

# The Relationship of Psychological Contracts and Distributive Justice Organizational Citizenship Behavior Employee

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**Abstract:** This research aims to test whether the psychological contract and distributive justice affect employee organizational citizenship behavior. This type of research is explanatory research using a quantitative approach. The subjects of this research were 179 employees of PT. Research data was analyzed using Multiple Linear Regression analysis. The results of the first analysis show that R square is 0.511 or 51.1%. This means that the proportion of variance in organizational citizenship behavior explained by aspects of the psychological contract and distributive justice is 51.1%, while the remaining 48.9% is influenced by other variables outside this research. Second, an F test is carried out with a sig value of 0.000 if (sig < 0.05), then the null hypothesis which states that there is no significant relationship between the psychological contract variable and distributive justice on organizational citizenship behavior is rejected. This means that there is a significant relationship between the psychological contract variable and distributive justice on organizational citizenship behavior. Third, a t test (partial) was carried out to see the regression equation of the two independent variables on the dependent variable. The result is that if sig < 0.05, then the resulting regression coefficient relationship is significant to the dependent variable and vice versa. In this research it can be seen that the independent variable has a sig value of 0.00, which means that the independent variable has a significant relationship with the dependent variable.

**Keywords:** Relationship, psychological contract, distributive justice, citizenship, behavior

## 1. Introduction

Every company wants the business they are starting to be successful in facing intense world competition. This success cannot be separated from the efforts and hard work of the employees who work in the company. Employees play an important role in increasing company effectiveness (Luthans, 2011). As said by the founder of Wal Mart, Sam Walton, the key to the success of an organization is human resources or employees who work for the organization in carrying out productivity in the organization (Luthans, 2011). Without employees to manage, even sophisticated equipment and technology cannot run the company well (Luthans, 2011).

The impact of globalization is experienced by industrial companies engaged in goods or services such as telecommunications, transportation, banking or other retail businesses. Retail business is a business carried out directly to final consumers which is used for personal, family or household purposes with a sales volume of more than 50% from final consumers and a small portion of the business market (Santoro et al., 2018).

Economists see the competitive process of the retail business with indicators known as *Structure-Conduct-Performance* (SCP). In terms of this indicator, it can be explained that there are many sellers and buyers, each of whom cannot influence the price. To increase company effectiveness and employee psychological well-being, companies expect employees to do work beyond their normal duties (Barling & Cooper, 2016; Kanfer & Chen, 2016). This behavior is not only behavior that fits the job description (*in-role*) only, but also additional behavior (*extra-role*) or commonly referred to as organizational citizenship behavior (Barling & Cooper, 2016).

Organizational citizenship behavior It can be seen from behavior that likes to help other people, is willing to do extra work, and obeys the rules set by the company or organization. This behavior is called positive and constructive individual behavior, of one's own volition in encouraging the team and providing positive results for the company (Ocampo et al., 2018). Employees will show organizational citizenship behavior when you feel that the company has

