

# THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND LEADERSHIP ON JOB SATISFACTION AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

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**THE INFLUENCE OF ORGANIZATIONAL LEADERSHIP AND CULTURE ON EMPLOYEE PERFORMANCE WITH BEHAVIOR ORGANIZATIONAL CITIZENSHIP (OCB) AS MEDIATION VARIABLES ON INDOONESIAN ART INSTITUTE DENPASAR**

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**ABSTRACT**

This study aims to examine and analyze the Effect of Leadership and Organizational Culture on Employee Performance with Organizational Citizenship Behavior (OCB) as a Mediation Variable. This research was conducted at the Indonesian Institute of Arts Denpasar with a population of 114 employees and a sample of 138 employees. All data obtained from the questionnaire distribution are feasible to use. The analysis technique used is the SEM (Structural Equation Modeling) structural equation model based on variance or component, namely PLS (Partial Least Square). The results showed that (1) leadership had a positive and significant effect on employee performance, (2) organizational culture had a negative and significant effect on employee performance, (3) leadership had a positive and significant effect on Organizational Citizenship Behavior (OCB), (4) organizational culture positive effect on Organizational Citizenship Behavior (OCB) and (5) Organizational Citizenship Behavior (OCB) have a positive and significant effect on employee performance.

**Keywords:** Leadership, Organizational Culture, Organizational Citizenship Behavior (OCB) and Employee Performance

**I. INTRODUCTION**

Human resources have a very big role in the efforts of organizations to achieve their goals. No matter how advanced technology, information, and capital, but if without strong human resources it will be difficult for organizations to achieve their goals (Gomes, 2003: 2). According to Sahara (2017) to create quality human resources education and the provision of various social facilities and supporting education as well as providing adequate employment, the biggest challenge is actually how to create human resources that can produce optimal performance to achieve organizational goals.

In order for an organization to continue to exist, it must have the courage to face challenges and implications, namely facing change and winning competition, therefore employee development is needed so that the quality and capabilities of existing human resources are able to compete and keep up with the times, especially in the era of globalization, where science knowledge and technology in various fields are developing very rapidly (Emil 2018).



One factor that can improve employee performance is Organizational Citizenship Behavior (OCB). According to Markozy in Anwar (2014) good employees are inclined to display OCB in their work environment, so that the organization will be better with the employees acting OCB Organizational Citizenship Behavior. Organizational Citizenship Behavior (OCB) is individual behavior that is free, not directly or explicitly recognized by the formal reward system and contributes to the effectiveness and efficiency of Organizational functions (2006: 199).

Podsakoff in Kusumajati (2014) Organizational Citizenship Behavior OCB contributes to organizations in the form of increased colleague productivity, increased manager productivity, saves management resources and the organization as a whole, helps maintain group functions to be very effective, to coordinate work group activities, enhance the organization's ability to attract and retain the best employees, increase organizational stability, enhance the ability of the organization to adapt to changing environments. George in Kusumajati (2014) stated the importance of Organizational Citizenship Behavior OCB for the success of an organization because basically organizations cannot anticipate all organizational behavior by relying only on formally stated job descriptions.

Besides leadership, every company has a very important organizational culture as a corporate identity (Ekasari 2017). According to Wibowo (2013: 19) stated that organizational culture is the basic philosophy of the organization that contains beliefs, norms, and shared values that are the core characteristics of how to do things in the organization. These beliefs, norms and values are the basis of all human resources in the organization in carrying out its performance.

Organizations with a strong culture will influence the behavior and effectiveness of employee performance (Wardani 2016). The application of organizational culture in an organization will also shape the character of employees by themselves in carrying out tasks and achieving organizational goals.

Leadership and organizational culture have a very close relationship, because each leader has a different leadership style that will ultimately form an organizational culture, so it is often said that organizational culture reflects leadership in the organization (Trang 2013).

The observations at the research site on employee behavior found problems related to Organizational Citizenship Behavior (OCB), this is thought to be a result of leadership and organizational culture in ISI Denpasar, Organizational Citizenship Behavior (OCB) is a very important behavior possessed by each employees because it is a positive behavior of people in an agency that can be seen in the form of a conscious and voluntary willingness to work, contributing to the organization more than what is formally demanded by the agency.

