



The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi

Ida Farida

Doctoral Student, State University of Jakarta

Email: hj.idafaridase@gmail.com

Syarifudin Tippe

Professor at State University of Jakarta

Email: syarifudin.tippe@unj.ac.id

Billy Tunas

Professor at State University of Jakarta

Email: tunas.billy@gmail.com

ABSTRACT

Organizational Citizenship Behavior was a part of the development concept in human resources management. This concept can support an organization's progress in a positive direction. So the role of OCB becomes very important for the development of the organization. The research was aimed at finding out the information about the effect of organizational culture, personality, teamwork, procedural justice, and organizational citizenship behavior on Job Tomori Pertamina North Sulawesi. A survey was used by involving 250 employees as a sample. Data were analyzed by descriptive statistical analysis, inferential statistics for linearity test and path analysis. Organizational citizenship behavior significantly affected directly by organizational culture. Moreover, procedural justice directly significantly affected organizational citizenship behavior. Based on those findings, it can be concluded that it was personality and teamwork only which should be considered if organizational citizenship behavior would be improved. It can be stated that considering those findings, personality and teamwork could not be neglected in enhancing organizational citizenship behavior.

Keywords: organizational culture, personality, teamwork, procedural justice, organizational citizenship behavior

Received: 9 September 2019 ;

Accepted: 26 September 2019 ;

Publish; July 2019

How to Cite:

Farida, I., Tippe, S., & Tunas, B.. (2019). *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi*. *Journal of Business and Behavioural Entrepreneurship*, 3(1), 45-53. <https://doi.org/10.21009/JOBBE.003.1.05>

INTRODUCTION

The organization is the most essential element in society and plays an important role in human life. This is because human resources are the most strategic assets in an organization. And one important factor determining the progress of the company is Organizational Citizenship Behavior (OCB). Where this approach is proof of responsibility of employees in an organization or company. Thus, all behaviors, responsibilities, and commitments made are very important. If this is not implemented then what will happen is a failure in fostering the business of a company. That's why company employees are the most important assets in the organization. So that conflicts that occur in employees must be resolved fairly and professionally (Jafari and Bidarian, 2012).

Colquitt, et. al., (2014) also explained that OCB can be influenced by several components such as Leadership, Organizational Culture, Job Satisfaction, Trust, Personality, Justice, Teamwork, Corporate Values, Company Commitment, and other organizational behavior components.

Iljins, et. al., (2015) stated that organizational culture has an impact on changes in the formation of OCB in an organization. And this is also influenced by the organizational climate based on increasingly dynamic globalization factors. Therefore the development of the organizational culture is an important factor for determining the success of the goals of a company itself.

Allameh, et. al., (2011) also explained that culture greatly influences a person's behavior related to knowledge, people, groups, organizations, and the entire organization, besides that it has an important influence in deciding when, where and with various knowledge that must be given. Thus, organizational culture plays an important role in the formation of OCB in the company.

Ahmad, et. al., (2014) states that there are five dimensions of personality that have a close relationship with company performance, where a positive personality will be able to create an increase in the performance of the company itself. Therefore personality factors also determine the formation of OCB in a company or organization.

Lim, et. al., (2012) states that OCB is strongly influenced by perceptions of employee interpersonal justice in daily business transactions. Online surveys conducted using equity theory, social exchange, and justice as many as 135 professional respondents in construction companies get results that participants' perceptions of procedures and fair rewards are positively influenced by their perceptions of information and interpersonal justice. Where this is based on how employees or members view justice and how the perceptions of justice they do can interact and ultimately affect OCB's behavior in a better direction. So that the role of Procedural Justice becomes very important.

