

THE EFFECT OF ORGANIZATIONAL JUSTICE AND COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG PUBLIC OFFICERS IN CILEUNYI DISTRICT, BANDUNG REGENCY

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ABSTRACT

Extra-role behavior in a job is recognized as a form of positive behavior that supports the achievement of an organization. This article aims to examine how justice influences organizational citizenship behavior (OCB) directly or indirectly through organizational commitment. The unit of analysis in this study was employees who worked at the Cileunyi District Office, Bandung Regency. This study uses a census or saturated sample by taking respondents from all identified employees at the District Office. A total of 38 employees participated in this study by filling out the questionnaires that had been distributed. The research findings revealed that only 2 out of 5 paths of the relationship between variables were found to be significant. Procedural justice has an important influence on employee organizational commitment, while of the three determinants of OCB behavior, it was found that only organizational commitment affected OCB behavior. It can be concluded that the OCB among public officers can increase with the indirect effect of procedural justice through organizational commitment.

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1. INTRODUCTION

As a form of obligation to provide services to the public, Cileunyi District, Bandung Regency has a strategic role in building trust in the community through achieving quality performance. As mandated by the government, public organizations must be oriented to quality services that have a positive impact on the satisfaction of their service users [1]–[4]. The performance of this service among organizations certainly refers to the actors involved in the process of delivering the service to the user community.

The performance of public organizations is closely related to how the individuals in it do the work [5]. As part of a public organization, the employees who are in it have an important role in contributing to performance achievements in the form of outputs and outcomes. However, it is interesting to examine the attitudes and behavior of employees working in public sector organizations. Several studies have reviewed the importance of employees in an organization having a sense of obligation in completing the work they are doing [6], [7], while others emphasize the importance of public employees having positive behavior at work [8], [9]. Although there are many research findings about extra-role behavior in public sector organizations, what factors that drive organizational citizenship behavior are very diverse and varied [9]–[13]. Forms of organizational citizenship behavior are known as a form of extra-role behavior from individuals, while proactive behavior can be recognized as a result of distributive justice and procedural justice [14].

Initially, justice in organizations was a portrait of individual reactions to decisions, procedures, and interactions with organizations [15]. Justice in organizations is found to have an impact on increasing one's commitment to the organization [16], [17]. This is in line with the concept that perceptions of justice are important for employees because they can influence attitudes and behavior related to work and the organization. It is known that distributive justice and procedural justice can be associated with forms of individual attitudes both towards work [18] and organization [16], [17]. This shows the importance of the concept of justice in organizations which can be emphasized in organizational practices that support the effectiveness of achieving goals.

Compared with commitment, distributive justice for employees working in public sector organizations was found to support the perceived obligation to complete work [19]. In line with the perspective of social exchange, the extent to which a person feels treated fairly by his organization then can encourage a person's tendency to behave positively, including extra-role behavior in the organization. Talking about the concept of justice, this perspective on public employees not only can explain satisfaction

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with the compensation they receive[20] but also how justice can encourage employees to feel obligated to help the organization through their work with maximum performance results [19], [21].

An organization cannot quickly change all of its aspects by getting maximum performance results if it does not have employees who are committed to it. However, the number of resources owned by the organization will be useless if it is not supported by a great sense of commitment from employees to their organization. Organizational commitment is a form of psychological and emotional attachment from someone to their organization [22], [23]. Forms of organizational commitment in this case include employee interest in the goals and values and goals of the organization. As experts have stated, organizational commitment is a form of attitude toward an organization that is more than just a sense of membership because it contains elements of loyalty and individual willingness to try to do something for the benefit of the organization [24]. A person who is committed means that he is psychologically and emotionally bound to the organization, then normatively binds himself to help the organization achieve its goals, and tends to keep the relationship with the organization running as it should [24].

