

The Effect of Organizational Justice on Organizational Citizenship Behavior with Job Satisfaction as a Mediation Variable (Study on Employees of PT Jasamarga Ngawi Kertasono)

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Abstract

The purpose of this study is to investigate the impact of organizational justice on organizational citizenship behavior and job satisfaction, as well as the impact of job satisfaction on organizational citizenship behavior and the role of job satisfaction as a mediating variable on the impact of organizational citizenship behavior on PT. Jasamarga Ngawi Kertasono employees. This study employed a cross-sectional study approach and a quantitative descriptive research design. There were 63 permanent employees used as samples in this study, out of a total of 123 permanent and contract employees at PT Jasamarga Ngawi Kertasono. With the help of SmartPLS 2.0 software, the data analysis technique used was Partial Least Square (PLS). The results indicate that organizational justice has a positive and significant impact on organizational citizenship behavior, as well as a positive and significant impact on job satisfaction and organizational citizenship behavior. Furthermore, the findings suggest that, via job satisfaction variables, organizational justice has a positive and significant impact on organizational citizenship behavior.

Keywords

organizational justice;
organizational citizenship
behavior; job satisfaction



I. Introduction

Human resources are factors that can help a company develop an identity that is difficult for competitors to replicate, allowing the company to generate more profits than their competitors (Erkutlu, 2011). When a company's human resources are strong, it has a direct influence on its growth and success. Increasing an organization's effectiveness and success is highly dependent on good human resource management, as companies must have employees who are disciplined, professional, responsible and with a high degree of integrity. (Prameswari & Suwandana, 2017). Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

With the incorporation of Organizational Citizenship Conduct (OCC), also known as Extra-Role Conduct, businesses can increase their operational efficiency (Amira, Lubis, & Hafasnuddin, 2015). An organization's incentive structure implicitly recognizes individual freedom of behaviour and has a favorable influence on the overall performance and efficiency of the enterprise. Organizational Citizenship Behavior (OCB). Employees must be treated fairly in organizational rules and the results they earned, according to Amira et al. (2015), so that they can develop Organizational Citizenship Behavior (OCB). Organizational justice, according to Nandan & Azim (2015), is the concept of employees' perceptions of how fairly they are treated in their workplace. Employee performance will be hindered as a Some of the data that can be used to represent the OCB characteristics of a company are employee absence, employee tardiness, and the number of employees who have quit (resigned). Employee dissatisfaction with their work, according to Soegandhi, Sutanto, & Setiawan (2013), tends to lead to bad behavior such as increased level of absence from work, decreased level of discipline, is associated with a great desire to leave work and ultimately does not form extra-role behavior. All of this in the end will not shape OCB behavior in its employees.

Organizational justice and organizational citizenship behavior (OCB) among workers of PT. Jasamarga Ngawi Kertasono will be examined in this study, with job satisfaction acting as a mediator between them. According to Robbins & Judge (2008), OCB can be caused by a variety of factors within the organization, including employee job satisfaction, because with a high level of job satisfaction, employees will have a high level of morale, which will maximize their work performance and increase their sense of OCB, whereas employees with low job satisfaction will cause their work performance to be poor.

According to a number of studies, job contentment can attenuate the relationship between corporate justice and corporate citizenship conduct (Saifi & Shahzad, 2017). Research by Najafi, Noruzy, and Azar reveals that work happiness may also influence the relationship between organizational justice and employee involvement. (2011). An organization's inequitable treatment of its workers might have a detrimental influence on work and employee collaboration (Awang & Ahmad, 2015).

An relationship between employee well-being and organizational justice was discovered by Sujono et al. (2000), who found that well-executed organizational justice may be regarded positively by workers, allowing them to increase their well-being. It has been shown in another study that teachers at Madiun high schools have a statistically significant influence on OCB when it comes to organizational justice (Srimulyani, Kurniawati, & Rustiyaningsih, 2017). Organizational justice, which comprises distributive justice, procedural justice, and interactional justice, can be used to improve OCB in the workplace. Corporate justice encompasses distributive justice, procedural fairness, and interpersonal fairness.

II. Review of Literature

2.1 Organizational Citizenship Behavior

Organ, Podsakoff, and MacKenzie (2006) define organizational citizenship behavior (OCB) as an individual act of free, voluntary, and non-reward-seeking support for the organization's operational efficiency that does not seek incentives, but is still beneficial to the organization. Employees who engage in activities that aren't directly related to their job responsibilities but are advantageous to their employer's success are said to be engaging in "organizational citizenship behavior," as defined by Robbins and Judge (2008). Organizational citizenship behaviors (OCB) may benefit not just government agencies and

communities, but also individuals and businesses. Discriminatory conduct inside an organization that does not immediately and clearly result in expectations from the formal incentive structure, such as that described by Podsakoff et al. (2000) is described as organizational discretionary behavior (OCB).