Therefore OCB is a prominent concept in the practice of human resource management if it can be applied to the target. So that many companies or organizations are trying to increase OCB from each employee member to the progress of the company itself. One of Indonesia's largest oil and natural gas-based companies, PT Pertamina Tbk, is also one of the companies that seek to improve company performance in a better direction. So that in this study it is expected to increase OCB in a better direction, especially in the scope of company. With the existence of procedural justice as a mediating variable, it is expected that employees feel valued and accepted in the company, which in the end will be able to increase OCB for the progress of the company itself. It will then be able to avoid employee behaviors that hurt OCB from the company itself. Based on these descriptions, quantitative research

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>

is conducted on: The Influence of Organizational Culture, Teamwork, Personality, and Procedural Justice on Organizational Citizenship Behavior at PT Job Pertamina Medco Tomori Sulawesi E & P. The concept of this research can be illustrated in the model below, namely;

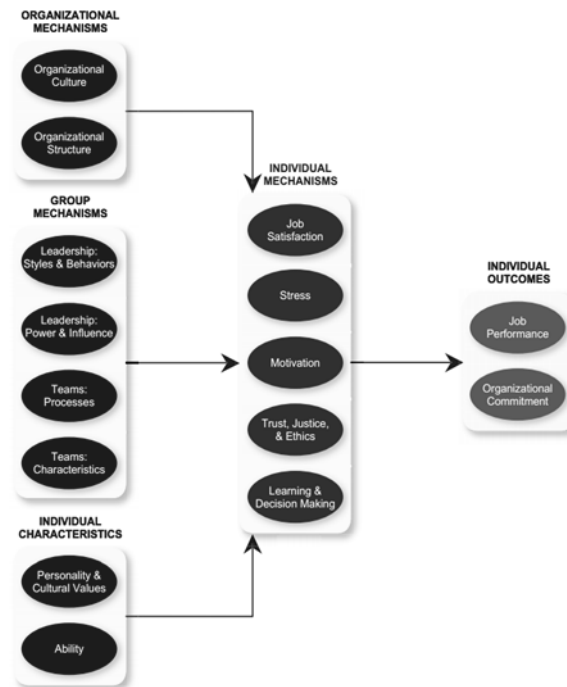


Figure 1. Integrative Model of Organizational Behavior

MATERIALS AND METHODS

The research was aimed at finding out the information about the effect of organizational culture, personality, teamwork, procedural justice, and organizational citizenship behavior on Job Tomori Pertamina North Sulawesi. A survey was used by involving 250 employees as a sample. There were five instruments for measuring, organizational culture (31 items, rel .705, personality (25 items rel .969), teamwork (36 items rel .635), procedural justice (20 items rel .660), and organizational citizenship behavior (27 items rel .959). Data were analyzed by descriptive statistical analysis, inferential statistics for linearity test and path analysis.

RESULTS

The following are the results of testing the substructure:

Table 1. Correlations

Correlations						
		Y	X1	X2	X3	X4
Y	Pearson Correlation	1	.090	.439**	-.186**	.089
	Sig. (2-tailed)		.155	.000	.003	.162
	Sum of Squares and Cross-products	5853.476	544.820	3216.144	-859.536	400.492

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*

* <https://doi.org/10.21009/JOBBE.003.1.05>

	Covariance	23.508	2.188	12.916	-3.452	1.608
	N	250	250	250	250	250
X1	Pearson Correlation	.090	1	.334**	.108	.477**
	Sig. (2-tailed)	.155		.000	.089	.000
	Sum of Squares and Cross-products	544.820	6216.900	2519.080	512.480	2218.940
	Covariance	2.188	24.967	10.117	2.058	8.911
	N	250	250	250	250	250
X2	Pearson Correlation	.439**	.334**	1	-.093	.181**
	Sig. (2-tailed)	.000	.000		.142	.004
	Sum of Squares and Cross-products	3216.144	2519.080	9165.136	-537.784	1024.048
	Covariance	12.916	10.117	36.808	-2.160	4.113
	N	250	250	250	250	250
X3	Pearson Correlation	-.186**	.108	-.093	1	.129*
	Sig. (2-tailed)	.003	.089	.142		.041
	Sum of Squares and Cross-products	-859.536	512.480	-537.784	3631.696	459.488
	Covariance	-3.452	2.058	-2.160	14.585	1.845
	N	250	250	250	250	250
X4	Pearson Correlation	.089	.477**	.181**	.129*	1
	Sig. (2-tailed)	.162	.000	.004	.041	
	Sum of Squares and Cross-products	400.492	2218.940	1024.048	459.488	3484.164
	Covariance	1.608	8.911	4.113	1.845	13.993
	N	250	250	250	250	250
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