It has been widely reviewed in several previous empirical results that employees who have a greater commitment to their organization tend to have positive attitudes and behavior at work. Organizational commitment for employees working in the public sector is important [16], [25], [26], especially in supporting attitudes and other positive behaviors at work. Thus, organizational commitment can be viewed as an important determinant of individual OCB behavior [27] including in the context of a pandemic [10]. Organizational commitment is the main explanation of the behavior exhibited by individuals in the workplace. The more committed a person is to their organization, the more positive the behavior they show in their job [28], [29].

Explaining fairness in the organization, a normative perspective is considered insufficient to measure the extent to which individual perceptions formed of the treatment received can encourage the formation of positive attitudes and behavior at work. The feeling that an employee is treated fairly for the distribution of rights and obligations should be able to encourage how committed a person is to his organization [14], [30]. It is believed that procedural justice can also have a positive effect on organizational commitment felt by employees [16], [17], [31].

Based on some descriptions of the research background as well as some theoretical basis and empirical results that have been compiled previously, this study aims to examine how the role of distributive and procedural justice in increasing organizational commitment and organizational citizenship behavior among public officers in Cileunyi District, Bandung Regency. The theoretical perspective of organizational justice and social exchange forms the basis for compiling the conceptual framework in this study as shown in figure 1.

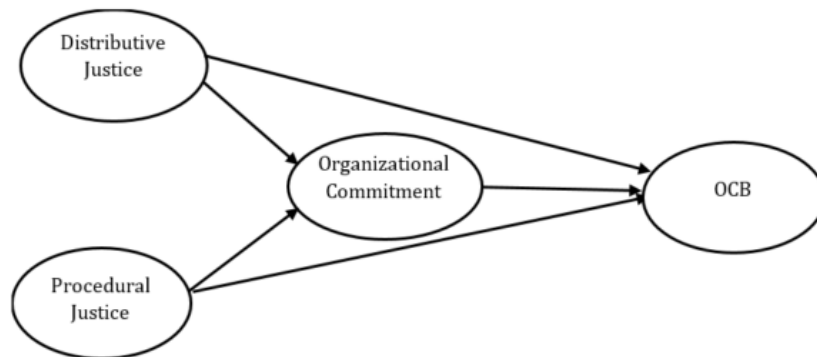


Figure 1. Conceptual Framework

Based on the conceptual framework above, the hypothesis proposed in this study is as follows:

- H1: The better the distributive justice felt by Cileunyi District employees, the more OCB behavior at work will increase.
- H2: The better the procedural fairness felt by Cileunyi District employees, the more OCB behavior at work will increase.
- H3: Organizational commitment can strengthen the impact of distributive justice in increasing the OCB behavior of Cileunyi District employees.
- H4: Organizational commitment can strengthen the impact of procedural justice in increasing the OCB behavior of Cileunyi District employees.

2. METHOD

After securing objectivity, content validity, and usability (as well as initial reliability and construct validity) during the development of research instrument sizes resulting from previous research adaptations, the hypothesis testing in this study was carried out by collecting primary data from employees working in Cileunyi District, Bandung Regency. After verifying the respondent's willingness to fill out the questionnaire online, the researcher contacted the general subdivision head and staff of the Cileunyi District to ask for help and support in the research process. As many as 36 out of 40 employees agreed and participated by filling out the questionnaires which were distributed in full.

This research instrument was adapted from several previous studies, with distributive justice and procedural justice adapted from conceptualists and empirical research on organizational justice [15], [16] each consisting of 5 items with an acceptable level of instrument reliability (α distributive justice = 0.870; α procedural justice = 0.834). The organizational commitment consisting of 9 items was adapted from the main references about commitment [23], [24] with the reliability level of the instrument acceptable (α organizational commitment = 0.814). Organizational citizenship behavior refers to previous experts who have reviewed it a lot [32], [33] with the level of reliability of the instrument acceptable (α OCB = 0.947).