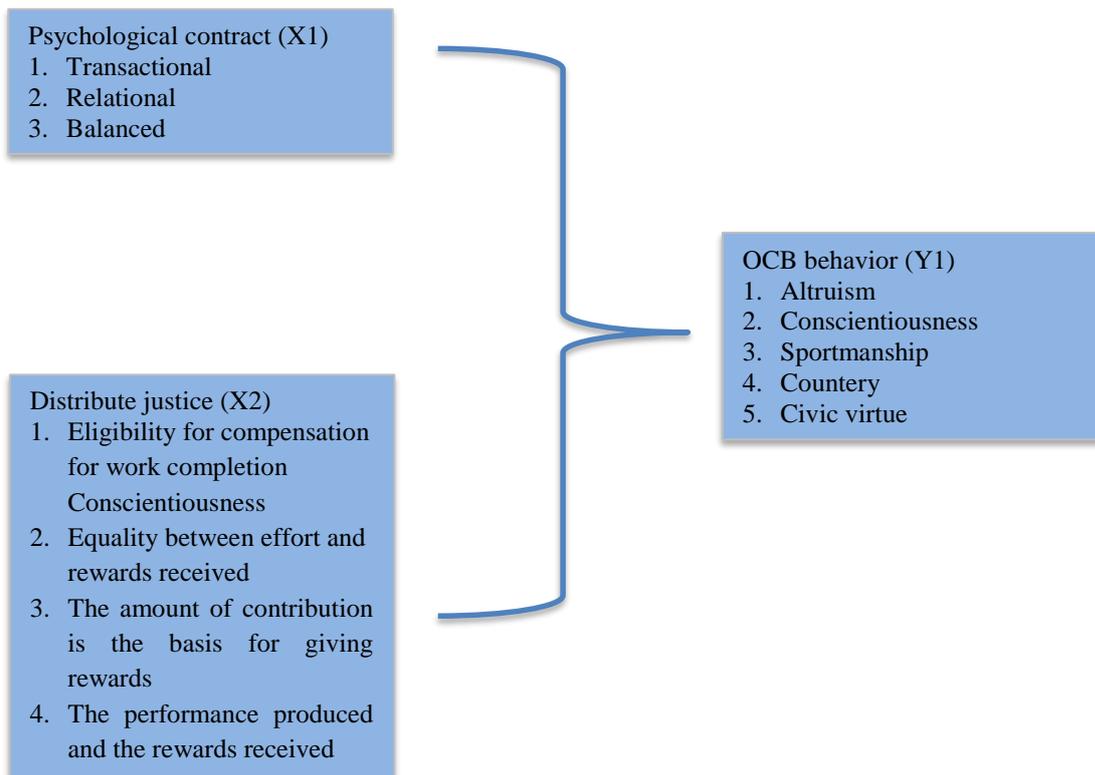
kept the promises that employees have agreed to get. Companies that have tried to fulfill employee rights will make them voluntarily carry out the behavior citizenship (Febrian & Sani, 2023).

Psychological contracts can indirectly provide motivation for employees to carry out their work well and in accordance with the regulations set by the company (Abdullah, 2017). Psychological contracts can indirectly provide motivation for employees to carry out their work well and in accordance with the regulations set by the company (Abdullah, 2017). A strong psychological contract can harmonize employee relationships with their superiors and company, on the other hand, if the psychological contract is applied unfairly or not in accordance with what employees expect, it can cause problems such as increasing feelings of disengaged employee.

Other factors also have an impact organizational citizenship behavior is one of organizational justice, namely distributive justice. Perceptions of fairness are formed when employees feel they are receiving compensation commensurate with the work performance they display. Organizational justice consists of three types, namely distributive justice, procedural justice and interactional justice (Aeknarajindawat & Jermstittiparsert, 2020). In this study, distributive justice will be explored as a supporting factor organizational citizenship behavior.

Galanis and Veneziani (2022) suggests that distributive justice has a positive effect on employee engagement among PT X employees in Surabaya. Procedural justice has a significant positive direct effect on employee engagement among PT X employees in Surabaya. Distributive justice has an indirect and significant effect on employee engagement through mediation Affective commitment to PT X employees in Surabaya.

The company in this research is one of the industrial companies engaged in the retail distribution of cosmetics, food staples such as mini markets and various toys which was founded in 2005. Based on the results of the author's interview with one of the operational managers in July 2023, employees showed organizational citizenship behavior such as coming to work early, helping colleagues who are experiencing difficulties or new employees, following and sharing information about company developments, as well as employee contributions to activities organized by the company. This research focuses more on what factors influence *organizational citizenship behavior* on employees. Based on the problem formulation, there is a relationship between the psychological contract and distributive justice *organizational citizenship behavior* can be described in Fig. 1.



**Fig. 1: The relationship between the psychological contract and distributive justice organizational citizenship behavior**

Based on the description above, the objectives of this research are: 1) to test whether the psychological contract has a positive relationship with organizational citizenship behavior; 2) to test whether distributive justice has a positive relationship with organizational citizenship behavior; and 3) to test whether there is a positive relationship between the psychological contract and joint distributive justice organizational citizenship behavior.

From the background description above, the formulation of this research problem is as follows:

1. Is there a positive relationship between the psychological contract and Organizational Citizenship Behavior?
2. Is there a positive relationship between distributive justice and Organizational Citizenship Behavior?
3. Is there a positive relationship between the psychological contract and joint distributive justice Organizational Citizenship Behavior?