DISCUSSION

Based on the results of the above analysis on the first hypothesis, H0 is rejected, so that there is an influence between organizational culture and organizational creativity behavior. A positive relationship is indicated by $t_{count} > t_{table}$ and the strength of the relationship $r_{x1y} = 0.219$ with a coefficient of determination of 0.065. This is following Harwiki (2016) were based on the results of research conducted at female sex workers, it was found that there was a positive influence between Organizational Culture and OCB. So that it supports the performance of the company itself.

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
<https://doi.org/10.21009/JOBBE.003.1.05>

Jo, et. al., (2011) stated that based on the results of the study, 452 Korean workers showed that cultural learning was significantly related to organizational commitment, organizational motivation, and the purpose of sharing knowledge related to OCB. Then, citizenship behaviour. OCB becomes very important for productivity but organizations cannot predict all the criteria needed to achieve goals through job descriptions. Employees who are ready to accept their own goals for the collective value of an organization compiling strong group solidarity. So the role of OCB here is very important in increasing the other variables that follow. Jeong, et. al. (2019) states that it is important to strengthen organizational culture and OCB. As research conducted by 606 employees from professional sports teams revealed the function of employee empowerment as mediating the relationship between organizational culture and OCB in improving the performance of the organization itself.

In the second hypothesis, H₀ is rejected, so that there is an influence between OCB and Personality. The form of a positive relationship is indicated by tcount> table and the strength of the relationship $rx2y = 0.193$ with a coefficient of determination of 0.64. Bourdage, et. Al., (2018) also states that there is a positive influence between personality and OCB. Where based on a sample of 182 and 206 people, it was found that Honesty-Humility and Awareness related to equity sensitivity affected OCB. So, overall, the nature of personality itself can influence the increase in OCB itself, especially what happens in the workplace or the scope of the company itself.

Nandan and Azim, (2015) stated that there is a positive relationship between the three dimensions of organizational justice, namely distributive justice, procedural justice and interactional justice towards organizational citizenship behaviour, a positive relationship between the three dimensions of organizational justice and psychological capital, and psychological capital to organizational citizenship behaviour. Finally, psychological capital like personality mediates some of the relationships between distributive justice, procedural justice, interactional justice and organizational citizenship behaviour. This study makes a significant and unique contribution to the literature by showing the mediating effect of psychological capital in the relationship between organizational justice and organizational citizenship behavior.

In the third hypothesis, H₀ is rejected, so there is an influence between OCB and teamwork. The form of a positive relationship is indicated by tcount> table and the strength of the relationship $rx3y = 0.035$ with the coefficient of determination 0.73. This is following the opinion of Nielsen, et. Al. (2012) where it was found that OCB affected teamwork. Thus, OCB is positively correlated with task group performance and interdependent with each other.

Harris, et. al. (2018) state that client-focused justice perceptions uniquely predict supervisory ratings of employee organizational citizenship behaviour towards clients and perceptions of fairness focused on workgroups. Uniquely predicts organizational citizenship behaviour towards workgroups. Thus, the perception of fairness is an important element in predicting OCB in employees because it can also predict employee turnover intentions.