The data that has been collected is then processed with statistical tools and analyzed using path analysis. The use of this data analysis technique considers a research model that examines the direct and indirect effects of the independent variables on the dependent variable through the intervening variable.

3. RESULT AND DISCUSSION

3.1 Characteristics of Respondent

Table 1 informs about the characteristics of the respondents in the study. It can be seen that the largest number of respondents were male employees ($n = 24$ or 63.2 percent of respondents), while the rest were women ($n = 14$ or 36.8 percent of respondents). Interestingly, the number of employees with senior high school education background constituted the majority of respondents ($n = 18$ or 47.4 percent of the respondents), while it was identified that 2 respondents (5.3 percent) were employees with diploma education, 3 people (7.9 percent) had pursued a master's degree, and the remainder were bachelor's degrees ($n = 15$ or 39.5 percent). The majority of respondents have educated employees with a higher education equivalent to a minimum diploma with a total number that is greater than the number of employees who take 12 years of compulsory education up to high school.

Table 1. Characteristic of Respondent

	Frequency	Percent
Gender		
Male	24	63.2
Female	14	36.8
Education		
Senior High School	18	47.4
Diploma	2	5.3
Under Graduate	15	39.5
Master degree	3	7.9
Age		
21 - 29	5	13.2
30 - 39	7	18.4
40 - 49	17	44.7
Above 49	9	23.7
Tenure		
0 - 3	3	7.9
4 - 6	6	15.8
7 - 9	7	18.4
≥ 10	22	57.9

For the age category, the most identified respondents were in the age range of 40 – 49 ($n = 17$ or 44.7 percent). Then 9 people (23.7 percent) are over 49 years old and 7 people (18.4 percent) are 30-39 years old. The rest are respondents aged 21-29 years ($n = 5$ or 13.2 percent). The average age of the respondents was found to be 42 years, which indicates the level of maturity in the work profession. Among 38 respondents, it was found that the majority had experience or work experience of 10 years and over ($n = 22$ or 57.9 percent).

= 22 or 57.9 percent). As many as 7 people (18.4 percent) are employees with a working period of 7-9 years. The remaining 6 people (15.8 percent) are employees with 4-6 years of service and the last 3 people (7.9 percent) are employees with 0-3 years of service. It is known that the Cileunyi District organization has employees with long work experience.

3.2 Mean, Standard Deviation, and Alpha Cronbach

Table 2. Mean of Variables, Standard Deviation, and Alpha Cronbach ($n = 38$)

Variables	Mean	SD	Alpha Cronbach
1. Distributive Justice	3.616	2.999	0.870
2. Procedural Justice	4.332	2.571	0.834
3. Organizational Commitment	4.064	4.366	0.814
4. OCB	3.684	10.232	0.947

It can be seen that each variable observed in this study is classified as reliable because it meets the minimum reliability criteria with a value level above 0.7. The range of variable scores is between 3,616 and 4,332. Distributive justice was found to have the lowest variable score with a mean of 3,616. Conversely, procedural justice is the variable with the largest score with a mean value of 4,332. The standard deviation value is in the range of 2,571 to 10,232. The standard deviation value for each variable was found to be greater than the average indicating that the data varies. Meanwhile, for the criteria of instrument constancy, reliability values were found in the range of 0.814 to 0.947. These results indicate that the constancy value of this research instrument is very good.

3.3 Result

Table 3. Path Coefficient

Relationship	Standardized Beta Coefficient	t-statistic	Sign.	Remark
Distributive Justice --> Organizational Commitment	-.008	-.063	.950	Not significant
Procedural Justice --> Organizational Commitment	.617	4.578	.000	Significant
Distributive Justice --> Organizational Citizenship Behavior	.156	1.355	.184	Not significant
Procedural Justice --> Organizational Citizenship Behavior	-.261	-1.792	.082	Not significant
Organizational Commitment --> Organizational Citizenship Behavior	.878	6.080	.000	Significant

Table 3 shows the results of the analysis with standard parameter estimates for the model presented. Based on the table, it can be seen that distributive justice ($\beta_1 = -0.008$, $p < 0.95$) has an insignificant effect on organizational commitment. The better the distributive justice felt by an employee, this cannot encourage increase in an organizational commitment perceived by public officers.

