Organizational citizenship behavior are able to improve the effect of organizational climate, work motivation and organizational justice on employee performance

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ABSTRACT

This study aims to analyze the Effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance with Organizational Citizenship Behavior (OCB) as an intervening variable in HR Consultant. The study population were 50 people who selected as samples. The analytical method used is path analysis. The test results showed that the Organizational Climate, Work Motivation and Organizational Justice had a significant effect on Employee Performance and Organizational Citizenship Behavior (OCB) can mediate between Organizational Climate, Work Motivation and Organizational Justice on Employee Performance.

Keywords: Organizational Climate, Work Motivation, Organizational Justice, Organizational Citizenship Behavior (OCB), Performance

INTRODUCTION

Human resources are an important asset of an organization. Organizations can realize their vision and mission well with employees. An employee who does something without coercion and volunteerism in an organization is often called Organizational Citizenship Behavior (OCB). Harper (2015) mentioned it as an extra-role behavior or also called Organizational Citizenship Behavior (OCB) behavior. Waspodo and Minadaniati (2012) defined OCB employees have a willingness to do things more than their formal responsibilities. Ahmad and Tanzin (2016) suggest Organizational Citizenship Behavior (OCB) is a form of voluntary activity from members of organizations that support organizational functions. Organizational Citizenship Behavior (OCB) is a behavior that

arises on the basis of an employee's wisdom that is carried out voluntarily and there is no compulsion (Andriani, 2012). Organizational Citizenship Behavior (OCB) can also be defined as an attitude of help but these actions are not formally and not directly related to individual productivity in the payroll system (Ariani, 2012).

Meylandani (2013) found a strong relationship between organizational climate and Organizational Citizenship Behavior (OCB). A good organizational climate in the company can foster employee morale while at the same time impacting Organizational Citizenship Behavior (OCB) employees. The climate in the company will determine how employees carry out their duties and responsibilities in accordance with procedures or not (Purwanti and Nurhayati, 2016). Organizational climate change has a strong influence on team work. If the organization pays attention to and cares for employees, it causes them to carry out constructive behaviors outside the organization's work requirements. Likewise if the organization is able to provide a climate that is positively perceived by employees, it will give rise to Organizational Citizenship Behavior (OCB) behavior (Prihatsanti and Dewi, 2010).

Ibrahim and Aslinda (2014) suggested that in addition to organizational climate, Organizational Citizenship Behavior (OCB) is also influenced by work motivation. According to Abuiyada and Shih (2012), motivation was the process as a person's initial step to take action to fulfill certain goals. Work motivation can be a driving force in human beings to carry out their duties and responsibilities (Ek and Elegwa, 2013). Zabielske et al (2015) showed that employees whose needs are not met can be a motivation for them to meet those needs. So motivation can be interpreted as a force that emerges from within or from outside someone and arouses enthusiasm to achieve something desired.

Sanhaji et al (2016) showed a positive relationship between organizational justice and Organizational Citizenship Behavior (OCB) where Organizational Citizenship Behavior (OCB) is positively related to distributive, procedural and interactional justice. Nandan and Abdul (2015) organizational justice is a concept of employee perceptions of the extent to which they are treated fairly in the organization, and how these perceptions affect employee loyalty to the organization. Unfair treatment or injustice not only reduces work performance but also reduces the quality of work and collaboration between workers (Awang and Wan, 2015 and Tahseen and Muhammad, 2016). Oge et al. (2014) this fair concept includes several things that are taken into account for companies including the division of labor, wages, rewards, treatment, and things that determine the quality of interactions within the company. Fatimah et al (2011) stated that organizational justice is the result of individual subjective perceptions of the treatment they receive compared to others around them. When employers can be fair and consistent with each subordinate, subordinates will have a positive perception of the dimensions of organizational justice and that will increase their satisfaction and commitment (Rohyani, 2014). A fair behavior development process, it is important to understand how to influence based on the scale of justice, satisfaction, staff motivation and commitment (Ratnawati and Khairul, 2013).

This research was conducted at HR Consultant East Java is a company engaged in Consulting and Business, often experiencing constraints related to organizational climate, work motivation and Organizational Citizenship Behavior (OCB). Problems related to organizational climate in CV. Ursa Mayora Konsultan where there is still a

relationship that is not good that causes conflict and conflict or dissent among fellow employees and employees with superiors who will have an impact on an uncomfortable working atmosphere where running every job is still slow and tends to rely on other employees so that in handling customers are still not maximal. The results of this study related to the impact of organizational climate problems can be seen from customer complaints.