This phenomenon results in neglected work and inadequate service to lecturers, students, and the community, especially related to programs that have not been realized properly. Of course this affects the performance of employees that hinder the realization of the Vision of the Indonesian Institute of Arts Denpasar to become a Center of Excellence based on Universal Wisdom-Based Local Culture.

Based on the phenomena in observing and paying attention to theoretical studies, previous research, and the research gap researchers place Organizational Citizenship Behavior (OCB) as a mediating variable with the assumption that Organizational Citizenship Behavior (OCB) is influenced by the Leadership and Organizational Culture and has implications for Employee Performance. This study takes the title "The Effect of Leadership and Organizational Culture on Employee Performance with Organizational Citizenship Behavior (OCB) as Mediation at the Indonesian Institute of Arts Denpasar.

## II. LITERATURE REVIEW

### *The performance*

Employee performance is a measure that can be used to determine the comparison of the results of the implementation of tasks, responsibilities given by the organization in a certain period and can be used relative to measure work performance or organizational performance (Gibson et al., 1996: 48). Mathis (2006: 78) employee performance is the contribution made by employees to the company that can be identified from the work of employees. Apart from employees as a competitive advantage they can also be a barrier, when employees continue to leave the company and when employees work but are not effective, the human resources at the organization are at a loss.



### Leadership

Leadership is the process of influencing the activities of individuals or groups to achieve goals in certain situations Gibson (1996: 532).

### Organizational culture

Organizational culture has a significant influence on how employees perceive their organization, their responsibilities and commitments both directly through interaction and also through organizational culture (Chen, 2004).

### Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is part of organizational behavior. The personality basis for Organizational Citizenship Behavior (OCB) reflects the characteristics of employees who are cooperative, helpful, caring and earnest. While the basic attitude indicates that employees involved in Organizational Citizenship Behavior (OCB) to reciprocate organizational actions (Luthans, 2006: 251).

## III. RESEACH METHOD

This research was conducted at the Indonesian Institute of Arts Denpasar located at Jalan Nusa Indah Denpasar. The background for selecting the location of the research is the finding of problems at the Indonesian Arts Institute in Denpasar relating to the factors that shape leadership, organizational culture and its impact on Organizational Citizenship Behavior (OCB) and employee performance. The population in this study were all employees of the Denpasar Indonesian Arts Institute, totaling 113 employees. So that the sample used in this study amounted to 88,143 or rounded to 88 people. The technique of determining the sample using non-probability sampling is the technique of determining the sample using simple random sampling, namely the technique of determining the sample randomly. Inferential analysis techniques are used to test empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Modeling - SEM) based on variance or component based SEM, known as Partial Least Square (PLS).

## IV. RESEARCH RESULT

### Result

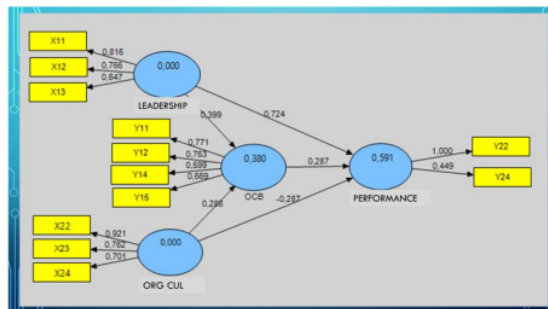


Figure 1. Result Analysis

### Measurement Model/Outer Model

The leadership variable with indicators of influence, legitimacy, and goals has an outer loading value greater than 0.05 and is significant at the alpha level of 0.05 (greater than the 1.96 t-statistic). Influence is the strongest indicator of the leadership variable because it has the greatest outer loading value of 0.821. This indicates that the influence plays a role in the leadership variable. The composite reliability value of each construct has shown a value greater than 0.70 so





