	X2.1	0.846	0.000	Valid
	X2.2	0.884	0.000	Valid
	X2.3	0.932	0.000	Valid
Organization (X ₃)	X3.1	0.840	0.000	Valid
	X3.2	0.906	0.000	Valid
	X3.3	0.770	0.000	Valid

Source: primary data

The results of the validity test in Table 2. indicate that all research instruments used to measure variables of organization climate, work motivation, organization justice, and Organization Citizenship Behavior have a correlation coefficient value with a total score of all statement items in the statement questionnaire greater than 0.30 with significance <0.05 . This shows that the statement items in the research instrument are valid and fit for use as a research instrument.

Table 3. Recapitulation of Research Instrument Reliability Test Results

Variable	Cronbach's Alpha	Information
Organization Citizenship Behavior(Y)	0.873	Reliable
Organization climate(X ₁)	0.914	Reliable
Work motivation (X ₂)	0.853	Reliable
Organization justice(X ₃)	0.792	Reliable

Source: primary data

The results of the reliability test at Table 3.shows that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability or reliability requirements so that data analysis can be continued.

Regression models will be more appropriate to use and produce more accurate calculations, if the following assumptions can be met. Classic assumption tests that must be met in simple linear regression analysis include the Normality Test, Multicollinearity Test and Heteroscedasticity Test.

This normality test aims to determine whether the residuals of the regression model are normally distributed or not. In this study, the normality test was carried out by testing the residual normality using the Kolmogorov-Smirnov test. If the probability of significance of the residual value is greater than 0.05, the data is said to be normally distributed, and vice versa. The results of Normality Test, Multicollinearity Test and Heteroscedasticity Test are shown at Table 4, Table 5, and Table 6 respectively.

Table 4. Normality Test Results

	Unstandardized Residual
N	91
Kolmogorov-Smirnov Z	0.108
Asymp.Sig.(2-tailed)	0.111

Source: primary data

Based on the analysis results obtained a significance value of 0.111 as shown in Table 4. Since the significance value of the Kolmogorov-Smirnov test is more than 0.05, it can be concluded that the regression equation model is normally distributed.

The multicollinearity test aims to test whether in a regression model the items in the questionnaire indicate a correlation between independent variables. A good regression model is that there is no correlation between the independent variables. To detect whether there is a correlation between independent variables, it can be seen from the tolerance value and the variance inflation factor (VIF) value of more than 10% or VIF less than 10, it can be said that the model is free from multicollinearity.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF	Result
Organization climate(X ₁)	0.306	3.266	Multicollinearity free
Work motivation (X ₂)	0.221	4.534	Multicollinearity free
Organization justice(X ₃)	0.340	2.945	Multicollinearity free

Source: primary data

Based on Table 5. it can be seen that the tolerance and VIF values of all these variables indicate that the tolerance value for each variable is greater than 10% and the VIF value is less than 10, which means that the regression equation model is free of multicollinearity.

Table 6. Heteroscedasticity Test Result

Independent Variable	Significance	Result
Organization climate(X ₁)	0.361	Heteroscedasticity free
Work motivation (X ₂)	0.640	Heteroscedasticity free
Organization justice(X ₃)	0.822	Heteroscedasticity free

Source: primary data

This heteroscedasticity test aims to determine whether in the regression model there is an inequality of variance from the residuals of one observation to another using the Glejser test. A good regression model is one that does not contain heteroscedasticity symptoms or has a homogeneous variance. If the independent variable under study does not have a significant effect or the significance value is more than 0.05 on the absolute residual value, it means that the regression model does not contain heteroscedasticity symptoms. The results of heteroscedasticity testing are presented in Table 6.

It can be seen that the significance value of the organization climate variable is 0.361, work motivation is 0.640, and organization justice is 0.822. This value is greater than 0.05, which means that there is no influence between the independent variables on absolute residuals. Thus, the model of the study does not contain heteroscedasticity symptoms. The result of Multiple Linear Regression Analysis can be seen at Table 7.

Table 7. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients	Standardized Coefficients		t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.845	1.294		2.199	0.031
Organization climate(X ₁)	0.173	0.075	0.251	2.310	0.023
Work motivation (X ₂)	0.650	0.204	0.408	3.191	0.002
Organization justice(X ₃)	0.408	0.183	0.229	2.225	0.029
R Square	0.686				
Adjusted R Square	0.675				
F Statistic					
Significance F test					

Source: primary data

Based on the results of multiple linear regression analysis as presented in Table 7, the following regression equation can be made.

$$Y = 2.845 + 0.251 X_1 + 0.408 X_2 + 0.229 X_3$$

The regression coefficient value of each independent variable is positive with a **t test** significance value of less than 0.05. This shows that all independent variables have a significant positive effect on the dependent variable. The greatest coefficient value is 0.408, so the variable that has the strongest or dominant influence is work motivation.

The coefficient of determination (R^2) is used to determine and measure the model's ability to explain variations in the independent variable. Researchers use the adjusted R^2 value when evaluating which is the best regression model, because unlike R^2 , the adjusted R^2 value can increase or decrease if one independent variable is added to the model. The results of the coefficient of determination (R^2) can be seen in Table 7.

Table 7. shows the magnitude of the influence of the independent variables on the dependent variable as indicated by the total determination value (adjusted R Square) of 0.675, which means that 67.5 percent of the variation in the Organization Citizenship Behavior of the employees of the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia. is influenced by variations organization climate, work motivation, and organization justice, while the remaining 32.5% is explained by other factors not included in the model.