The hypothesis of this research are:

- H1** : There is a positive relationship between the psychological contract and Organizational Citizenship Behavior.
- H2** : There is a positive relationship between distributive justice and Organizational Citizenship Behavior.
- H3** : There is a positive relationship between the psychological contract and joint distributive justice Organizational Citizenship Behavior

## 2. Literature Review

### 2.1 Organizational Citizenship Behavior

In general, organizational citizenship behavior means behavior that is not part of an individual's formal job description (for example: helping an absent colleague, being polite to others), or behavior that does not formally result in rewards (Pratt, 2014). Apart from that, organizational citizenship behavior is defined by Barling and Cooper (2016) in their book as behavior that is carried out voluntarily and is not part of an individual's formal job requirements, and contributes to the psychological and social environment in the organization.

The concept of organizational citizenship behavior was first introduced approximately three decades ago by Dennis Organ in 1983. OCB is based on social exchange theory, which is a theory which states that in social relationships there are elements of reward, sacrifice and profit that influence each other. Social exchange theory describes that given certain conditions, people seek to reciprocate those who benefit them and behavior that shows this is organizational citizenship behavior. OCB was originally structured in two dimensions: nature (altruism) and compliance. Compliance was then rechristened awareness. In 1988, the organ added sportsmanship, good manners, and civic virtue to the organization. Finally, peace and cheerleading were added by Organ in 1990 to complete the list of dimensions. Nature (altruism), encouragement of guidance (cheerleading), and conciliation are then grouped together in a category known as helping behavior (Podsakoff et al., 1990).

Organ et al. (2004), say in their theory that employees do it *organizational citizenship behavior* Also known as "good soldiers", there are five dimensions of OCB, namely:

- a) Altruism (helping behavior). Employee behavior in helping colleagues who are experiencing difficulties in organizational tasks and personal problems. This dimension shows that employees provide help not out of obligation but do so voluntarily.
- b) Conscientiousness (seriousness in working). Behavior shown by the employee's sincerity in working, where the employee works beyond the job description that has been determined and expected by the organization.
- c) Sportmanship (high tolerance). Employee behavior that shows a willingness to tolerate unfavorable conditions without complaining.
- d) Courtesy (be polite). Employee behavior that maintains good relationships with co-workers to avoid interpersonal conflicts. This dimension shows the employee's attitude of respecting and caring for other people.
- e) Civic virtue (putting forward common interests). Employee behavior that shows an attitude of participation and shows concern for the progress and success of the organization.

### 2.2 Distributive Justice

According to Colquitt et al. (2003) distributive justice refers to the balanced distribution of organizational results in the form of salaries, allowances and rewards. Al-Zu'bi (2010) states that distributive justice refers to the perception of justice regarding the results an individual receives from an organization. Jasso et al. (2016) explains that justice can be seen from three aspects, namely physiological, financial and mental in relation to basic conditions at work. Miller (2017) states that distributive justice is not only associated with giving, but also includes distribution, distribution, placement and exchange.

Factors that influence organizational justice include the sense of justice that a person receives in an organization, the fairness of promotions received, salaries received, employee appreciation and sacrifice. Factors that influence organizational justice according to Đorđević et al. (2019) are: a) task characteristics. The nature of the employee's performance of duties and all the consequences they receive; b) the level of trust of subordinates. The extent of employee trust in superiors (role and leadership). The higher the employee's trust in their superiors, the higher the employee's perception of organizational justice; c) frequency *feedback*. More often *feedback* If this is done, it will further increase employee perceptions of organizational justice; d) managerial performance. The extent to which existing regulations are applied fairly and consistently and respect employees without any personal bias will further increase employee perceptions of organizational justice; e) organizational climate. Perceptions regarding the quality of the organization's internal environment which are relatively felt by members of the organization will then influence their subsequent

behavior which will also influence increasing employee perceptions of organizational justice; f) fair performance appraisal procedures can be reflected in the standards used to evaluate company performance fairly and objectively; and g) A superior's fair attitude can be reflected when the superior is familiar with the employee's work and is fair to him, then the employee will feel organizational justice.