that it meets reliable requirements based on composite reliability criteria. In terms of the Cronbach alpha value, each construct also has an index value greater than 0.70 and this indicates valid. Value of performance R2 is 0.591; based on Chin criteria (Lathan and Ghazali, 2012: 85), then the model including the model criteria is close to strong, the meaning is leadership variation, organizational culture and Organizational Citizenship Behavior (OCB) is able to explain the variation in performance by 59.10%, the remaining 40.90 % is explained by variations of other variables outside the analyzed model. Whereas the Organizational Citizenship Behavior (OCB) has an R-Square (R2) value of 0.380 or includes a moderate model, meaning that variations in leadership and organizational culture are able to explain variations in Organizational Citizenship Behavior (OCB) by 38% and the remaining 62% is explained by other variations in outside the analyzed model. Calculation with GoF with an average value of R2 of 0.486 while an average of Communality of 0.949, then the GoF value of  $\sqrt{AR2 * A.Com / A.rho} = \sqrt{0.4486 * 0.949} = \sqrt{0.461} = 0.679$ . A value of 0.679 indicates that the global model is a good prediction (large).

#### Inner Model

Hypothesis 1 states that leadership has a positive effect on employee performance. The results of the parameter coefficient test between leadership and employee performance in Table 5.13 show a positive relationship with a coefficient value of 0.724 with a t-statistics value of 8.110. The value of t-statistics is above the critical value or t-table that is 1.96 so that (H1): Leadership has a positive effect on employee performance can be accepted, which means the better leadership that is applied, able to improve performance than employees, and vice versa.

Hypothesis 2 states that organizational culture has a positive effect on employee performance. The results of the parameter coefficient test between organizational culture and employee performance in Table 5.13 show a negative relationship with a coefficient value of -0.287 with a t-statistics value of 2.786. The t-statistics value is above the critical value or t-table that is 1.96 so that (H2): Organizational Culture has a positive effect on employee performance is rejected, which means the better the organizational culture is applied, it will reduce the performance of the employee, and vice versa. Organizational culture can improve employee performance if accompanied by a good work culture concept, but what happens to employees of the Indonesian Arts Institute in Denpasar is the organizational culture that originates from work but is not directed at improving performance. Culture will also support performance if there is good work discipline, meaning that discipline becomes a mediating enhancement of organizational culture towards better performance.

Hypothesis 3 states that leadership has a positive effect on Organizational Citizenship Behavior (OCB). The results of the parameter coefficient test between Organizational Citizenship Behavior (OCB) and employee performance in Table 5.13 show a positive relationship with a coefficient of 0.399 with a t-statistics value of 5.033. The t-statistics value is above the critical value or t-table that is 1.96 so that (H3): Leadership has a positive effect on Organizational Citizenship Behavior (OCB) which can be accepted, which means the better the leadership that is applied, is able to improve Hypothesis 4 states that organizational culture positive effect on Organizational Citizenship Behavior (OCB). The results of the parameter coefficient test between organizational culture and Organizational Citizenship Behavior (OCB) show a positive relationship with a coefficient value of 0.288 with a t-statistics value of 3.156. The t-statistics value is above the critical value or t-table that is 1.96 so that (H4): Organizational culture has a positive effect on Organizational Citizenship Behavior (OCB) which can be accepted, which means the better organizational culture that is applied, is able to increase Organizational Citizenship Behavior (OCB) rather than employees, and vice versa. Organizational Citizenship Behavior (OCB) rather than employees, and vice versa.

Hypothesis 5 states that Organizational Citizenship Behavior (OCB) has a positive effect on employee performance. The results of the parameter coefficient test between Organizational Citizenship Behavior (OCB) and employee performance show a positive relationship with a coefficient value of 0.287 with a t-statistics value of 3.314. The t-statistics value is above the critical value or t-table that is 1.96 so that (H5): Organizational Citizenship Behavior (OCB) has a positive effect on employee performance is acceptable, which means the better the Organizational Citizenship Behavior (OCB) is applied, able improve performance than employees, and vice versa.

Organizational Citizenship Behavior (OCB) is a partial mediation between organizational culture and performance. This means that to improve performance, organizational culture can be improved not only through Organizational Citizenship Behavior (OCB), but there are other factors



not included in this research model that must also be improved. Or Organizational Citizenship Behavior (OCB) is not the only way to enhance the role of organizational culture to improve performance.