This research will test whetheremployees difficult to show Organizational Citizenship Behavior (OCB) behavior, thus causing a lack of effectiveness and work productivity on CV. Ursa Mayora Consultant. Based on these problems researchers are interested in researching about Organizational Citizenship Behavior (OCB) Able to Increase the Effect of Organizational Climate, Work Motivation and Organizational Justice on Employee Performance.

LITERATURE REVIEW
Organizational Climate
Newstrom & Davis (1996) stated that organizational climate was a human environment in which employees of an organization do their work. Whereas Lunenburg & Ornstein (1991) suggested that a total environmental quality in an organization indicated by various traits included: open, busy, warm, relaxed, informal, cold, impersonal, hostile, rigid, and closed. Stringer (2002) stated six dimensions in organizational climate below:

1. Structure, reflects the feelings felt by employees in organizations that are well organized and have job descriptions regarding clear roles and responsibilities.
2. Standards are feelings of pressure to improve performance and the level or degree of pride of employees when doing their jobs well in the organization.
3. Responsibility, reflects the feeling of employees that "boss for themselves" and does not have to report all of their decisions to superiors.
4. Awards (recognition), reflecting the feelings of employees in organizations who feel valued for work that is done well.
5. Support, reflects the feeling of trust and mutual support that applies in the work group / work unit in the organization.
6. Commitment, reflects the feeling of pride by employees as part of the organization and the level or degree of commitment / loyalty to achieving organizational goals.

From the explanation above is a measurement of the organizational climate scale called the Organizational Climate Questionnaire developed by Stringer (2002). The higher the scoring, the more conducive and better the organizational climate, and vice versa.

Work motivation
Work motivation is very important and needed to achieve high work productivity for the purpose of achieving company goals. Employees can work with high productivity because of the motivation to work. According to Malayu S.P Hasibuan (2006) motivation is giving power to create the enthusiasm of someone's work, so that they will cooperate, work effectively and be integrated with all their efforts to achieve satisfaction. High and low motivation towards the individual self is able to generate how much desire in behaving or the slow pace of work. From some of these definitions it can be concluded

that the notion of work motivation is the overall driving force or driving force both from the inside (intrinsic) and from the outside (extrinsic) which raises the desire to carry out an activity or activity in carrying out the duties as an employee.

There are five dimensions of work motivation used in this study. Luthans (2002), the five motivator components are as follows:

1. Achievement; this concerns the encouragement and opportunity of an employee/ employee to excel in a particular task. That is, a task/ job must allow an employee/ employee as the executor of the task/ job to devote his ability to achieve certain achievements.
2. Recognition; this involves recognition from leaders and co-workers. That is, someone will be motivated to work if there is self-recognition or appreciation from the leader with his coworkers.
3. Work-itself; this concerns the clarity of the job description; and the support of other people (leaders and co-workers) in carrying out tasks/ jobs.
4. Responsibility; this concerns the opportunity and clarity of responsibility of a task/ job. A person is difficult to work well if he does not have the opportunity or he does not have the opportunity or he does not get responsibility from a task/ job. Likewise, if someone does not have clarity about their responsibilities for a task/ job properly.
5. Advancement, this concerns the desires, opportunities, and clarity of policies related to employee/ employee self-development efforts. This is based on the assumption that one of the goals (motives) of an employee/ employee at work is to develop knowledge and skills, and efforts to develop a career through promotion are much higher.

Organizational justice

Gibson et al. (2012) explained organizational justice as a level at which an individual feels treated equally in the organization where he works. Organizational justice is a fair perception of someone towards decisions taken by their superiors (Colquitt, LePine, & Wesson, 2009). Organizational justice describes equality or justice in the workplace that is related to work (Khatri, et al. 1999).

According to Toenblom (1992), organizational justice is divided into three components, namely:

a.   Distributive Justice

It is the employee's perception of the fairness of distributing organizational resources by taking into account several distributive rules, which are the result of allocation decisions, such as salary standards. Distributive justice is divided into several levels, namely: 1) Distributive justice lies in value. Justice only applies in accordance with the values   adopted. The principle of equity is said to be fair because the value is adopted. 2) Disributive justice lies in the formulation of values into rules 3) Distributive justice lies in the implementation of regulations.

b.   Procedural Justice

Related to the procedures used by the organization to distribute the results and organizational resources to its members. The main rules of procedural justice, namely: 1) Consistency; Fair procedures must be consistent from one person to another and from time to time. 2) Minimization bias; To minimize bias, both individual interests and partiality must be avoided. 3) Information that is accurate and based on facts. 4) Can be repaired; Fair procedures also contain rules that aim to

correct existing errors or errors that will arise. 5) Representative; Some parties must be included so that access to control is also open. 6) Ethical; Fair procedures must be based on ethical and moral standards.

