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Knowledge of Psychological Work Attitudes to Improve Employee Performance

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Abstract. The aim of this study is to test the model of improving human resource performance through three main knowledge psychological work attitudes which are job satisfaction, procedural justice and organizational citizenship behavior. Data collected by distributing questionnaires to 60 respondents as employees in a manufacture company and analyzed by using path analysis. The result found that the three variables of knowledge psychological work attitudes which are procedural justice, job satisfaction and organizational citizenship behavior are able to increase employee performance.

Keywords: Procedural fairness · Job satisfaction · Organizational citizenship behavior · Employee performance

1 Introduction

Many precious studies have shown that employee satisfaction is considered a valuable factor for any company, especially reducing turnover cycles which will lead to cost consequences for the company. Employees who have high level of satisfaction with the company tend to have higher performance [1]. Another variable that deserves organizational attention because it has a significant effect on individual performance is organizational justice [2, 3].

Increasing competition due to uncertainty and increasingly rapid changes in today's business world, making knowledge management a basic component in maintaining the sustainability and development of the organization [3] Knowledge management is a method of getting to encounter, knowledge, and skills or expertise that produces unused aptitudes, empower work execution, energizes advancement and makes client esteem. One of knowledge management is the importance of knowledge about psychological knowledge, namely employee work attitudes, including job satisfaction, procedural justice, and organizational citizenship behavior. Hence, the need for research to test HR performance improvement models through three psychological work attitudes is very important.

2 Literature Review and Hypothesis Development

2.1 Job Satisfaction

Job satisfaction is a positive feeling of work that results from an evaluation of its characteristics [1, 4]. Someone with a high level of job satisfaction will have positive feeling towards work and vice versa [5]. Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work [6]. According to Luthans [7]; Yousef and Luthans [8], job satisfaction is the result of employees' perceptions about how well their work provides what is considered important. Job satisfaction is often determined based on how well the results achieved in meeting or exceeding expectations.

Some previous research show that job satisfaction has significant positive effect on employee performance [1, 9]. Job satisfaction from employees results in better quality work and job personality, thereby increasing work productivity, which in turn has an effect on improving employee performance.

2.2 Procedural Justice

Procedural justice is considered to exist when there are inherent procedures that are in accordance with normatively accepted principles [10]. Procedural justice is defined as the fairness of the process by which outcomes are determined [11, 12]. According to [13], procedural justice is how organizational justice is perceived by employees through formal procedures in force in the organization to measure the extent to which fair procedures are applied in the organization concerned. According to another definition, procedural fairness as a view of justice from a method or procedure used to determine outcomes [14, 15].

Procedural justice that is highly perceived will improve individual performance. Some research findings show that procedural fairness has a significant effect on employee performance [6, 12, 16].

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is defined as individual behavior that is discretionary (free), which does not directly or explicitly receive awards from the formal reward system, and overall (aggregate) increases the efficiency and effectiveness of organizational functions [17]. Organizational Citizenship Behavior (OCB) is a choice behavior that does not become part of an employee's formal work obligations, but supports the effective functioning of the organization [18, 19]. There are 5 indicators that can be used to measure OCB, namely: Altruism, Civic Virtue, Conscientiousness, Courtesy, Sportmanship [18].

Employee job satisfaction has a strong and significant effect on OCB, explained in the study [20]. Some research findings show that OCB has a direct and strong effect on employee performance, and OCB mediates the effect of job satisfaction on employee performance [20, 21].

Recent study that show procedural fairness which is highly perceived has a significant effect on the increase in individual OCB have been conducted by [3]. Research also shows

that procedural fairness which is highly perceived has a significant effect on the increase in individual OCB. On the other hand, research show that OCB has a direct and strong effect on employee performance [20]. Organizational Citizenship behavior mediates the effect of organizational justice on employee performance Research [23, 24].

2.4 Employee Performance

Employee performance is defined as the work results in quality and quantity to be achieved by an employee in carrying out their duties in accordance with the responsibilities given to him [25, 26]. Performance is a result achieved by employees in their work according to certain criteria that apply to a job [18, 19] (Fig. 1).