### 2.3 Psychological Contract

The psychological contract has experienced development since the theory was first introduced until now. The psychological contract essentially refers to the shared expectations people have of each other in a relationship, and how these expectations change and influence our behavior over time. According to Conway and Briner (2005) the term psychological contract (mental contract) was first pioneered by Argyris in 1960, which highlights the implicit nature between an individual and his organization which specifies what each expects from each other and is an unwritten aspect and casual in work relationships as a basis for the formation of a psychological contract. The psychological contract essentially refers to the shared expectations people have of each other in a relationship, and how these expectations change and influence our behavior over time.

Fulfillment of the psychological contract depends on two dimensions: a) the level of employee expectations and perceptions that the company will provide what is obtained is in accordance with what the employee provides; and b) the assumption is that there is a common perception regarding exchange: such as exchanging money and working time, exchanging work needs, exchanging social/security needs for hard work and loyalty, exchanging opportunities for self-actualization with creative efforts to achieve company goals or other combinations.

Subramanian (2017) explains that the assessments used in psychological contract research are differentiated into three forms of measurement orientation: a) feature oriented (*feature-oriented*): comparing psychological contracts for several attributes or dimensions; b) requirements oriented (*content-oriented*): examine the specific terms of the psychological contract; c) orientation on assessment (*evaluation-oriented*): assessing the level of compliance, changes or violations experienced in the context of the contract.

### 3. Methodology

This research uses a quantitative approach, because the data that will be used to analyze the influence between variables is expressed using numbers or a numerical scale. This research analyzes whether there is a relationship between the psychological contract and distributive justice organizational citizenship behavior (OCB) employees of PT. X.

This research design uses a correlational design by studying the close relationship between the independent variable and the dependent variable. Correlational research is research designed to determine the level of relationship between different variables in a population.

Population and sample are generalization areas consisting of: objects/subjects that have certain characteristics determined by the researcher to be studied and then conclusions drawn. The people involved in this research were all employees of PT. There are 179 people with PKWT status.

This research was conducted at an industrial company engaged in retail distribution of cosmetics, food staples such as mini markets and various toys which was founded in 2005 and was named PT. Anugrah Bhakti Sentosa (ABS). The data collection method used was with the help of a Likert scale measuring instrument. The main objective of creating this scale is to obtain information that is relevant to the research objectives and obtain information with the highest possible reliability. Subjects were asked to use statements through alternative answers based on a Likert scale (statements strongly agree, agree, disagree, neutral, strongly disagree) as show in Table 1, were Table 2 show the variable organizational citizenship behavior.

**Table 1. Alternative Likert scale answer table**

SS	Strongly agree
S	Agree
N	Neutral
TS	Don't agree
STS	Strongly Disagree

**Table 2. Organizational citizenship behavior**

Variable	Aspect	Indicator	Item	
			Favorable	Unfavorable
Organizational Citizenship Behavior	Altruism, employee behavior in helping colleagues who are experiencing difficulties in	a. Behavior helping coworkers		
		b. Show sympathy for the problems	1,3,5	2,4,6

*continued*

organizational tasks and personal problems	faced by coworkers		
<i>Conscientiousness</i> , behavior that shows the employee's sincerity in working where the employee works beyond what has been determined and expected by the organization	a. Demonstrate serious behavior in work		
	b. Work beyond the time set by the company	7, 9, 11	8, 10, 12
<i>Sportmanship</i> , employee behavior that shows a willingness to tolerate unfavorable conditions without complaining	a. Behavior that tolerates mistakes made	13, 15, 17	14, 16, 18
	b. Do not show any complaints about the tasks given		
<i>Courtesy</i> , Employee behavior that maintains good relationships with co-workers to avoid interpersonal conflicts	a. Employee behavior that maintains good relations with co-workers	19, 21, 23	20, 22, 24
	b. Avoid conflict		
<i>Civic virtue</i> , employee behavior that shows an attitude of participation and shows concern for the progress and success of the organization	a. Show a caring attitude	25, 27, 29	26, 28, 30
	b. Participate to advance the company		