c. Interactional Justice

Is an interactional treatment taken by decision makers (decision makers) between personal in the organization. Interactional justice is divided into three aspects, namely: 1) Award; The better the quality of the ruler's treatment of its members, the interaction is considered to be fairer. 2) Neutrality; Neutrality can be achieved if the basic principles in decision making, for example using facts and not opinions, are objective and validity is high. 3) Trust; as a gamble on future results by surrendering to others.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which in aggregate can improve the effectiveness of organizational functions (Organ, 1988). Kumar (2009) defines Organizational Citizenship Behavior (OCB) as individual behavior that contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system. Organizational Citizenship Behavior (OCB)is a person's actions outside his obligations, does not pay attention to self-interest does not require a job description (job description) and a formal reward system, is voluntary in collaborating with work colleagues and receiving orders specifically without complaints (Organ and Konovski, 1989).

According to Organ (1988), Organizational Citizenship Behavior (OCB) is built from five dimensions, each of which is unique, namely:

1. Altruism, willingness to help co-workers in completing their work in unusual situations,
2. Civic virtue, concerns the support of workers for administrative functions in the organization,
3. Conscientiousness, describes workers who carry out their duties and responsibilities more than expected,
4. Courtesy, behavior alleviates problems related to work faced by others,
5. Sportsmanship, describes workers who emphasize more on looking at positive aspects than negative aspects of the organization, sportsmanship describes the sportsmanship of a worker towards the organization.

Employee performance

Soeprihantono (2004) said that performance is the result of the work of an employee during a certain period compared to various possibilities, for example standards, targets / criteria / criteria that have been determined in advance and have been agreed upon. According to Armstrong (2002) performance appraisal is a continuous process to report work performance and capabilities in a more comprehensive time period, which can be used to form the basis for consideration of an action.

Employee performance indicators according to Robert L. Mathis and John H. Jackson (2006) are as follows:

1. Quantity

Quantity is the amount generated expressed in terms such as number of units, number of cycles of activity completed. Quantity is measured by employee perceptions of the number of activities assigned along with the results.

2. Quality
Quality is obedience in procedures, discipline, dedication. The degree to which the desired activity results is near perfect in the sense of adjusting some ideal ways of performing activities, as well as fulfilling the expected goals of an activity. The quality of work is measured by employee perceptions of the quality of work produced and the task's perfection of the skills and abilities of employees.

3. Reliability
Reliability is the ability to do the work required with minimum supervision. According to Zeithaml & Berry in the Journal of Marketing (Sudarmanto, 2009) reliability is the consistency of performance and reliability in service; accurate, true and correct.

4. Presence
Attendance is the belief that you will enter work every day and according to working hours.

5. Ability to work together
The ability to work together is the ability of a workforce to work together with other people in completing a task and work that has been set so as to achieve maximum usability and results.

DEVELOPMENT OF HYPOTHESES

Effect of Organizational Climate on Organizational Citizenship Behavior (OCB)
Organizational climate will determine whether a person can carry out tasks and responsibilities according to procedures or not (Brahmana & Sofyandi, 2007). The practice and policies of human resources within the organization are influenced by the organizational climate. Every organization has a different climate. The organizational climate is important because it is the basis for determining behavior in the next member organization. If the organization is able to provide a climate that is positively perceived by employees, it will give rise to Organizational Citizenship Behavior (OCB)behavior (Prihatsanti and Dewi, 2010). The findings of previous research indicate that organizational climate has a significant and positive influence on Organizational Citizenship Behavior (OCB) (Ukkas and Latif, 2017; Agyemang, 2013; Lubis, 2015; Waspodo and Minadaniati, 2012).From the explanation above and supported by previous research, the following hypotheses can be formulated:
Hypothesis 1 (H1): Organizational Climate has a positive effect on OCB.

Effect of Motivation on Organizational Citizenship Behavior (OCB)
Ibrahim and Aslinda (2014) suggested that in addition to organizational climate, Organizational Citizenship Behavior (OCB)was also influenced by work motivation according to the statement stated that high work motivation can influence the emergence of Organizational Citizenship Behavior (OCB)behavior in the organization. Someone who has good behavior, wants to try and work hard and is not easy to give up is a characteristic of Organizational Citizenship Behavior (OCB)behavior. Motivation is an indicator that is able to make a worker's efforts harder in carrying out their duties. Work

motivation can be a driver that exists in humans and can direct their behavior to carry out their duties and responsibilities (Ek and Elegwa, 2013).