In the fourth hypothesis, H₀ is rejected, so that there is an influence between OCB and PJ. The form of a positive relationship is indicated by tcount> table and the strength of the relationship $rx4y = 0.008$ with a coefficient of determination 0.84. This is following the opinion of Lim, et. Al (2017) states that OCB influences Procedural Justice. Where it was found that organizational behavior of organizational citizens is influenced by interpersonal justice felt in business transactions in the company. However, this finding also offers a more nuanced understanding of the complexity and relevance of how one type of justice between organizations acts on another in influencing

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>

the citizenship behavior of the project organization. The results show that interpersonal justice is a key element in realizing positive organizational citizenship behavior in construction projects and that project performance can be improved if the project manager treats project participants politely, respectfully and with dignity. So that this component of justice is very important to be able to form OCB to be positive.

Tran, and Choi (2019) state that the mediating role of organizational justice and organizational learning culture is positively related. Whereas many as 268 employees from four service companies in Vietnam found that inclusive leadership was positively related to OCB. Also, organizational justice and organizational learning culture play a partial mediating role in inclusive OCB-leadership relationships. Thus, these variable elements become very important in the formation of OCB.

In the fifth hypothesis, H0 is rejected, so that there is an influence between organizational culture and personality. The form of a positive relationship is indicated by $t_{count} > t_{table}$ and the strength of the relationship $r_{x5y} = 0.219$ with a coefficient of determination 0.477. This is following the statement from Emmerik, et. Al., (2010), of 17,538 managers from 24 countries, this study explores the reciprocal relationship between McClelland's motives and the cultural dimensions of specific aggregate levels and personality factors. The results revealed a significant relationship between Achievement, Affiliation, and Power Motives, and cultural dimensions of Performance Orientation, Humane Orientation, and Power Distance, respectively. Support for the relationship proposed between manager motives and personality aggregate levels, measured by the Big Five factor, was also obtained. Finally, the results show that the relationship between McClelland's motives and Big Five aggregate managers' levels is moderated by the cultural dimensions of Performance Orientation, Humane Orientation, and Power Distance. So, it can be drawn from a hypothesis that organizational culture has a positive effect on personality.

Zerella, et. al., (2017) stated that 202 Australian workers completed an online survey with Structural Equation Modeling revealed that office layout features based on their personalities were significantly and positively related to organizational culture rankings. These findings indicate that perceptions of the positioning layout can influence employee perceptions about organizational culture and important employee attitudes. Thus, personality can affect the office culture.

In the sixth hypothesis, H0 is rejected, so that there is an influence between organizational culture and teamwork. The form of a positive relationship is indicated by $t_{count} > t_{table}$ and the strength of the relationship $r_{x6y} = 0.193$ with a coefficient of determination 0.108. This is following Raz (2009) which states that organizational culture can be formed with teamwork based on mutual trust, cultural harmony, and leadership training. But cultural factors are an important component in the formation of good teamwork in the company.

Ahmadya, et. al. (2016) states that In the 21st decade, organizations are faced with change and must know how they learn and manage to learn to be strong in the comparative market. Knowledge management is a way to improve the conditions of organizational stability. When this method is successfully applied in organizations, the appropriate field of culture has opened the way for this system. Thus, the role of culture is very significant in managing the team in the company's management. There are two important factors namely the priority of the organization's manager's activities, and organizational stability is guaranteed by the organization's strategic planning. So, as a manager or leader can manage the flow of cultural change in the change of the existing team.

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>

In the seventh hypothesis, H0 is rejected, so that there is influence between organizational culture and procedural justice. The form of a positive relationship is indicated by $t_{count} > t_{table}$ and the strength of the relationship $r_{xy} = 0.193$ with a coefficient of determination of 0.64. Then this is following the results of research from Erkutlu, (2010), namely the relationship of organizational justice and organizational culture can create successful leaders in companies or organizations. So, it is very important to foster an organizational culture to be able to create justice between these members. By continuing to treat employees with respect and fairness, it will support the creation of positive company performance.

Lucas, et. al., (2015) states that the tendency to believe in justice is multidimensional, and some beliefs in justice increase personal well-being. These characteristics show considerable potential but are largely ignored for the similarities and differences in the structure, support, and functions of beliefs of justice that promote cross-cultural welfare. So it is very important to improve fairness in the organization to be able to create good conditions about no unfair treatment for everyone through the organizational culture that is applied every day.