According to Luthans, Luthans, & Luthans (2011), there are five factors that influence organizational citizenship behavior:

1. Altruism, defined as voluntary action by individuals in their job as employees who are more concerned with the interests of others than their own.
2. Civic virtue, defined as voluntary activity by employees in their position in order to engage in and be responsible for resolving organizational problems for the purpose of the organization's long-term viability.
3. Sportsmanship, which is defined as voluntary behavior by employees in their duty as employees in the form of tolerance to endure in an unpleasant situation without complaining.
4. Conscientiousness, the behavior of employees who actively improve their performance in their roles in a variety of ways, including voluntarily contributing creativity and innovation to organizational improvement.
5. Courtesy, behavior performed willingly by employees in order to avoid conflicts within the business as a result of provocations from outside or within the organization.

2.2 Organizational Justice

Organizational justice is described by Ivancevich, Konopaske, & Matteson (2008) as a person's view (employees) of how fairly they are treated in social transactions at work. According to Lambert, Hogan, & Barton (2008), organizational justice is the level of employee impression of the organization's fairness, both in terms of results and the procedures employed to get these results. Organizational justice, according to Robbin & Judge (2015), is the general impression of what is fair in the workplace. Furthermore, organizational justice, according to Suifan, Abdallah, & Al Janini (2018), is the perception of employees over the fairness within the company and that is, do employees feel appreciated and treated fairly in exchange for their contributions?. Robbin and Judge (2015) claim that organizational justice has three dimensions: distributive, procedural, and interactive justice. When it comes to distributing resources fairly, "distributive justice" is used to describe it. There must be an appearance of fairness in incentives that individuals or employees get, as well as the impression of such fairness. This is known as distributive justice. A decision-making process used to distribute results or rewards, whereas procedural justice is concerned with perceptions of fairness, is the focus of procedural justice. Furthermore, interactive justice encompasses a variety of corporation acts that demonstrate social sensitivity, such as managers treating their subordinates with dignity and respect (Al-Zu'bi, 2010).

2.3 Job Satisfaction

When a person has a strong sense of achievement or an emotional response to many parts of their work, they are said to be satisfied with their job (Robert & Angelo, 2014). There are several factors that contribute to an individual's job satisfaction, including the amount of money they feel they should be paid for their work, as well as their general attitude toward their work. When one analyzes one's work and determines whether or not it is enjoyable or unpleasant, some experts believe that job satisfaction arises. There are five factors that contribute to job satisfaction, as outlined by Robbins and Judge (2013):

1. The job itself, as reflected by indicators such as tasks, chances for learning, and responsibilities.

2. Current salary, includes indicators such as the payment system and the fairness of the salary.
3. Chances for advancement, with indicators: opportunities for promotion.
4. Leaders, with indicators: leadership style

2.4 Theoretical Framework



Figure 1. Theoretical Thinking Framework

H1: Organizational justice has a positive effect on Organizational Citizenship Behavior

H2: Organizational Justice has a positive effect on Job Satisfaction

H3: Job Satisfaction has a positive effect on Organizational Citizenship Behavior

2.5 The Effect of Organizational Justice on Organizational Citizenship Behavior

Organizational justice and organizational citizenship conduct toward teachers in Sri Lanka are positively and statistically linked, according to Rauf (2014)'s study. As a result, every business must take into account the factors that affect how employees perceive fairness.

2.6 The Effect of Organizational Justice on Job Satisfaction

Employees' perceptions of organizational justice have a significant impact on their attitudes and behaviour at work. They won't resign unless they feel like they're being treated fairly and getting a fair amount of reward for their efforts at work. If workers sense they are being unjustly treated, they will try to leave their positions. Employee happiness and desire to leave are positively influenced by a company's commitment to social justice, as demonstrated in Wiratama and Suana's (2015) study, "Organizational Justice on Job Satisfaction and Employee Turnover Intention."

2.6 The Effect of Job Satisfaction on Organizational Citizenship Behavior

According to University X researchers Subardjo and Tentama (2020), job happiness has a statistically significant effect on an organization's commitment to civic responsibility. Another study conducted in 2018 by Yogyakarta academics found a statistically significant link between job happiness and civic engagement in the city's workforce. According to Hartono, a company's corporate social responsibility is positively impacted by its employees' work happiness, which is statistically significant (2018)

III. Research Method

The purpose of this study is to test the hypotheses and discover the association between variables using a quantitative descriptive research design (Sekaran, 2013). The researcher conducted descriptive research, which is a type of scientific design that collects data between variables to characterize a population, event, or condition. A cross-sectional study was performed to address research questions, with data collected in a single period (Sekaran, 2013).