Procedural justice ($\beta_2 = 0.617$, $p > 0.000$) has a significant effect on organizational commitment. This shows that the better the procedural justice felt by employees, the higher the organizational commitment of those concerned. The beta coefficient value was found to be greater than the effect value of distributive justice toward organizational commitment.

Distributive justice ($\beta_3 = 0.156$, $p < 0.184$) has an insignificant effect on OCB. The better the distributive justice felt by an employee, this cannot encourage an increase in OCB which is shown in the organizational context. These results indicate that hypothesis 1 is rejected because there is no significant effect of distributive justice on OCB. If employees in Cileunyi District feel that they are being treated more fairly in terms of the distribution of rights and obligations at work, then this cannot make them more proactive in their behavior. In other words, extra-role behavior in the form of OCB cannot be considered an outcome of distributive justice.

Procedural justice ($\beta_4 = -0.261$, $p < 0.082$) has an insignificant effect on OCB. The better the procedural justice felt by an employee, this cannot encourage an increase in OCB which is shown in the organizational context. These results indicate that hypothesis 2 is rejected because there is no significant

effect of procedural justice on OCB. The perspective of justice in the organization, especially in terms of appropriate procedures, was found to be unable to explain how extra-role behavior among public officers working in Cileunyi District could increase their job.

Organizational commitment was found to have a significant effect on OCB ($\beta_5 = 0.878$, $p > 0.000$). The coefficient value of this influence is found to be very large, so it can be considered that OCB is the main result of organizational commitment. The coefficient value of distributive justice on organizational commitment was found to be insignificant, and the effective value of organizational commitment to OCB was found to be significant. Thus, the third hypothesis in this study was rejected. There is no significant mediating role of organizational commitment on the effect of distributive justice on OCB. The coefficient value of procedural justice on organizational commitment was found to be significant, and the effective value of organizational commitment on OCB was found to be significant. Thus, the fourth hypothesis in this study is accepted. There is an important mediating role from organizational commitment to the effect of procedural justice on OCB. This mediation role is perfect because the direct influence of procedural justice on OCB is found to be insignificant.

The R-square value for the distributive and procedural justice effect model on organizational commitment was found to be 0.383. The level of diversity in the model was found to be quite small (38.30 percent) considering other explanatory factors from organizational commitment outside the observed variables (distributive and procedural justice) which are in the range of 61.70 percent. Meanwhile, the distributive and procedural justice influence model together with an organizational commitment toward OCB has R-square value of 0.562. This means that the explanatory variant of OCB outside the variables observed in this study (distributive and procedural justice, organizational commitment) is in the range of 43.80 percent.

