

## IMPROVING ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

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### Abstract

*This study examined how to improve organizational citizenship behavior (OCB), organizational justice, and job satisfaction. 82 employees of the Regional Finance Institution of Tanjung Jabung Regency, Jambi Province, were respondents in this study through the distribution of questionnaires. Hypothesis testing is carried out using smart PLS version 3.0. The findings showed a significant effect between organizational justice and job satisfaction, between Organizational justice and OCB, and between Job satisfaction and OCB. Thus, Job satisfaction only acts as a partial mediation. This finding indicates that organizational justice and job satisfaction can directly influence the increase in OCB without going through the mediator variables. Therefore, improving OCB can be done by directly enhancing the perception of organizational justice and directly improving job satisfaction.*

**Keywords:** Job Satisfaction, Mediating Variable, Organizational Citizenship Behavior, Organizational Justice

### Introduction

Human resources mainly influence an institution's achievement. Institutions will quickly achieve their goals if employees do their primary tasks as well as extra tasks such as being willing to work together with co-workers, helping each other, giving advice, actively participating, providing additional services to customers or co-workers, and using their working hours effectively. This behavior of willing to work extra is known as Organizational Citizenship Behavior (OCB).

Researchers found several factors that can create the OCB: job satisfaction, organizational justice, support, and commitment (Hidayanti et al., 2020; Kurniawan et al., 2021; Makruf et al., 2021; Santika & Wibawa, 2017; Sumijan, 2021). However, most researchers examine the factors through employees in private agencies that are primarily profit-oriented. There is still little research on civil servants, especially on employees of government institutions located in regencies.

This study was conducted at the Regional Finance Institution of Tanjung Jabung Timur Regency. It is one of the local government institutions in charge of planning, implementing, administering, reporting, accounting, and supervising regional financial management activities. The tasks would be efficiently and properly done if employees had a high sense of OCB.

However, the initial survey indicated that the OCB among the institutions' employees was minimum. Different domiciles of employees who live around the office area and live far from the office, which is required 1 to 1.5 hours, have reduced a sense of togetherness and helping each other work. The working hours that should be equally applied 8 hours/day for all employees was not properly implemented. Employees who live near the office were often allowed to go home during working hours and arrived late. Meanwhile, employees who lived outside the Regency often left ahead of the predetermined return time. This condition has reduced a sense of togetherness and mutual assistance between co-workers in completing tasks on time.

The phenomenon has created perceptions of unfair treatment between employees, which might be the factor for the low OCB. Employees' perceptions of unfair treatment are known as organizational justice (Colquitt, 2001). Employees' organizational justice will lead to their positive or negative attitudes towards their work, including job satisfaction. Employees' satisfaction with their job tends to respond to the organization positively. In contrast, unsatisfied employees will react negatively to their work, including destructive behavior, protests, complaints, apathy, or even quitting their job. Thus, employee satisfaction should be the primary concern of management in an organization. Therefore, this study aims to test the OCB enhancement model through Organizational justice and job satisfaction.

### Literature Review

#### Organizational Justice and Job Satisfaction

Organizational justice is employees' perceptions of justice in their workplace or organization. It reflects employees' beliefs in the equality between what they give and what they receive and the organization's treatment of them that meets ethical and moral standards (Bakotić & Bulog, 2021). Organizational justice perceived by employees can be divided into distributive justice, procedural justice, and interactional justice (Colquitt, 2001). Distributive justice is the perception of fairness in the distribution of workloads and

rewards. Procedural justice is justice for achieving organizational outcomes such as decision-making, employee policies, and other activities that affect employees' work outcomes. Meanwhile, interactional justice is justice for treating employees' interpersonal qualities from the leadership.

A sense of organizational justice can lead to employees' positive attitudes toward their work, called job satisfaction. It consists of satisfaction with work, salary, leadership, co-workers, and promotion opportunities. Previous studies explain the direct effect of organizational justice on job satisfaction is positive and significant (Hidayanti et al., 2020; Saldanha et al., 2019; Yorulmaz & Karabacak, 2021). This means that if employees feel high organizational justice, it will increase job satisfaction. Based on this empirical evidence, the proposed hypothesis is:

H1: Organizational Justice has a positive and significant effect on Job Satisfaction.

### **Job Satisfaction and Organizational Citizenship Behavior**

Job satisfaction is an employee's positive feeling of work that will affect positive behavior towards the work environment. Employees who are satisfied with their job will work optimally to complete all their tasks. They also will work happily; hence they mostly do not mind doing other tasks or activities besides their primary job. Some problems or challenges might not be tough to do. Previous studies indicated that job satisfaction significantly has a positive effect on OCB (Ismailah & Prasetyono, 2021). It means that great job satisfaction will increase employees' Organizational Citizenship Behaviour.

H2: Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

### **Organizational Justice and Organizational Citizenship Behavior**

Employees who are fairly treated in the organization or workplace will lead to an increase in OCB. It means that employees will behave positively to contribute to organizational development and pay attention to their work when they perceive practices and procedures regarding resource allocation, distribution of rewards, and leaders' interaction behavior are fair. This is in line with the social exchange theory, which explains that there is an exchange between good and pleasant things that the organization provides to employees and the positive attitude of employees towards the organization. (Colquitt, 2001).