3.1 Population and Sample

Permanent employees of PT Jasamarga Ngawi Kertasono, which has an office in Madiun, East Java, are the subject of this study. PT Jasamarga Ngawi Kertasono is a national company that operates toll roads in Indonesia. This study relied on data from both primary and secondary sources to arrive at its conclusions. A questionnaire was used to collect primary data, which includes written questions and a Likert scale. Researchers used secondary data they found in many places such books, the internet, and previous studies that were pertinent to their current inquiry.

Participants in this study, which comprised 70 employees of the firm, chose PT Jasamarga Ngawi Kertasono as their employer of choice. A only 63 of the company's 123 permanent and contract employees responded to the survey, even though the sample used was made up of 70 permanent employees. Organizational justice and organizational citizenship conduct are linked when work satisfaction is taken into account as a mediating factor, according to the instrument utilized in this study's research.

Responses to an online survey and documents provided by the company were used to gather the data needed for this investigation. Google forms are thought to be a speedier method of data collection than paper questionnaires. Because researchers may send a link to a Google form to the organization, which will be filled up by the employees, and they will receive an immediate response.

In this study, the Partial Least Square (PLS) method was utilized to investigate the data and evaluate three hypotheses. To examine the correlations between these variables, SmartPLS 2.0 software was used to analyze each of the hypotheses.

IV. Result and Discussion

4.1 First Order Analysis

The p-values of each indicator on each dimension and variable were determined using first order analysis. It was found that organizational justice and organizational citizenship conduct were linked in PT Jasamarga Ngawi Kertasono workers using a component/variance-based structural equation model. The outside weight model, outer loading model, cross-loading, construct reliability and validity, and the multicollinearity test are the five tests in the first order analysis.

1. Outer Weight Model

According to the findings of the outer weight test, Several items have p-values more than 0.05. However, if the outer loading results are more than 0.7, these items can be included.

2. Outer Loading Model

The criteria used to evaluate the outer loading are cross-loading, construct reliability and validity, and multicollinearity testing. The correlation between the estimated item scores/component scores is used to determine the measurement model's cross-loading (Loading Factor value). The indicators that are most closely associated to the study variables, as indicated by the indicators with the biggest loading factor, are another piece of information that may be gleaned from the measurement model analysis. Because the outer loading value is more than 0.7 and the p-values are less than 0.05, the results demonstrate that all items are valid

3. Cross-loading

Reflective indicators can be detected in the cross-loading between indicators and their constructs in cross-loading testing. Since other latent variables had lower loading factors than this one, this one had the highest loading factor values. Latent variables

with a good cross-loading suggest that the latent variables have measures that are substantially linked with other constructs, or that the discriminant validity at the indicator level has been met.

4. Construct Reliability and Validity

The construct reliability and validity test is used to determine the instrument's reliability in a research model or to examine its internal consistency, and the value must be greater than 0.60. Because all values of the latent variable have a value of $\rho_A \geq 0.60$, the construct reliability and validity test findings are satisfactory.

5. Multicollinearity Test

If the regression model shows a correlation between the independent variables, then a multicollinearity test is utilized. Independent variables should not be linked to one another in a good regression model. In each case, the VIF score is less than 10.0 based on the tests' findings. Multicollinearity doesn't exist in the first-order model, for want of a better phrase.

4.2 Second Order Analysis

The purpose of the second order analysis is to look at the p-values of the variables (independent, intervening, and dependent). It was found that organizational justice and organizational citizenship conduct were linked in PT Jasamarga Ngawi Kertasono workers using a component/variance-based structural equation model. The outer weight model, outer loading model, cross-loading, construct reliability and validity, and the multicollinearity test are all part of the second order analysis, just like the first.

1. Outer Weight Model

The outer weight on the second order results show that some items have p-values larger than 0.05. However, if the outer loading result is more than 0.7, these items can be included.

2. Outer Loading Model

Because the outer loading value is more than 0.7 and the p-values are less than 0.05, the findings of data analysis using the outer loading model suggest that all items are valid. Cross-loading, construct reliability and validity, and multicollinearity tests are employed to assess the outer loading in this second order, just as they are in the first.

3. Cross-loading

For each latent variable, a second-order test shows that the loading factor value is the biggest when compared to the loading factor values for other hidden variables. Cross-loading and discriminant validity at the indicator level have been fulfilled if the latent variable shows a substantial association with other constructs.

4. Construct Reliability and Validity

Because all values of the latent variable have a value of $\rho_A \geq 0.60$, the test results of construct reliability and validity in the second order reveal a satisfactory value. The Average Variance Extracted (AVE) and Composite Reliability (CR) values do not present in this study's formative model, which only uses the estimation findings from the outer weight and outer loading outputs. As a result, it differs from the reflective model, which yields AVE and CR values.