**Table 3. Blue print scale of distributive justice**

Variable	Aspect	Indicator	Item	
			Favorable	Unfavorable
<b>Distributive Justice</b>	Equality shows an assessment of the equality between the effort given in work and the rewards received	a. Equity of performance appraisal		
		b. Equality in giving rewards	1,3,5	2,4,6
	Feasibility shows an assessment of the appropriateness of the rewards given by the company based on work completion	a. Eligibility to receive rewards		
		b. Assessment in determining the type of reward	7, 9, 11	8, 10, 12
	Contribution shows an assessment of the suitability of rewards and contributions provided by the company	a. Match between rewards and contributions		
		b. Demonstrate contributions to receive rewards	13, 15, 17	14, 16, 18
Performance shows an assessment of the suitability between the performance produced and the rewards received	a. Performance assessment based on what is produced			
	b. Match between the rewards received and what is done	19, 21, 23	20, 22, 24	

**Table 4. Blue print psychological contract scale**

Variable	Aspect	Indicator	Item	
			Favorable	Unfavorable
Psychological Contract	Career development offers possibilities for development and promotion within the organization (such as possibilities for development, appointment as permanent employee, promotion opportunities)	a. Career development	1,3	2,4
		b. Promotional opportunities		
	Job offers that are challenging and interesting where employees can use their capacities	a. Job offer	5,7	6,8
		b. Challenges in completing complex work		
	Financial, compensation offers appropriate compensation, such as: Remuneration commensurate with work, working conditions that have favorable tax consequences	a. Fun work environment	9,11	10, 12
b. Have good cooperation				
Balance with the employee's personality, offering, respect and understanding for the employee's personal situation, for example: flexibility in working hours, understanding of personal circumstances	a. Providing compensation in accordance with what is done	13, 15	14, 16	
	b. Profitable reward offers			
	c. Balance the offer with what is done			
	d. Respect personal situations	17, 19	18, 20	
	e. Employee			

### 3.1 Validity Test

Validity Test is used to measure whether a measuring instrument is valid or not. An instrument or questionnaire is said to be valid if the questions on the instrument are able to reveal something that will be measured by the measuring instrument (Aldridge et al., 2017). Validity tests are basically carried out to measure the accuracy or accuracy of measuring instruments, in this case items. The measurement standard used to determine item validity is  $r_{xy} \geq 0.300$ . If it turns out that the number of valid items is still not sufficient, it can lower the criteria slightly from  $r_{xy} \geq 0.300$  to  $r_{xy} \geq 0.250$  or  $r_{xy} \geq 0.200$ . The validity standard in this research is  $r_{xy} \geq 0.200$ .

### 3.2 Reliability Test

A research instrument is said to be reliable or reliable if the respondent's answers to statements are consistent or stable over time. Instruments that are trustworthy or reliable will produce reliable data too. Reliability measurements were carried out using SPSS 25.0 tools for statistics *alpha curve* ( $\alpha$ ). A research instrument is said to be reliable if it provides value *alpha curve*( $\alpha$ ) > 0.60.

### 3.3 Normality test

In this research, researchers used techniques *One-Sample Kolmogorov Smirnov* to see the normality of the data as show in Table 4. The guideline used is if value *sign*>0,05 then it can be normally distributed, whereas if the value *sign* <0,05 then the data is not normally distributed.

**Table 4. One-sample Kolmogorov-Smirnov test normality test results**

Variable	N	Kolmogrov-Smirnov Z	Say.
Psychological contracts and distributive justice with OCB	179	0.084	0.084

Based on the results of the data normality test using *One-Sample Kolmogrov Smirnov* The resulting data is normally distributed among the three variables, namely  $0.084 > 0.05$ . These results conclude that the data generated between the psychological contract and justice distributive with organizational citizenship behavior normally distributed. Based on the table above, it shows that the 179 subjects given the measuring instrument produced a significant number of 0.084, meaning that if the significant value obtained was greater than 0.05 then the data was declared normally distributed.

### 3.4 Linearity Test

In this research, the linearity test was performed using the SPSS 25.0 program, the variable is said to have a linear relationship when the value sig. linearity below 0.05 and value sig. deviation of linearity above 0.05. Table 5 show the linearity test results.