In the eighth hypothesis, H0 is rejected, so that there is an influence between personality and teamwork. The form of a positive relationship is indicated by $t_{count} > t_{table}$ and the strength of the relationship $r_{xy} = 0.035$ with the coefficient of determination 0.129. This is in line with the findings from Tasa, et. Al., (2011) which shows that collective efficacy influences the extent to which an individual is involved in both types of behavior, and also is a cross-level moderator of the relationship between conformity and interpersonal behavior with the team's collaboration. So, personality here can be formed positively with the support of the team's collaboration.

Torabi, (2016) states that the results of correlation and multiple regression analysis show that there is a positive and significant relationship between "team workgroup level factors" and their components namely "group structure, norms and size" and "human resource empowerment" (more significance level lower than 0.05), based on the personality of each individual. The intensity of the relationship between team workgroup level factors and human resource empowerment is equal to 0.669, which is directly and positively related to the coefficient. In addition, because the coefficient of determination is obtained, the variable levels of team workgroup factors and their components can predict changes in the variables of empowerment of human resources. Thus, a common thread can be drawn that teamwork is influenced by each personality of the individuals in the organization.

Thus, based on the results of the overall calculation above it was found that, obtained a very significant correlation coefficient of the highest value between X1 and X4 is 0.477, the correlation between X1 and Y is 0.439, the correlation coefficient between X1 and X2 is 0.334, and the lowest value of the correlation coefficient between X3 and X2 is 0.181. Thus, it was found that Organizational Culture (X1) has an indirect effect on OCB through procedural justice (X4) which is a variable that has a very significant influence.

CONCLUSION

The five variables studied the influence on organizational citizenship behavior, namely organizational culture, teamwork, personality, and procedural justice have a significant direct influence on organizational citizenship behavior. So from the results of the research and findings, it was concluded that Organizational Citizenship Behavior (OCB) at PT Job Pertamina Medco E & P Tomori Sulawesi had a direct effect on

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>

the five variables above but personality variables with teamwork did not have a positive effect. Then the results of this study can be used as the basis for the development and improvement of Organizational Citizenship Behavior in companies by considering the Procedural Justice variable as mediation in improving other variables; such as organizational culture, personality, and teamwork.

ACKNOWLEDGMENT

This research was supported by Job Tomori Pertamina North Sulawesi.

REFERENCES

- Ahmadya, Gholam Ali, Aghdas Nikooravesh, and Maryam Mehrpour. (2016). Effect of Organizational Culture on Knowledge Management Based on Denison Model. *Procedia Social and Behavioral Sciences*, 230, 387-395.
- Allameh, Mohsen, Mohsen Zamani, Sayyed Mohammad Reza Davoodi. (2011). The Relationship Between Organizational Culture and Knowledge Management (A Case Study: Isfahan University). *Procedia Computer Science*, 3, 1224-1236.
- Bourdage, Joshua S., Anna Goupal, Tessa Neilson, Eden Raye Lukacik, and Naomi Lee. (2018). Personality, Equity Sensitivity, and Discretionary Workplace Behavior. *Personality and Individual Differences*, 120, 144-150.
- Colquitt, Jason A., Jeffery A. Lepine, and Michael J. Wesson, 2011, “*Organizational Behavior Improving Performance and Commitment in the Workplace*,” New York: McGraw Hill.
- [Emmerik](#), Hetty, William L. Gardner, Hein Wendt, and Dawn Fischer. (2010). Associations of Culture and Personality with McClelland’s Motives: A Cross Cultural Study of Managers in 24 Countries. *Group & Organization Management*, 35,(3), 329-367.
- [Erkutlu, Hakan.](#) (2010). The Moderating Role of Organizational Culture in the Relationship Between Organizational Justice and Organizational Citizenship Behaviors. *Leadership and Organization Development Journal*, 32,(6), 532-554.
- Harris, Christopher M., James J. Lavelle, and Gary C. McMahan. (2018). The Effects of Internal and External Sources of Justice on Employee Turnover Intention and OCB Toward Clients and Workgroup Members. *The International Journal of Human Resource Management*, 1-25.
- Harwiki, Wiwick. (2016). The Impact of Servant Leadership on Organization Culture, Organization Commitment, Organizational Citizenship Behaviour (OCB) and Employee Performance in Women Cooperatives. *Procedia Social and Behavioral Sciences*, 219, 283-290.
- Ilijins, Juris, Viktorija Skvarciany, Elina Gaile Sarkane. (2015). Impact of Organizational Culture on Organizational Climate During the Process of Change. *Procedia Social and Behavioral Sciences*, 213, 944-950.
- Jafari, Parivash, & Shabnam Bidarian. (2012). The Relationship Between Organizational Justice and Organizational Citizenship Behavior. *Procedia Social and Behavioral Sciences*, 47, 1815-1820.
- Jeong, Yunduk, Euisoo Kim, Minhong Kim, and James J. Zhang. (2019). Exploring Relationships Among Organizational Culture, Empowerment, and OCB in the South Korean Professional Sport Industry. *Sustainability*, 11, 1-16.