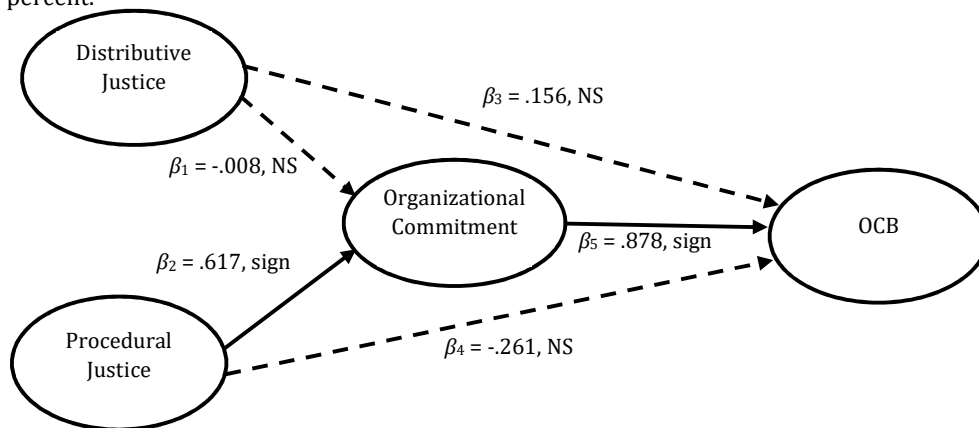


Figure 2. Path Analysis

3.4 Discussion

An interesting research finding is about the relationship between distributive and procedural justice on organizational commitment. Distributive justice was found to be unable to increase the organizational commitment of employees. Based on this, procedural fairness in Cileunyi District is the most important determinant of how much employees feel committed to their organization. While on employee OCB, it was found that only organizational commitment had a significant influence on the behavior. It is known that both distributive and procedural justice have no significant effect on the OCB of public officers in Cileunyi District. This shows that the concept of justice theory in organizations cannot explain how extra-role behavior at work can be formed. If you look at the scores for each variable, it is found that the variance or variety of OCB tends to be much larger when compared to distributive and procedural justice. Even so, the OCB value of public officers working in Cileunyi District is moderate, this is in line with the value of distributive justice perceived by employees.

Justice in organizations is only well perceived in terms of procedures that apply and are carried out in Cileunyi District. Procedural justice is the dominant factor as an explanation for public officers to be more committed to their organizations. In addition, procedural justice was found to be the thing that was valued the most by public officers. This condition is in contrast to distributive justice, which is the variable with the lowest score. The difference in results for these two aspects of equity in organizations may be explained by the specific organizational context. First, the context of the locus of public organizations indicates that the determination and implementation of procedures are far more important for employees in carrying out

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their work. While relating to aspects of the distribution of rights and obligations in the profession and work carried out, in general, this is of course stipulated in government regulations such as the ASN Law and other national policies. Although empirically, the interesting thing about this research lies in revealing the value of distributive justice in moderation. Emphasis on the lowest aspect of distributive justice is indicated by the organization having distributed wages to employees fairly according to their workload or responsibilities and the workload of employees who have been determined to be appropriate without any partiality towards certain parties.

Second, typical employees in Cileunyi District, Bandung Regency have an interesting profile, especially if it is inferred from the characteristics of the respondents. The majority have senior high school education and are of mature age and years of service, so they have experienced various important things at work that make them believe that it is very important for organizations to carry out procedures fairly.

In sum, the organizational commitment was found to have an important mediating role in the effect of procedural justice on OCB. For employees in the Cileunyi District, Bandung Regency, the level of OCB they display is at a moderate level. The strengthening impact of procedural justice can work more optimally through organizational commitment. Therefore, it is hoped that the Cileunyi District, Bandung Regency, can improve fair and proportional practices in the distribution of obligations and rights for its employees. Prioritizing the principle of justice in the distribution process is believed to be able to encourage the level of organizational commitment from public officers.

4. CONCLUSION

Based on the research findings, only one of the four research hypotheses was accepted, namely the important role of organizational commitment in mediating the effect of procedural justice on employee OCB in Cileunyi District, Bandung Regency. This study shows practically that procedures that are carried out fairly in a public organization are considered important for its employees to make them more committed. The existence of organizational commitment perceived by public officers resulting from procedural justice can increase their extra-role behavior. This research reveals that organizational commitment is an important attitude mechanism in increasing the effect of perceived organizational justice by public officers on their behavior at work. In particular, the aspect of organizational justice that is understood here is procedural justice. This research is inseparable from several limitations, including the self-assessment by respondents which have the potential to cause subjectivity, but it is known that the value of the validity and constancy of the research instrument meets the good criteria. The relatively small number of samples is another limitation of this study, so it can be suggested for further research to expand the object and increase the number of research samples so that the generalization of the results can apply more broadly.

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