#### Discussion

Based on the results of research data analysis, the leadership variable has a positive and significant effect on employee performance variables at the Indonesian Arts Institute in Denpasar. This means that the better the leadership the higher employee performance. Leadership is reflected by indicators of influence, legitimacy, and goals, while employee performance is reflected by quality of work, quantity of work, cooperation, responsibility and initiative. This means that the better the influence, legitimacy and purpose of the quality of work, quantity of work, cooperation, responsibility and initiative will also be better.

The results of this study support the theory of Siagian (2003: 3) which states that leadership plays a very dominant role in the success of an organization in carrying out its various activities especially seen in the performance of its employees. Which can be seen from how a leader can influence his subordinates to work together to produce effective and efficient work.

The results of this study are supported by Maramis research (2013) with the test results showing that leadership has a significant positive and significant effect on employee performance, Halim (2016) research with the results of the study indicate that leadership and communication variables have a positive and significant effect on lecturer performance both partially and Simultaneous, and research conducted by Ekasari (2017) with the results of the study showed that the variables of leadership and organizational culture are positive and significant on employee performance

Organizational culture variables have a negative and significant effect on employee performance variables at the Indonesian Institute of Arts Denpasar. This means that the better the organizational culture, the performance of ISI Denpasar employees will decrease, and vice versa. Organizational culture is reflected by indicators of innovation and risk taking, attention to detail, results orientation, human orientation, team orientation, aggressiveness and stability, while employee performance is reflected by indicators of work quality, work quantity, cooperation, responsibility and initiative. This means increasing innovation and taking risks, attention to detail, results orientation, human orientation, team orientation, aggressiveness and employee stability will reduce the quality of work, quantity of work, cooperation, responsibility, and employee initiative in carrying out work.

Organizational culture that can increase productivity if it has a concept of work culture, but what happens to employees of the Indonesian Art Institute in Denpasar is a work culture that originates from work but is not directed at improving performance. Culture will also support performance if there is good work discipline, meaning that discipline becomes a mediating enhancement of organizational culture towards better performance. Employees of the Indonesian Institute of Arts Denpasar only dare to take risks and be responsible for work that is a day-to-day task, but behind that there are details of the tasks contained in the Standard Operating Procedure (SOP) that should be carried out but not done. also determined by the leadership. Employees are able to complete the work with full accuracy, evaluate the work results and are able to complete the work according to the target, this must be done because between work units there is a Monitoring and Evaluation System (SIMONEV) that are interrelated and control the performance of each work unit in case of data input errors. , but employees are only able to carry out tasks limited to what is needed by the system, older generation employees tend not to want to learn to increase their competency capacity, especially among those who are technologically illiterate, they lack understanding and are slow to understand digital systems and application systems based on online so make it difficult for agencies to run fast and on time. In addition, comfortable working conditions within agencies should be able to improve employee performance at the Indonesian Institute of Arts Denpasar, but what happens is that comfortable working conditions make some employees feel satisfied just being in that position and doing routine work alone without understanding the tasks and functions according to the Organization and the ISI Denpasar Work Procedure (OTK) which was established based on the Minister of Research and Technology Regulation No. 24 of 2015, this was also due to the lack of motivation from superiors to improve their performance.





This is of course contrary to the theory put forward by Robbins in Wibowo (2013: 51) which states that one of the functions of organizational culture is as a mechanism that makes sense (sense-making) and control mechanisms that guide and shape the attitudes and behavior of workers who will have an effect on improving performance, because organizational culture is determined by management in order to realize the vision and mission of the organization, one of which is to create the competence of high-performing employees.

The results of the study do not support research conducted by Mubarak (2015) with the results of the study concluding that there is a positive and significant influence of organizational culture on performance, research by Sahara (2017) which shows that organizational culture has a positive and significant effect on employee performance, and research conducted by Hutomo (2018) with the results of the study showing that organizational culture has a positive and significant effect on employee performance.