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>

- Jo, Sung Jun, and Beak Kyoo (Brian). (2011). Knowledge Sharing: The Influences of Learning Organization Culture, Organizational Commitment, and Organizational Citizenship Behaviors. *Journal of Leadership & Organizational Studies*, 18,(3), 353-364.
- Lim, Benson T.H., and Martin Loosemore. (2012). The Effect of Inter Organizational Justice Perceptions on Organizational Citizenship Behaviors in Construction Projects. *International Journal of Project Management*, 35, 95-106.
- [Lucas](#), Todd, Shanmukh V. Kamble, Michael Shengtao Wu, Ludmila Zhdanova, and Craig A. Wendorf. Hetty, William L. Gardner, Hein Wendt, and Dawn Fischer. (2015). Distributive and Procedural Justice for Self and Others: Measurement Invariance and Links to Life Satisfaction in Four Cultures. *Journal of Cross Cultural Psychology*, 47,(2), 234-248.
- Nandan, Tamizarasu, and Absul Mutalib Muhamed Azim. (2015). Organizational Justice and Organizational Citizenship Behavior: Mediating Role of Psychological Capital. *American International Journal of Social Science*, 4,(6), 148-156.
- Raz, Aviad E. (2009). Transplanting Management Participate Change, Organizational Development, and The Globalization of Corporate Culture. *The Journal of Applied Behavioral Science*, 45,(2), 280-304.
- [Tasa](#), Kevin, Greg J. Sears, and Aaron C. H. Schat. (2011). Personality and Teamwork Behavior in Context: The Cross Level Moderating Role of Collective Efficacy. *Journal of Organizational Behavior*, 32, 65-85.
- Torabi, Mir Hamid Reza. (2016). Assessing The Relationship Between Teamwork Group Level Factors and Human Resource Empowerment in The Branches of Keshavarzi Bank of Tehran. *Procedia Social and Behavioral Sciences*, 230, 31-38.
- Tran, Thi Binch, and Suk Bong Choi. (2019). Effects of Inclusive Leadership on Organizational Citizenship Behavior: The Mediating Roles of Organizational Justice and Learning Culture. *Journal of Pacific Rim Psychology*, 13, 1-11.
- Zerella, Sarah, Kathryn Von Treuer, and Simon Albrecht. (2017). The Influence of Office Layout Features On Employee Perception of Organizational Culture. *Journal of Environmental Psychology*, 1-44.

* *The Effect of Organizational Culture, Personality, Teamwork, Procedural Justice, and Organizational Citizenship Behavior on Job Tomori Pertamina North Sulawesi.*
* <https://doi.org/10.21009/JOBBE.003.1.05>