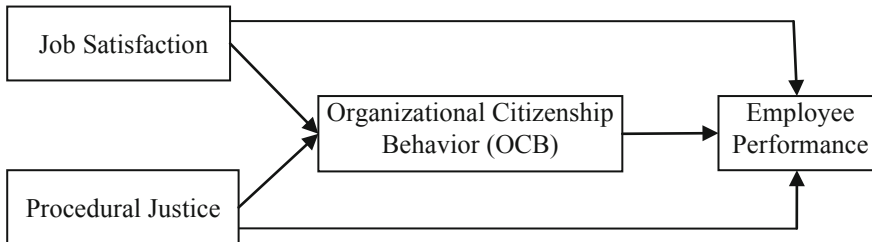


Fig. 1. Research model

H1: Job Satisfaction has positive and significant effect on Employee Performance

H2: Procedural Justice has a positive and significant effect on Employee Performance

H3: Organizational Citizenship Behavior (OCB) mediates Job Satisfaction with Employee Performance

H4: Organizational Citizenship Behavior (OCB) mediates Procedural Fairness on Employee Performance.

3 Research Method

Data collected by distributing questionnaires to 60 employees in a manufacture company in Yogyakarta, Indonesia with purposive sampling and it was analyzed by using path analysis. The questionnaire in this study uses a Likert scale. The variables in this study are Job Satisfaction which includes 5 indicators, namely Satisfaction of the job, Satisfaction of supervisors, Satisfaction of fellow members and work teams, Satisfaction of the organization, Satisfaction of progress achieved to date.

Procedural Justice is measured with procedural indicators namely procedures that seek to be safe from decision bias, procedures that provide opportunities to listen to subordinate information, procedures for explaining decisions and providing additional information; procedures are based on accurate and complete information, decisions are consistent, and decision-making procedures affect the actions of members [11]. OCB is measured with 5 indicators, namely Altruism, Civic virtue, Conscientiousness, Courtesy,

Sportmanship [17]. Employee Performance is measured by using 12 indicators, namely the number of jobs, quality of work, knowledge of tasks, cooperation, responsibilities, work attitudes, initiatives, technical skills, decision making, leadership, administration, creativity.

The instrument validity test was performed with Confirmatory Factor Analysis (CFA), while the reliability test was done by looking at the results of the Cronbach Alpha score. The test results showed that most of the questionnaire items were valid because the loading factor coefficient $> = 0.6$. There are only 2 invalid instruments, namely in item 1 and 9 of procedural justice, so that both items are deleted and not included in the subsequent data processing. The reliability test results of the four variables valued at Cronbach Alpha were more than 0,60. The analysis technique used in this study is path analysis and multiple testing. This data analysis was performed using SPSS Version 24 software.

4 Result and Discussion

4.1 Respondents Profile

Characteristic of respondents is a description of the whereabouts of respondents involved in research such as age, gender, recent education, years of service and marital status. Characteristics of respondents in this study include: a) age, majority 21 to 30 years (55%); b) gender, i.e. male (80%) and female (20%); c) level of education, the majority of SMA/SMK (53.3%); d) length of work, majority <5 years (50%); e) marital status, unmarried (41.7%) and married (58.3%).

4.2 Model I Path Analysis

Based on the results of the path analysis test, it can be seen that the direct effect of job satisfaction on employee performance (P4) is 0.197. The indirect effect of job satisfaction on employee performance through:

$$OCB = (P2 \times P5) = (0.416 \times 0.563) = 0.234 \tag{1}$$

The total indirect effect of job satisfaction on employee performance through:

$$OCB = (P4 + (P2 \times P5)) = (0.197 + 0.234) = 0.431. \tag{2}$$

So, the indirect effect of job satisfaction on employee performance is greater than the direct effect ($0.431 > 0.197$).

4.3 Model II Path Analysis

The results of the path analysis test revealed that the direct effect of work procedural fairness on employee performance (P3) was 0.311. The total indirect effect of job satisfaction on employee performance through:

$$OCB = (P1 \times P5) = (1,609 \times 0,563) = 0.906. \tag{3}$$

The total indirect effect of procedural fairness on employee performance through:

$$OCB = (P3 + (P1 \times P5)) = (0.311 + 0.906) = 1,217 \quad (4)$$

So the indirect effect of procedural justice on employee performance is greater than the direct effect ($1,217 > 0.311$).