The findings of previous studies indicated that motivation has a significant and positive influence on Organizational Citizenship Behavior (OCB) (Danendra and Mujiati, 2016; Isnawati et al., 2012; Djati, 2011; Soentoro, 2013; Mahendra and Surya, 2017; Yuliati, 2016; Zulaicha, 2012) . From the explanation above and supported by previous research, the following hypotheses can be formulated:

Hypothesis 2 (H2): Motivation has a positive effect onOrganizational Citizenship Behavior (OCB).

Effect of Organizational Justice on Organizational Citizenship Behavior (OCB)

Nandan and Abdul (2015) said that organizational justice was a concept of employee perceptions of the extent to which they are treated fairly in the organization, and how these perceptions affect employee loyalty to the organization. Unfair treatment or injustice not only reduces work performance but also reduces the quality of work and cooperation between workers (Awang and Wan, 2015). The findings of previous studies indicate that organizational justice has a significant and positive influence on Organizational Citizenship Behavior (OCB) (Cahayu and Adnyani, 2015; Nwibere, 2014; Ibrahim and Perez, 2014; Suwandewi and Sintaasih, 2016; Sani, 2013; Prameswari and Suwandana, 2017). From the explanation above and supported by previous research, the following hypotheses can be formulated:

Hypothesis 3 (H3): Organizational Justice has a positive effect on Organizational Citizenship Behavior (OCB).

Effect of Organizational Climate on performance

Organizational climate always influences all basic conditions and behavior of individuals in organizations, and leaders are factors that influence the organizational climate that have an impact on achieving company goals, namely employee performance. The findings of previous studies indicate that organizational climate has a significant and positive influence on performance (Tantowi and Astuti, 2016). From the explanation above and supported by previous research, the following hypotheses can be formulated:

Hypothesis 4 (H4): Organizational Climate has a positive effect on Performance.

Effect of Motivation on performance

High work motivation is needed to achieve organizational goals, because the presence of work motivation within oneself can produce high performance and generate relevant results with high performance. The findings of previous studies indicate that motivation has a significant and positive influence on performance (Marcahyono, 2012; Ridwan et al., 2014; Suwardi and Utomo, 2011). From the explanation above and supported by previous research, the following hypotheses can be formulated:

Hypothesis 5 (H5): Motivation has a positive effect on performance

Effect of Organizational Justice on performance

Organizational justice can increase employee performance, because workers will work more with all their heart. The findings of previous studies indicate that organizational justice has a significant and positive effect on performance (Kristanto, 2015; Nasurdin and Khuan, 2007; Suliman and Kathairi, 2013). From the explanation above and supported by previous research, the following hypotheses can be formulated:

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Hypothesis 6 (H6): Organizational Justice has a positive effect on Performance.

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

organizational climate, work motivation and good organizational justice can influence the emergence of Organizational Citizenship Behavior (OCB)behavior in the organization. Someone who has good behavior, wants to try and work hard and is not easy to give up is a characteristic of Organizational Citizenship Behavior (OCB)behavior. Organizational Citizenship Behavior (OCB)is a behavior that arises on the basis of an employee's wisdomvoluntarily and there is no compulsion (Andriani, 2012). The findings of previous studies indicate that organizational climate, organizational motivation and fairness towards performance with Organizational Citizenship Behavior (OCB)as an intervening variable (Danis et al., 2014). From the explanation above and supported by previous research, the following hypotheses can be formulated:

Hypothesis 7 (H7): Organizational Justice, Motivation and Justice of the organization have a positive effect on Performance with Organizational Citizenship Behavior (OCB)as an intervening variable.

Based on the explanation above, this research model can be described as follows:
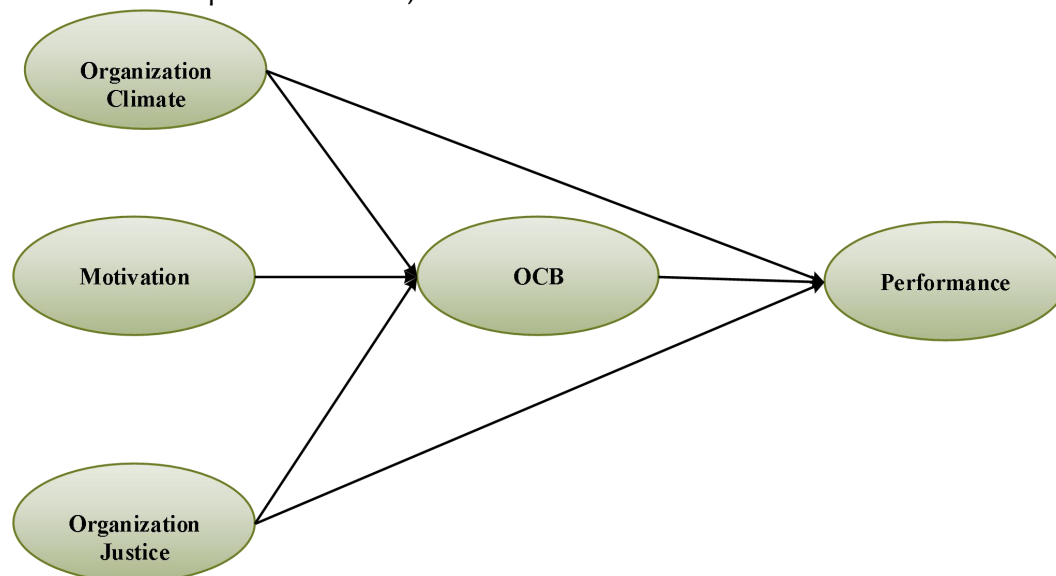
METHOD