5. Multicollinearity Test

Second order multicollinearity tests are aimed to examine whether or not the regression model has discovered a link between independent variables. In an ideal regression model, there should be no relationship between the dependent and independent variables. Results show that each indication has a VIF value lower than 10.0. The second-order model of the system does not have multicollinearity.

4.3 Inner Model Analysis

Path Coefficient, R-Square, F-Square, Q-Square, Goodness of Fit (GOF), and hypothesis testing are the four tests used in inner model analysis.

1. Path Coefficient

The path coefficient is used to determine the extent of exogenous factors' effects on endogenous variables. A structural equation, namely the value of Job Satisfaction = 0.715 (Organizational Justice) was derived from the test findings. The equation can be interpreted as every time there is an increase in the value of organizational justice, then job satisfaction will increase by 0.715. Furthermore, the equation for Organizational Citizenship Behavior was discovered to be = 0.441 (Organizational Justice) + 0.460 (Job Satisfaction). The average increase in organizational citizenship behaviour is 0.441 percentage points for every unit increase in the monetary value of organizational justice. Thus, every time there is an increase in the value of job satisfaction, then organizational citizenship behavior will increase by 0.460.

2. R-Square

R-Square values for the first substructure were found to be 0.511. These findings suggest that organizational fairness explains 51.1% of the diversity in work satisfaction. The second sub-R structure's Square value is 0.695. This suggests that organizational justice and job happiness may account for 69.5 percent of the variance in the dimensions of organizational citizenship behavior.

3. F-Square

The F-Square approach is used to determine the influence of the predictor variable on the dependent variable. Job satisfaction has a 1,043 (high) influence on organizational citizenship behavior, and organizational justice has a 0.311 (sufficient) effect on organizational citizenship behavior, according to data processing results.

4. Goodness of Fit (GOF)

The SRMR is a standardized average index between the observed correlation matrix and the hypothesis matrix. The SRMR value must be less than 0.8 for the model to meet the model fit criteria. The value of $0.038 < 0.8$ obtained from the SRMR calculation indicates that the model fit conditions have been met.

4.4 Hypothesis Test

The t-statistics and p-values are used in hypothesis testing to determine whether a hypothesis is accepted or rejected. SmartPLS 3.0 software was used to evaluate the hypothesis in this study.

HI: T-statistics > 1.96 with a p-value of < 0.05 and a positive path coefficient were employed in this study. The significant value for the first test, Direct Effects, was found to be $0.015 < 0.05$ and the t-value was $2.444 > 1.96$. As a result, the first hypothesis is accepted (the effect of organizational justice on organizational citizenship behavior).

III: The results above show that organizational justice has a positive and significant impact on organizational citizenship behavior. Furthermore, the second hypothesis (the influence of organizational justice on work satisfaction) is similarly accepted with a significant value of $0.000 < 0.05$ and a t-value of $7.957 > 1.96$.

III: The significant value for the third hypothesis is $0.006 < 0.05$, and the t-value is $2.746 > 1.96$, according to the results. Thus, the third hypothesis is also accepted. The results above show that job satisfaction affects organizational citizenship behavior in a positive and significant way.

HIV: The results of data processing as presented in the path coefficient estimation table and statistical tests have a significance value of $0.017 < 0.05$ and a t-value of $2.395 > 1.96$. Thus, the fourth hypothesis is accepted. That is, organizational justice has a positive and significant effect on organizational citizenship behavior through job satisfaction

An example of how the author could indicate where the table is in the text is shown below:

Table 1. *Estimasi Direct Effects Result*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice → Organizational Citizenship Behavior	0.441	0.438	0.180	2.444	0.015
Organizational Justice → Kepuasan Kerja	0.715	0.714	0.090	7.957	0.000
Kepuasan Kerja → Organizational Citizenship Behavior	0.460	0.465	0.167	2.746	0.006

Source: Processed Data (2022)

V. Conclusion

Corporate justice has a favorable effect on corporate citizenship activity. PT Jasamarga Ngawi Kertasono workers' feeling of organizational citizenship conduct would rise when organizational justice is adequately implemented, and vice versa. A new study suggests that fairness in the workplace has a positive and statistically significant effect on employee happiness. Organizational justice has a positive impact on employee satisfaction, whereas organizational justice has a negative impact on employee satisfaction. the level of work satisfaction has a significant impact on organizational citizenship behavior. Organizational citizenship behavior will improve in parallel with the company's increase in work satisfaction. Employee contentment and civic engagement are positively influenced by a culture of corporate fairness. As a result, improving PT. Jasamarga Ngawi Kertasono's employees' sense of organizational fairness and citizenship behavior can have a good effect.

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