**Table 5. Linearity test results**

Variable	N	Sig. Linearity	Sig. Deviation from linearity
Psychological contract, with organizational citizenship behavior	179	0.000	0.126
Distributive justice	179	0.008	0.662

Based on the results of the data linearity test using Compare means Linearity data generated on the psychological contract variable with Organizational citizenship behavior of 0.000, meaning  $< 0.05$ , with a sig deviation from linearity value of 0.126, which means  $> 0.05$ . Meanwhile, the distributive justice variable with Organizational citizenship behavior has a Sig Linearity value of 0.008, which means  $< 0.05$  and a sig deviation from linearity value of 0.662, which means  $> 0.05$ .

### 3.5 Homogeneity Test

Homogeneity is used to test whether the two data *independent variable* homogeneous, that is, by comparing the two variances. So, it will be dealing with a group that from the start was in the same condition (Table 6).

**Table 6. Homogeneity test**

Tests of homogeneity of variances					
		Levene statistic	df1	df2	Sig.
Psychological Contract	Based on Mean	1.926	32	137	.065
	Based on Median	1.054	32	137	.402
	Based on Median and with adjusted df	1.054	32	72.252	.415
Distributive Justice	Based on trimmed mean	1.861	32	137	.008
	Based on Mean	1.614	32	137	.052
	Based on Median	1.033	32	137	.430
	Based on Median and with adjusted df	1.033	32	89.829	.437
	Based on trimmed mean	1.551	32	137	.044

Based on the results above, it is known that the value *sig.* based on mean The Psychological Contract variable is 0.065, which means  $> 0.05$ , while the distributive behavior variable has a value based on mean of 0.052 which means  $> 0.05$ . then it can be concluded that the variance of the two variables independent both have homogeneous variances.

### 3.6 Multicollinearity Test

The multicollinearity test is intended to determine whether there is a significant relationship (correlation) between the independent variables. If the VIF value  $< 10$  or has tolerance  $> 0.1$ , then it is said that there is no multicollinearity problem in the regression model (Table 7).

**Table 7. Multicollinearity test results**

Model		Unstandardized coefficients		Coefficients <sup>a</sup>		t	Say.	Colinearity tolerance	VIF
		B	Std. Error	Beta					
1	(Constant)	65.255	6.686			9.760	<.000		
	KD	.116	.033	.213		3.545	<.001	.378	2.642
	KP	.488	.053	.555		9.250	.138	.378	2.642

a. Dependent Variable: OCB

Based on the results of the data processing above, it is known that the value Colinearity tolerance. The Psychological Contract variable is 0.378, higher than 0.1, while the distributive behavior variable has a value Colinearity Tolerance of 0.378 which means > 0.1. then it can be concluded that the two variables *independent* does not have multicollinearity problems.

### 3.7 Data Analysis

In this study, to test the research hypothesis regarding the relationship between psychological contracts and distributive justice towards organizational citizenship behavior (OCB). then the regression equation is as follows.

$$Y = a + b_1bX_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + \text{and} \tag{1}$$

Description:

- AND = *organizational citizenship behavior*
- a = *Interception constant*
- b = *Regression coefficient*
- X<sub>1</sub> = *transactional*
- X<sub>2</sub> = *relational*
- X<sub>3</sub> = *balanced*
- X<sub>4</sub> = *meaning*
- X<sub>5</sub> = *competence*
- X<sub>6</sub> = *self-determination*
- X<sub>7</sub> = *impact*
- It is = *Residue*

Through multiple regression analysis, values can be obtained  $R^2$  (*R square*). Function of  $R^2$  is to find out how big the whole contribution is *independent variable to dependent variable* that is organizational citizenship behavior, to get value  $R^2$  The following formula is used.

$$R^2 = \frac{SS_{reg}}{SS_y} \tag{2}$$

Next, to prove whether  $R^2$  whether it is significant or not, carry out an F test. From this F test you will find out whether it is correct independent variable have a relationship with dependent variable. The F test formula for  $R^2$  as follows.

$$F = \frac{R^2/k}{(1 - R^2) / (N - k - 1)} \tag{3}$$

Description:

- k = *Amount independent variable*
- N = *Number of samples*

Then to test what relation is given by independent variable significant to dependent variable, then a t test is carried out, this test is carried out using the following formula.

$$t = \frac{b}{s_b} \tag{4}$$

Description:

- b = *Regression coefficient*
- s<sub>b</sub> = *standard error from b*

The results of this t test will be obtained from the results of the regression carried out by the researcher. In this research, statistical calculations were carried out using the SPSS calculation program.