Types of research

The type of research used in this study is a type of quantitative research. Quantitative research is a research that focuses on testing hypotheses so that it can find the truth of the hypothesis which is then carried out statistical tests to provide explanatory information in the form of accurate data so that it can be analyzed further so that it gets valid results. The type of research used in this study is explanatory research, namely

research that is shown to explain the causal relationship between the research variables and test the formulated hypothesis.

Population and sample

The population in this study is the population referred to in the study were 50 sample from 130 employees. Sugiyono (2002) that saturated sampling is a sampling technique if all members of the population are used as samples. Saturated sample technique is used when all populations are used as respondents, provided that the population is less than 100 people (Riduwan and Sunarto, 2007). Another term for saturated samples is census. All 50 employees were made as research respondents, so this research was census research.

Conceptual Definition of Variables

1. **Organizational Climate Variables (X1)**

   Newstrom & Davis (1996) said that organizational climate is a human environment in which employees of an organization carry out their work. Relevant dimensions / indicators are: Structure, Standards, Responsibilities, Awards, Support and Commitments.

2. **Motivation Variables (X2)**

   Abuiyada and Shih (2012) said that motivation was a process as a person's first step to take action due to physical and psychological deficiencies, where an impulse is shown to fulfill certain goals. Relevant dimensions / indicators are: Achievement, Recognition, Work in Self, Responsibility and Advancement.

3. **Variable Organizational Justice (X3)**

   Justice is a term used to describe conditions that are balanced or impartial / biased. The term justice is usually used in matters relating to the world of law. Relevant dimensions / indicators are: Distributive Justice, Procedural Justice and Interactional Justice.

4. **Organizational Citizenship Behavior (OCB) Variable (Z)**

   Organizational Citizenship Behavior (OCB) is a behavior that can increase employee productivity within the company, one of which is mentioned in Harper's research (2015), which is an extra-role behavior or also called OCB behavior. Waspodo and Minadaniati (2012) if employees feel comfortable in working, of course they will try as much as possible with all their abilities to give their best performance to the organization where they work by completing their work tasks as well as possible. Satisfied employees will have a willingness to do things more than their formal responsibilities, this is what is known as OCB. Relevant dimensions / indicators are: Altruism, Conscientiousness, Courtesy, Sportmanship and Civic Virtue.

5. **Performance Variables (Y)**

   Mangkunegara (2001) defined performance as "the work quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." Performance is the most important thing to be used as the basis for knowing about the performance of the employee. Relevant dimensions / indicators are: Quantity, Quality, Reliability, Presence and Ability to Work Together.

Conceptual Definition of Variables

No	Variables	Indicators	Items
1	**Organizational Climate**	1. Structure	a. Job descriptions in my office are clearly defined or well structured.
			b. The decision making process in my work unit is democratic.
			c. Our work productivity sometimes decreases due to lack of organization.
		2.Standard	a. In this office, we determine a high standard of work.
			b. I feel there is ongoing pressure to improve individual or group performance.
			c. I carry out the task thoroughly.
		3. Responsibility	a. I feel I have a big responsibility for what I do.
			b. I do not have to always report my work to superiors; if I do a good job then I continue or finish it.
			c. The philosophy in this office emphasizes that employees must solve their own problems.
		4. Award	a. The salary that I earn usually exceeds the work threat / risk.
			b. Promotion systems help the best employees to obtain higher positions.
			c. Employees are rewarded according to their work performance.
			a. In my work unit, my colleagues are very supportive of my duties.
			b. If I experience difficulties in carrying out my duties, I get help from