However, the results of this study are in line with research conducted by Satyawati (2014) which shows the results of research that organizational culture has a negative effect on financial performance due to the limitations of human resources available in the 5 LPD study sample in Badung Regency. Another research result from Munafis (2016) which shows the results of organizational culture research has a negative effect on employee performance caused by the lack of knowledge of the Bogor Botanical Gardens Conservation Center employees on good organizational culture will be able to create good performance as well.

The leadership variable has a positive and significant effect on the employee's Organizational Citizenship Behavior (OCB) variable at the Indonesian Arts Institute in Denpasar. This means that the better the leadership, the higher the Organizational Citizenship Behavior (OCB) of employees. Leadership is reflected by indicators of influence, legitimacy and purpose, while Organizational Citizenship Behavior (OCB) is reflected by indicators of altruism, conscientiousness, civic virtue, courtesy and sportsmanship. This means that the better the influence, legitimacy and purpose will increase the altruism, conscientiousness, civic virtue, courtesy and sportsmanship of employees at ISI Denpasar.

The results of this study support the theory of Hasibuan (2012: 170) which states that leadership is the way a person influences the behavior of subordinates, so they are willing to cooperate and work productively to achieve organizational goals. If the leadership is good and the behavior of the leader can direct his subordinates well, then the employees will have high morale so that they can produce performance optimally. The behavior that is being demanded by the organization today is not only in-role behavior but also extra-role behavior. This extra-role behavior is also called Organizational Citizenship Behavior (OCB).

The results of this study are supported by research from Tampi (2013) with the results of leadership having a positive effect on performance. Another study from Wiranti (2014) found that leadership has a positive effect on performance through Organizational Citizenship Behavior (OCB). Likewise, research conducted by Susanto (2015) which concluded that leadership has a positive and significant effect on the occurrence of Organizational Citizenship Behavior (OCB).

Organizational culture variables have a positive and significant effect on the variable Organizational Citizenship Behavior (OCB) employees at the Indonesian Arts Institute in Denpasar. This means that the better the organizational culture, the higher the Organizational Citizenship Behavior (OCB) of employees. Organizational culture is reflected by indicators of innovation and risk taking, attention to detail, results orientation, human orientation, team orientation, aggressiveness and stability, while Organizational Citizenship Behavior (OCB) is reflected by indicators of altruism, conscientiousness, civic virtue, courtesy and courtesy and sportsmanship. It means that the better innovation and risk taking, attention to detail, results orientation, human orientation, team orientation, aggressiveness and stability of employees will increase altruism, conscientiousness, civic virtue, courtesy and sportsmanship of ISI Denpasar employees.

The results of this study support the theory of Organ et.al in Titisari (2014: 15) which states that the increase in Organizational Citizenship Behavior (OCB) is influenced by two factors, namely internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, as well as External factors include leadership style, trust in the leadership and organizational culture.

The results of this study are supported by research from Cahyono (2016) which shows that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). Anggarini (2015) also produced research that showed that organizational culture



had a positive and significant effect on Organizational Citizenship Behavior (OCB). Likewise, research conducted by Rosyada (2016) shows the results of research that show organizational culture has a positive and significant impact on Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) variables have a positive and significant effect on employee performance variables. This means that the better the Organizational Citizenship Behavior (OCB), the higher the employee's performance. Organizational Citizenship Behavior (OCB) is reflected by indicators of Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship. This means that the better the influence, legitimacy, and purpose, then Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship will be better.

The results of this study support the theory of Robbins and Judge (2008: 40) which suggests that the facts show that organizations that have employees who have a good Organizational Citizenship Behavior (OCB), will have better performance than other organizations.

The results of this study are supported by research conducted by Putrana (2016) with the results of the study showing that Organizational Citizenship Behavior (OCB) has a positive effect on employee performance. Likewise, a study conducted by Kimbal (2015) which showed the results of an Organizational Citizenship Behavior (OCB) study had a positive effect on employee performance.

Organizational Citizenship Behavior (OCB) is a partial mediation between leadership on performance, meaning that to improve performance, the leadership role can be enhanced not only through Organizational Citizenship Behavior (OCB), but there are other factors not included in this research model that must also be improved for example environment work and motivation.