#### 4. Results

The subjects in this research were 179 employees who had fixed term contract employee (PKWT) status at PT X. Based on Table 8, it can be seen that of the 179 subjects, 83 were male (46%) and 96 were female (54%). So, it can be concluded that most research subjects are female subjects. Stages screening followed by 179 subjects who were then distributed measuring instruments to find out whether the measuring instruments given corresponded to the variables to be measured.

**Table 8. General description of the research subject**

Gender	PKWT	Total
Man	83	83
Woman	96	96
Total	179	179

Based on the research results that have been produced, the stages carried out by researchers to prove the proposed hypothesis are: correlation test *regression* multiple. Hypothesis testing in this research uses analytical techniques *regression* multiply by *software* SPSS 25. There are three things that are seen in doing the analysis *regression*, i.e. involving  $R^2$  (*R square*) to find out what percentage (%) variance *dependent variable* which is explained by *independent variable*. Second, what is overall *independent variable* significantly related to *dependent variable*. Third, look at the significance of the coefficient *regression* from each *independent variable*.

The first step, the author looks at the amount of  $R^2$  (*R square*) to find out the percent (%) variance *dependent variable* which is explained by *independent variable*. Based on Table 9, it can be seen that the acquisition of *R square* of 0.511 or 51.1%. This means the proportion of variance of *organizational citizenship behavior* which is explained by aspects of the psychological contract and justice *distributive* was 51.1% while the remaining 48.9% was influenced by other variables outside this research.

**Table 9. R square**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609 <sup>a</sup>	.511	.514	4.435

a. Predictors: (Constant), KP, KD

The second step, the author performs an F test to analyze the overall relationship *independent variable* to *organizational citizenship behavior*. Based on Table 10, it can be seen that the sig value is 0.000 if (sig < 0.05), then the null hypothesis states that there is no significant relationship between the psychological contract variable and justice *distributive* to *organizational citizenship behavior* rejected. This means that there is a significant relationship between the psychological contract variable and justice *distributive* to *organizational citizenship behavior*.

**Table 10. Anova**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2043.845	2	1021.923	51.944	.000 <sup>b</sup>
	Residual	3462.516	176	19.673		
	Total	5506.362	178			

a. Dependent Variable: OCB  
 b. Predictors: (Constant), KP, KD

The third step, the author looks at the regression coefficients for each *independent variable*. If the sig value < 0.05, then the regression coefficient is significant. This means that *independent variable* has a significant relationship with *organizational citizenship behavior*. Based on Table 11, the regression equation can be seen to see whether the resulting regression coefficient is significant or not. If sig < 0.05, then the resulting regression coefficient relationship is significant *organizational citizenship behavior* and vice versa. In table 4.5 it can be seen that the variable *independent* has a sig value of 0.00, which means that the variable *independent* has a significant relationship to the variables *organizational citizenship behavior*. Validity Test is used to measure whether a measuring instrument is valid or not. An instrument or questionnaire is said to be valid if the questions on the instrument are able to reveal something that will be measured by the measuring instrument (Fernández-Marcos et al., 2018).

**Table 11. Regression coefficients**

		Coefficients <sup>a</sup>		T	Say.
		Unstandardized Coefficients	Standardized Coefficients		
Model		B	Std. Error	Beta	
1	(Constant)	55.154	3.824		14.424 .000
	KD	.116	.033	.213	3.545 .001
	KP	.488	.053	.555	9.250 .000

a. Dependent Variable: OCB

**5. Discussion**

The strength and weakness of organizational citizenship behavior of employees at PT The relationship between the two free variables on organizational citizenship behavior is 51.1%, which means that organizational citizenship behavior is 51.1% influenced by the level of psychological contract and distributive justice, while the remaining 48.9% is determined or influenced by other variables not included. in this research. The results of this research were supported by previous researchers, who researched employee job satisfaction which was associated with *organizational citizenship behavior* where the results of hypothesis testing show that job satisfaction is positively related to *organizational citizenship behavior* (Ayu & Febrian, 2023).