		5.Support	my boss and or colleagues.
			c. I feel that I am a member of a working unit that works well.
			a. Employees feel proud to be a member in this office.
			b. I feel there is a connection with my work unit.
		6.Commitment	**c.** Generally employees have a high commitment to organizational goals.
2	**Motivation**	1. chievement	a. I have the desire and availability for achievement.
			b. I was supported by leaders and colleagues to excel.
		2. ecognition	a. The leader acknowledged and appreciated the results of my work.
			b. The co-worker acknowledged and appreciated the results of my work.
		3. ork in Self	a. The job description in the agency where I work is very clear.
			b. The challenge of the assignment given makes me motivated to solve it.
		4. esponsibility	a. There is a clarity of duty responsibilities given by the agency where I work.
			b. There is autonomy in carrying out tasks at the agency where I work.
		5. dvancement	a. Agencies provide opportunities to develop themselves through the assignments given.
			b. The agency where I work provides policy support for self-development.
3	**Organizational Justice**	1. Distributive Justice	a. The rewards I receive reflect the effort given at work.
			b. The rewards I receive are in accordance with the work I do.
			c. The rewards I receive reflect my

			contribution to the company.
		2. Procedural Justice	d. The rewards I receive are in accordance with the performance that I did.
			a. The company applies regulations consistently.
			b. There are no privileged people or groups in implementing regulations.
			c. Regulations are made based on accurate information.
			d. Regulations uphold high moral standards.
		3. Interactional Justice	a. My boss treats me in a polite manner.
			b. My boss treats me with dignity.
			c. My boss explained the rules / procedures thoroughly.
			d. My boss communicates in detail whenever needed.
4	Organizational Citizenship Behavior (OCB)	1. Altruism	a. I have been happy to help co-workers who need help without expecting a reward.
			b. I have replaced colleagues who did not enter / rest.
			c. I am willing to work overtime to help co-workers without being charged overtime
		2. Conscientiousness	a. I feel satisfied when my work is finished on time.
			b. I will complete each assignment with full responsibility.
		3. Courtesy	c. I dare to take any risk to be responsible and carry out the results of a

			joint meeting decision.
		4. Sportmans hip	a. I am always involved in institutional functions.
			b. I once invited my coworkers to eat together and share about the problems they faced.
			c. I once reminded my friends not to forget completing their assignments.
		5. Civic Virtue	a. I am easily adapted to the changes that occur in the institution.
			b. I have never complained about the institution's duties and policies.
			c. If the company applies a new policy and is not in my opinion, I will adjust and implement the policy.
			a. I regularly follow the activities held by the institution where I work.
			b. I am interested in finding important information that can benefit the institution.
			c. I always consider the best things for the progress of the institution going forward.
5	**Performance**	1. Quantity	a. I was able to complete more work than standard.
			b. The work that I produce is in accordance with the target set by the institution.
		2.Quality	a. I can complete every job carefully and neatly.
			b. I was able to complete the work better than the standard.
		3. Reliability	a. My work has never been blamed by superiors.
			b. I am able to complete the work that is my responsibility as specified.
		4. Attendance	a. I have never been late for work.
			b. I enter and leave work according to

			the time specified by the institution.
		5. AbilityCooperate	a. I prioritize collaboration with colleagues in completing work.
			b. I often coordinate with colleagues in completing joint tasks.

Analysis Method

This study uses data analysis methods using SPSS version 22 software that is run on computer media. The measurement model is used to test validity and reliability, while the structural model is used to test causality (testing hypotheses with prediction models).

RESULTS

Background of Respondents

The following table 1 presents the demographic profile of the 50 respondents who participated in this study, which included age, gender, level of education, and length of work.

The majority of respondents aged between 20-29 years by 52%, classified as young. The number of male respondents is greater than women with a ratio of 64% compared to 36%. Most of the respondents received a final education at the Bachelor level (S1) of 54% and the largest tenure of respondents was between 1-2 years at 28% (Teble 1)

From table 2 it can be seen that the number of consultants and management is 26 staff. While the head and director are 1 person. The director is in charge of being fully responsible for the company, while the head of the division is responsible for each division and the Staff serves as a consultant and management.

For the purposes of collecting data, the questionnaire has been tested and all have been declared valid and reliabel..