The results also show that Organizational Citizenship Behavior (OCB) is a partial mediation between organizational culture and performance. This means that to improve performance not only through Organizational Citizenship Behavior (OCB), but there are other factors not included in this research model that must also be improved such as work discipline and supervision.

## V. CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the discussion of research results, it can be concluded that the influence of leadership, organizational culture on employee performance with Organizational Citizenship Behavior (OCB) as a mediating variable is as follows:

1. Leadership has a positive and significant effect on employee performance. This means that the better leadership that is applied at the Indonesian Arts Institute in Denpasar will be able to improve employee performance. Vice versa, the worse the leadership, the lower the performance of the employee.
2. Organizational culture has a negative and significant effect on employee performance. This means that the better the organizational culture that is applied at the Indonesian Arts Institute in Denpasar will reduce employee performance. Vice versa, the worse the organizational culture, the better the performance of the employee.
3. Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the better leadership that is applied at the Indonesian Institute of Arts in Denpasar will be able to increase the employee's Organizational Citizenship Behavior (OCB). Vice versa, the worse the leadership, the lower the Organizational Citizenship Behavior (OCB) than the employee.
4. Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the better the organizational culture that is applied at the Indonesian Institute of Arts in Denpasar will be able to improve the Organizational Citizenship Behavior (OCB) of employees. Vice versa, the worse the organizational culture, the lower the Organizational Citizenship Behavior (OCB) than the employee.
5. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at the Indonesian Arts Institute in Denpasar. This means that employees who have a high Organizational Citizenship Behavior (OCB) then the performance of these employees will also increase. Vice versa, the lower the Organizational Citizenship Behavior (OCB) of the employee, the employee's performance will decrease. In addition Organizational Citizenship Behavior (OCB) is a partial mediating variable between leadership on employee performance and organizational culture on employee performance at the Indonesian Arts Institute in Denpasar. This means that the better leadership and organizational culture that is





applied and balanced with the Organizational Citizenship Behavior (OCB) of employees at work, will improve employee performance

### Recommendations

Based on these conclusions, the suggestions that can be conveyed in this study are as follows:

1. For optimize the performance achievement of the Denpasar Indonesian Arts Institute employees should improve leadership in monitoring employee performance in order to be better. Therefore we need leaders who are able to be fair in giving sanctions to employees who perform poorly and delegate authority properly, where this is in accordance with the reality that employees do not respond to indicators of legitimacy but employees respond more to indicators of influence as indicated by the attitude of the leadership have a good relationship with employees and provide examples of good daily behavior that is shown by the acquisition of the highest average value. Thus leadership needs to be improved at the Indonesian Institute of Arts Denpasar. The results of this study provide input for institutions so that leaders increase their legitimacy by being fair in giving sanctions to employees who are performing poorly and delegating authority well to employees while still seeking influence and goals to improve employee performance.
2. For the organizational culture in the Denpasar Indonesia Institute of Arts, it needs to be strengthened so that it can support performance improvement. Indicators that do not yet have a good category score are innovation and taking risks, team orientation, aggressiveness and stability so this needs to be a concern of the institution. The results of this study provide input to institutions to pay more attention and improve the practice of organizational culture. Providing understanding and socialization to employees that a good organizational culture will create good performance. Employees are expected to work according to applicable regulations, and leaders are expected to immediately evaluate and determine task details based on Operational Procedure Standards (SOP) and provide guidance to employees who have underperforming performance so as not to affect the performance of other employees.
3. For Organizational Citizenship Behavior (OCB), indicators that are not included in the good category are civic virtues related to commitment to the organization as a whole, such as following routine activities held by the institution. It is recommended to be able to improve the Organizational Citizenship Behavior (OCB) that has been running so far. Organizational Citizenship Behavior (OCB) owned by employees should not be forced, must grow with their own awareness, this can arise if fellow employees have strong ties, a good sense of tolerance, and low conflict in the organization.
4. The next researcher can replicate this research model through the longitudinal approach model (from time to time) and allows it to be used in other companies or institutions. In addition, researchers can further modify the research model by adding and developing indicators and other variables as well as more specific characteristics of respondents. This is based on the leadership, organizational culture and Organizational Citizenship Behavior (OCB) of each institution is different from the conditions of other institutions.

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