Psychological contracts are one of the things that are relevant in explaining phenomena that occur in companies. According to Jufri et al. (2018) a psychological contract is an unwritten casual contract, consisting of the expectations of employees and their superiors regarding a reciprocal work relationship. This definition is supported by Herrera and Las Heras-Rosas (2021) who says that psychological contract is a series of employee expectations regarding what they will provide to the organization or company and in return the organization or company will provide expectations for this contribution by compensating.

This means that the psychological contract is an informal exchange between the employee and the company where both give and receive equally. An employee definitely has hopes for the company where he works. For example, a company demands that its employees can work according to targets or even exceed targets. Employees who always work to meet targets will hope that their presence in the company is guaranteed and employees who work beyond targets will hope for a promotion or promotion.

Supporting factors *organizational citizenship behavior* the other one in this research is distributive justice. Distributive justice has an effect on *organizational citizenship behavior* which is indicated by a coefficient with a significance value of 0.00, which means that *organizational citizenship behavior* has an influence on distributive justice. This is supported by research put forward by Mentari and Ratmawati (2020), where the results of their research show that distributive justice has a significant positive relationship with employee engagement.

Research in the field *organizational justice* shows that when employees are treated fairly, they will have good attitudes and behavior. Estreder et al. (2020) supports this and argues that when employees are treated fairly, they will have the attitudes and behavior needed for successful organizational change even in difficult conditions.

A good company is one that can provide employees' needs fairly. The company's efforts to provide fair treatment and rewards to each employee so as not to give rise to social anger and jealousy. Employee responses and behavior regarding earnings are based on perceptions of fairness. Employees consider distributive justice decisions when receiving financial rewards in exchange for the work they do, which in turn influences their attitudes toward the organization. When employees feel they are treated fairly after participating in a profit sharing plan, they will behave more positively and become more locked in to their company.

The results of this research have also proven empirically that *organizational citizenship behavior* as a variable *dependent* positively influenced by the psychological contract with distributive justice with an R value<sup>2</sup> amounting to 51.1%. The implication is that the stronger the psychological contract and distributive justice provided by employees, the more likely their behavior will be *organizational citizenship behavior*. Vice versa, variables *organizational citizenship behavior* influenced by other variables outside this research.

It's important for companies to pay attention *employee engagement* employees because this is closely related to important business outcomes such as: employee willingness to continue working for the company, productivity, profits, loyalty and customer comfort. The more employees have a sense *engagement* If a company is high, the more the business's revenue growth will increase. Companies whose employees have level *employee engagement* level is marked by employees who are actively involved and the company has a positive work climate.

**6. Conclusion**

Based on the results of research at PT. X in Kendari it can be concluded the psychological contract is positively related to *organizational citizenship behavior* with a significance coefficient of 0.00. When employees and companies understand each other and understand each other's expectations, a good working relationship will be formed. Employees

will feel that their company cares about their existence and welfare so that employees will be more willing to be bound and fully involved with their company.

Distributive justice is positively related to *organizational citizenship behavior* with a significance coefficient of 0.00. Employees who feel they are treated fairly will perceive their company as kind, professional, and objective. This will make them behave positively and be willing to have an attachment to their company. *Organizational citizenship behavior* positively related to the psychological contract and distributive justice with a significance coefficient of 0.00. An employee who is willing to work outside the specified working hours will have the awareness that the success of the company is greatly influenced by the results of their work so that they work effectively for the good of the company, namely by choosing the right goals or equipment so that the company's goals are achieved.

It is hoped that company leaders or directors will further maximize the psychological contract and distributive justice of employees, this is because in the results of this research it is known that the psychological contract and distributive justice have a positive relationship with *organizational citizenship behavior*. It is hoped that employees will further increase OCB behavior in the company, this aims to maximize the results the company wants to achieve. In this way the company will provide rewards/reward that corresponds to the resulting performance. It is hoped that future researchers can use other variables to further examine things that can influence it *organizational citizenship behavior* This aims to ensure that more literature studies are read and used by future researchers. It is recommended that further research use a larger number of scales to anticipate the number of invalid or invalid scale items so that they can represent the attributes to be measured.

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