Reliability test

Reliability test is used to measure a questionnaire which is an indicator of a variable or construct used reliability test. Based on the results of the study it can be seen the reliability value of the variables as follows:

Hypothesis testing

From table 3, it can be seen that the independent variables namely organizational climate, motivation and organizational justice influence the dependent variable, namely Organizational Citizenship Behavior (OCB). This can be explained that the significant value is less than 0.05. Then it can be concluded that the hypotheses **H1, H2, H3 are accepted.**

From table 4 it can be seen that organizational climate variables, motivation variables and organizational justice affect performance. Significant value is less than 0.05. Then it can be concluded that **the hypothesis H4, H5 and H6 are accepted**. For the three variables namely organizational climate, organizational motivation and fairness influence on Organizational Citizenship Behavior (OCB) and Organizational Citizenship Behavior (OCB) the effect on performance means that Organizational Citizenship Behavior (OCB) can be an intervening variable on performance, it can be concluded that the **H7 hypothesis be accepted.**

DISCUSSION

Effect of Organizational Climate on Organizational Citizenship Behavior (OCB)
Testing on the influence of organizational climate on OCB shows that organizational climate has a significant effect on OCB. These results can be seen from a significant value of 0.002 <0.05. The results of this study are in accordance with the results of previous studies put forward by (Ukkas and Latif, 2017; Agyemang, 2013; Lubis, 2015; Waspodo and Minadaniati, 2012), Bagyo, 2014, 2016. This implies that employees' Organizational Citizenship Behavior (OCB) will experience an increase when there is an increase in organizational climate, including the feeling of happy employees in completing their work or work, employees are given the opportunity to argue, employees are very responsible in their duties and jobs.

Effect of Motivation on Organizational Citizenship Behavior (OCB)
Testing on the effect of motivation influencing OCB showed that motivation had a significant effect on OCB. These results can be seen from a significant value of 0.047 <0.05. The results of this study are in accordance with the results of previous studies proposed by (Danendra and Mujiati, 2016; Isnawati et al., 2012; Djati, 2011; Soentoro, 2013; Mahendra and Surya, 2017; Yuliati, 2016; Zulaicha, 2012). Someone who has motivation in himself will encourage energy in him to carry out activities. Then the sacrifice in someone given to the organization is a picture of employee motivation for organizational survival, sacrifice to achieve organizational goals, one of which is Organizational Citizenship Behavior (OCB) behavior. The activities carried out are an illustration that motivation in oneself manages to attract inner energy to do something. So, employees with good Organizational Citizenship Behavior (OCB) behavior means having motivation in oneself that is realized by activities carried out by employees.

Effect of Organizational Justice on Organizational Citizenship Behavior (OCB)
Testing on the effect of organizational justice has an effect on OCB shows that organizational justice has a significant effect on OCB. These results can be seen from a significant value of 0.050 <0.05. This result means that organizational justice has a positive and significant effect on organizational citizenship behavior, which means that the higher organizational justice, the higher the level of organizational citizenship behavior (OCB) of employees. the higher organizational justice felt by employees, the higher the OCB level. The high level of employee OCB, this enthusiasm is very much triggered by distributive justice that is felt by employees, namely by providing a fair work schedule and workload that is in accordance with the capabilities of employees. This is able to increase OCB employees, ie employees voluntarily help their co-workers and help new employees in the orientation period even though it is not required. The results of

this study are in accordance with the results of previous studies proposed by (Cahayu and Adnyani, 2015; Bagyo, 2014; Nwibere, 2014; Ibrahim and Perez, 2014; Suwandewi and Sintaasih, 2016; Sani, 2013; Prameswari and Suwandana, 2017).

Effect of Organizational Climate on Performance
Testing on the influence of organizational climate on performance shows that organizational climate has a significant effect on performance. These results can be seen from the significant value of $0.001 < 0.05$. Increasing organizational climate will make higher performance. The results of this study are in accordance with the results of previous studies proposed by (Tantowi and Astuti, 2016).

Effect of Motivation on Performance
Testing on the effect of motivation influences performance shows that motivation influences performance. These results can be seen from a significant value of $0.046 < 0.05$. Motivation is formed from the attitude of employees in dealing with work situations. Motivation is a condition or energy that moves self-directed employees to achieve goals. Positive mental attitude of employees to work situations is what strengthens their motivation to achieve maximum performance. Statistical results state that motivation affects employees. This is because the average age of employees between 20-26 years so that employees have great energy, high motivation and impact on increasing performance in the company. The results of this study support the research conducted (Marcahyono, 2012; Ridwan et al., 2014; Suwardi and Utomo, 2011).

Effect of Organizational Justice on Performance
Testing on the effect of organizational justice on performance shows that organizational justice has an effect on performance. These results can be seen from a significant value of $0.043 < 0.05$. Organizational justice is an important factor that can improve employee performance. In this case, organizational justice are carried out by providing wages in accordance with their performance and treating employees equally. With fair organizational justice, it can improve employee performance. The results of this study support the research conducted (Kristanto, 2015; Nasurdin and Khuan, 2007; Suliman and Kathairi, 2013).