Based on the results of data analysis, it can be seen that the path coefficient of job satisfaction on employee performance is 0.197 and t arithmetic is 2.170 with a significance of 0.034 which means less than 0.05 where the value indicates a significant value. This shows that **hypothesis 1 was supported**, job satisfaction has a direct and significant effect on the performance. H1 test results indicate that job satisfaction has direct and significant effect on employee performance. This research was supported [1, 9].

Hypothesis 2 stated that procedural justice has a positive and significant effect on employee performance. It can be seen that the coefficient of procedural justice pathways towards employee performance is 0.311 and t arithmetic is 2.327 with a significance of 0.032, which means less than 0.05 where the value indicates a significant value. It can be concluded that procedural fairness has a direct and significant effect on the performance. If an organization implement fairness in every decision procedure, hence employee will have better performance. The results of this research was supported by previous research [16].

The third analysis was testing the indirect effect of job satisfaction on employee performance through OCB. The result shows a value of 0.234, which is greater than the direct effect of job satisfaction on employee performance of 0.197. Based on the results of the Sobel test, it is known that the t value of 3.336 is greater than t table (2.00172), which means it is significant at the 5% significance level. Therefore, it can be concluded that OCB is able to mediate the effect of job satisfaction on employee performance. Thus, **the third hypothesis** which states that job satisfaction has an indirect and significant effect on employee performance is mediated by organizational citizenship behavior (**Hypothesis 3 was supported**). Hence, OCB mediates the effect of job satisfaction on employee performance. If employee feels satisfy with the job, it will create a sense of organizational citizenship behavior which then will improve employee performance. This is consistent with research conducted by [27, 28].

Moreover, the results of data analysis also shows that the path coefficient of indirect effect of procedural fairness on employee performance through OCB is 1.217 which is greater than the direct effect of procedural fairness on employee performance of 0.311. Based on the sobel test, the t value is 3.321 which is greater than t table (2.00172), which means that it is significant at the 5% significance level. Therefore, it can be concluded that **hypothesis 4 was supported**, OCB is able to mediate the effect of procedural justice on employee performance. These result was supported by [23, 24].

This theory is that users rational assumptions from the discipline of economics, because according to this theory, in social relations there are elements of reward (reward), sacrifice (cost), and reciprocity that affect each other. This social exchange theory views interpersonal relations as a commercial transaction, where someone when dealing with others expects something that meets their needs. When needs are met including job satisfaction, perceived procedural fairness, and OCB, the individual concerned will try to reward those giving, in the form of positive behavior (such as: improved performance)

[2, 3, 23, 24]. Other rewards can be in the form of decreasing levels of counterproductive work behavior, increasing positive personality decreasing work stress increased employee engagement [29, 30].

5 Conclusion and Recommendation

To sum up, this paper shows the effect of knowledge psychological work attitude can be a strategic asset for organization in order to stimulate high employee performance. Knowledge about job satisfaction, procedural justice and OCB can be used to design such policies since those situations make a direct and significant influence on employee performance. Procedural justice has a direct and significant effect on employee performance. Job satisfaction has an indirect and significant effect on employee performance mediated by organizational citizenship behavior. While procedural justice has an indirect and significant effect on employee performance mediated by organizational citizenship behavior.

However, this research has the following aspect of limitations. *First*, the sample taken is only employees from one company in Yogyakarta, Indonesia. Further research should try to take a wider range of samples, for example, employees from several companies in the Central Java and Yogyakarta regions. *Second*. Data retrieval is done by cross sectional, so there is a possibility the respondent's answers are not consistent. Further research should try with time series mode. Further research should try to include other factors that are likely to also affect employee performance, which have not been studied in this research such as: organizational culture, personality, knowledge management and other dimensions of organizational justice namely distributive justice, interpersonal justice, informational justice [30–32].

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