The regression model accuracy test aims to determine whether all identified independent variables (organization climate, work motivation, and organization justice) are appropriate to predict employee OCB. This test is often called the **F test**. The results of the F test in this study can be seen in Table 7. The results of the F test (Ftest) show that the significance value of the P value is 0.000 which is smaller than $\alpha = 0.05$, this means that the model used in this study is feasible. This result means that all independent variables are able to predict or explain the OCB phenomenon for the employees of the Investment Service and One Stop Integrated Services, Gianyar Regency. This means that the model can be used for further analysis or in other words the model can be used to project because the results of goodness of fit are good with a significance value of P value 0.000.

The influence of organization climate variables, work motivation, and organization justice on employee OCB was tested using the t test. The test criterion is to explain the interpretation of the effect between each variable, namely if the significance value < 0.05 then H_0 is rejected and H_1 is accepted. Conversely, if the

significance value > 0.05 then H_0 is accepted and H_1 is rejected. The influence between each variable can be explained as follows.

Based on the results of the analysis of the influence of organization climate on OCB, it was obtained a significance value of 0.023 with a positive regression coefficient value of 0.173. A significance value of 0.023 < 0.05 indicates that H_1 is accepted. This result means that the organization climate has a positive and significant effect on OCB, that is, the better the organization climate at the theone-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia, the OCB attitude of employees will increase.

Based on the results of the analysis of the effect of work motivation on OCB, it was obtained a significance value of 0.002 with a positive regression coefficient of 0.650. A significance value of 0.002 < 0.05 indicates that H_2 is accepted. This result means that work motivation has a positive and significant effect on OCB, that is, the higher the work motivation of an employee, the OCB of the employee will also increase.

Based on the results of the analysis of the effect of organization justice on OCB, a significance value of 0.029 was obtained with a positive regression coefficient of 0.408. A significance value of 0.029 < 0.05 indicates that H_3 is accepted. This result means that organization justice has a positive and significant effect on OCB, that is, the higher the level of organization justice, the higher the OCB of the employees of the theone-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia.

The results of the analysis show that organization climate has a positive and significant effect on OCB. This means that the better the organization climate at the Gianyar Regency Investment Service and One Stop Integrated Service, the OCB attitude of employees will increase. Vice versa, the worse the organization climate at the Gianyar Regency Investment and One Stop Integrated Services Service, the less OCB attitude of employees will be.

This study supports the results of research by Shahin et al., (2014) which emphasizes that organization climate shows the lifestyle of a person from an organization, by creating a conducive organization climate it will result in OCB behavior. Nandedkar et al., (2017) stated that organization climate has a positive and significant effect on OCB. A good organization climate has an important role in playing OCB. The results of this study are also consistent with research by Agyemang (2013), Utami (2013), Lubis (2015), Suifan (2016), and Fitrotul (2016) which state that organization climate has a positive and significant relationship to OCB. A conducive organization climate makes employees feel like doing work beyond what has been implied in the job description. With, a conducive organization climate will encourage the comfort of organizational members in carrying out activities and can concentrate at work, so as to produce high performance.

The results of the analysis show that work motivation has a positive and significant effect on OCB. This means that the higher an employee's work motivation, the employee's OCB will also increase. Vice versa, the lower an employee's work motivation, the lower the employee's OCB level.

This study supports the results of research by Van Schie et al., (2015) which found that work motivation has a high and positive effect in determining the level of OCB. High work motivation greatly influences the emergence of OCB behavior in the company, where employees who have good behavior, are willing to try and work hard and do not give up easily. Work motivation is said to have an effect on employee OCB, because when motivated employees feel valued, so that they can influence the attitude they will take to accept work and carry it out. Bagus and Mujiati (2016) prove that work motivation has a positive and significant effect on OCB. The positive and significant influence of motivation on OCB means that if employees have fulfilled the basic needs felt, the OCB will increase. The results of this study are also in accordance with the research of Oren et al., (2013), Moradi (2015) and Yuliati (2016) which show that work motivation has a positive and significant effect on OCB, people who have inner strength for satisfaction based on achievement in self-concept is more likely to indicate OCB actions.

The results of the analysis show that organization justice has a positive and significant effect on OCB. This means that the higher the level of organization justice, the greater the OCB of the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia. Vice versa, the lower the level of organizational justice at the the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia, the less OCB employees will be.

This study supports the results of Kittikuncotiwut and Ploychompoo's (2017) research which states that organization justice has a positive and significant effect on OCB. Research conducted by Cahayu and Adnyani (2015) states that when employees doubt the justice of the organization, they tend to lose interest in the organization and they will show unwillingness to pursue organizational goals. The results of this study are also in accordance with research conducted by Iqbal et al., (2012), Nwibere (2014), Sani (2013) and Agus and Artha (2017) which show that organization justice has a positive and significant effect on organizational citizenship behavior. Employees who feel that they are treated fairly in the place where they work will have a high level of OCB.

V. CONCLUSION

Based on the research results and discussion in the previous section, it can be concluded that organization climate, work motivation, and organization justice have a positive and significant effect on OCB. This means that the better the organization climate, work motivation, and organization justice at the one-stop integrated service and capital investment official office, Gianyar Regency, Bali Province, Indonesia, the employee OCB will increase.

There are several suggestions that can be given by researchers, namely that efforts should be made to create a better and more comfortable work atmosphere, so that employees do not feel tense or stressed at work, so that it is hoped that it can improve the organization climate and employee performance is better, it is better to maintain a better working environment. comfortable and provide work facilities that support all employees to be more enthusiastic or motivated in completing work properly and on time, and should be able to provide fair opportunities for all employees to voice their opinions so that employees feel cared for by the leadership, and in the end can improve Employee jobs are getting better, involving more employees to participate in various activities so that later it can improve employee OCB.

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