Effect of Organizational Climate, Organizational Motivation and Justice on Performance with Organizational Citizenship Behavior (OCB)as an Intervening variable
Testing on the influence of organizational climate, organizational motivation and justice on performance with OCB as an intervening variable shows that Organizational Citizenship Behavior (OCB) is able to become an intervening variable on performance. This can be seen from the organizational climate, motivation and fairness of the organization influential on Organizational Citizenship Behavior (OCB) and Organizational Citizenship Behavior (OCB) that affect performance. Employees who always try as much as possible with the ability they have in working on all the things that become the task for an employee have made employees to be better in behaving and behaving in accordance with the needs and expertise in the field of work that will create an increase in the ability to increase effectiveness and responsibility in accepting all tasks that will be given by the organization.

The existence of employee activities that often help coworkers in completing their work or employees trying to attach importance to others in order to help the task given to him has supported the provision or formation of an idea or innovation in work that will make the task or work responsibilities assigned to him can be completed in accordance with the needs of the office or organization. The results of this study are supported by previous research showing that organizational climate, organizational motivation and fairness towards performance with OCB as an intervening variable (Danis et al., 2014, Bagyo, 2014, 2016).

CONCLUSIONS

Based on the formulation of the problem, the purpose of the study, and the results of the study with the discussion presented, it can be concluded that the organizational climate, motivation and organizational justice influence the organizational citizenship behavior. A good and comfortable organizational climate felt by employees will encourage employees to demonstrate organizational citizenship behavior. The higher the level of work motivation perceived by employees in the workplace will make a high level of organizational citizenship behavior shown by employees in the organization. The higher the justice felt by employees in the workplace, the higher the organizational citizenship behavior shown by employees in the organization. Organizational climate, motivation and good organizational justice can create good organizational citizenship behavior within the organization, this also has an impact on increasing performance in the organization.

Based on the results of research and conclusions, the suggestions that can be given must be able to further improve a good organizational climate by establishing harmonious relationships between subordinates and leaders as well as subordinates with subordinates, increasing motivation by providing comfortable work facilities, where providing comfortable facilities will support employees to carry out their activities well and later it will increase the productivity of employee performance within the organization and create organizational justice so that employees feel justice within the organization and there is no dispute between colleagues besides providing fair bonuses that will create a solid work team.

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Attachment/Table

1. **Respondent Profile**

Information	Total	Percentage
Age		
20-29 year	26	52 %
	11	22 %
30-39year	9	18 %
	4	8 %
40-49year	**50**	**100%**
50-59 year		
Total		
Gender		
Man	32	64 %
Women	18	36 %
Total	**50**	**100%**
Last education		
Bachelor	22	44 %
Scholar (S1)	27	54 %
Postgraduate (S2/S3)	1	2 %
Total	**50**	**100%**
Length of work		
1-2year	14	28 %
	12	24 %
2-3year	11	22 %
	7	14 %
3-4year	6	12 %
	50	**100%**
4-5year		
>5year		
Total		

2 **Respondent Characteristic**

No	Title	Total	No	Title	Total
1	Director	1	13	Field of Supervision	1
2	Deputy Director	1	14	Data Staff	1
3	Secretary	1	16	Administrative staff	1
4	Experts	1	17	Financial staff	1
5	Operational Manager	1	18	Civil Sub Division	1

6	General Manager	1	19	Sub Division of Architecture	1
7	Technical Manager	1	20	Electrical Sub Sector	1
8	Field of Legal	1	21	Operator Backup Section	1
9	Field of Data	1	22	Estimator Section	1
10	Field of Administration	1	23	Surveyor Section	1
11	Field of Finance	1	24	Inspector Section	1
12	Field of Planning	1	25	Staff	26
Jumlah					50

3. Standardized Coefficient Beta for Dependent Variable

Model	Standardized Coefficients Beta	T	Sig.
Constanta		-0,372	0,711
Organizational Climate(X1)	0,399	3,308	0,002
Motivation (X2)	0,240	2,041	0,047
Organizational Justice (X3)	0,266	2,013	0,050
Dependen Variabel	*Organizational Citizenship Behavior*		
F count	16,183		
Signifikan F	0,000		
R Square	0,513		
Adjusted R Square	0,482		

4. Standardized Coefficient Beta for Dependent Variable Performance

Model	Standardized Coefficients Beta	T	Sig.
Constant		1.545	0,129
Organizational Climate (X1)	0.427	3.537	0,001
Motivation (X2)	-0.227	-2.056	0,046
Organizational Justice (X3)	0.259	2.087	0,043
OCB	0.333	2.512	0,016

Dependen Variable	Performance
F count	17.934
Signifikan F	0,000
R Square	0,615
Adjusted R Square	0,580