The finding of past research shows the positive relationship between organizational justice and OCB (Harumi & Riana, 2019; Santika & Wibawa, 2017; Trisnawati et al., 2020). The higher the perceived organizational justice, the higher the OCB. Therefore the proposed hypothesis is:

H3: Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior.

### **The role of Job Satisfaction as Mediator**

Previous studies found that organizational justice, job satisfaction, and OCB are directly related. The fairness of the organization that is felt can cause satisfaction with the organization and work. Satisfaction is a positive attitude that will affect positive behavior in the form of behavior that is willing to help the work of colleagues voluntarily, maintain the harmony of the work atmosphere, try to work exceeding the target, tolerance to other employees and be responsible for activities in the organization which is a series of OCB indicators. Someone with a high OCB is not paid in cash or a certain amount, so not everyone has a high OCB. OCB emerges from sincerity and happiness.

Several studies have proven the role of job satisfaction as a mediation of organizational justice relations and OCB. They argued that organizational justice would create a sense of satisfaction at work and encourage OCB behavior (Najafi et al., 2011; Saifi & Shahzad, 2017; Yoga & Yulihastri, 2021; Zadeh et al., 2015). From this explanation, the proposed hypothesis is:

H4: Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior Mediated by Job Satisfaction

### **Methods**

All employees of the Regional Finance Agency of Tanjung Jabung Timur Regency, a population of 85 people, were used as samples. Using quantitative method, questionnaires were distributed to the respondents using a 1-7 scale. Furthermore, the hypothesis is tested using the SEM-PLS method with SmartPLS Software Version 3.0. The operational definitions of this study's variables are as follows:

**Table 1.** Operational Variable Definitions

No.	Variable	Operational Definition	Dimension	Indicator
1.	Organizational Justice (OJ)	Employees' perceptions of fair treatment using three dimension.	Distributive Justice	1. Rewarding employees based on their contribution to the institution. 2. Providing equal compensation among employees.

No.	Variable	Operational Definition	Dimension	Indicator			
	Organizational Justice (OJ)	Employees' perceptions of fair treatment using three dimension	Distributive Justice	3. Being fair in setting a target or allocated budgets for employees.			
				Procedural Justice	4. Providing benefits based on employees' personal needs.		
					5. The leader listens to employees' problems before making decisions.		
			6. The leader searches an accurate and completed information before making decisions.				
			7. The leader provides additional information for the employees.				
			8. Working decisions are applied consistently to all employees.				
			9. The leader treats the employees equally.				
			Interactional Justice	10. Considering employees' rights as well as implications and justice for employment decisions.			
				11. Treat the employees with dignity, courtesy, and respect.			
				12. Sharing relevant information between supervisor and employees and fellow employees.			
				13. The leader is open to the employees.			
			2.	Job Satisfaction (JS)	An employee's positive attitude or happiness about their work using five dimension	Promotion	1. Opportunity for career advancement.
						Leader	2. The boss is seen as a father/ mother/ friend figure as well as leader at the same time.
3. A motivative leadership style for employees.							
The work itself	4. Responsibility for career development.						
	5. The extent to which the job provides individuals with interesting tasks.						
	6. A fun job that provides an opportunity to use employees' skills.						
Co-workers	7. Opportunity for good interaction with co-workers.						
Salary	8. Balanced benefits with the tasks or performance.						
	9. Administrative policies relating to non-salary benefits.						

No.	Variable	Operational Definition	Dimension	Indicator
3.	Organizational Citizenship Behavior (OCB)	a behavior of being willing to work beyond primary obligatory duties indicated by five dimension.	Altruism	1. Sincerely helping co-workers who need help in working
			Courtesy	2. Helping colleagues who are unable to attend
				3. Working together with coworkers
				4. Willing to take steps to prevent problems with other workers
				5. Considering the impact of any actions on co-workers
				6. Doing work related to existing procedures.
			Conscientiousness	7. Always coming on time
				8. Not taking extra breaks.
			Sportsmanship	9. Can quickly adapt to the work environment.
				10. Not easily complaining and exaggerating problems out of proportion.
			Civic Virtue	11. Answering work-related emails/WhatsApp/Phones
				12. Participating in office activities.
				13. Attending meetings that are not mandatory but are considered necessary.

## Result and Discussion

### Respondent Profile

Questionnaires were distributed to 85 employees of the Regional Finance Institution of Tanjung Jabung Regency, Jambi Province, but only 82 respondents filled in completely. The majority of respondents consisted of 66% male, the remaining 34% were female. 42.7% of respondents are between 36-45 years old, 20.7% are 46-55 years, 19.5% are 26-35 years old and 17.1% are 18-25 years old. The majority of the respondents had a degree program (42.7%), only 2.4% had a master education, 36.6% had a senior high school, 2.4% had a junior high school and the remaining 1.2% were primary school.

### Measurement Model

#### Outer Loading Factor

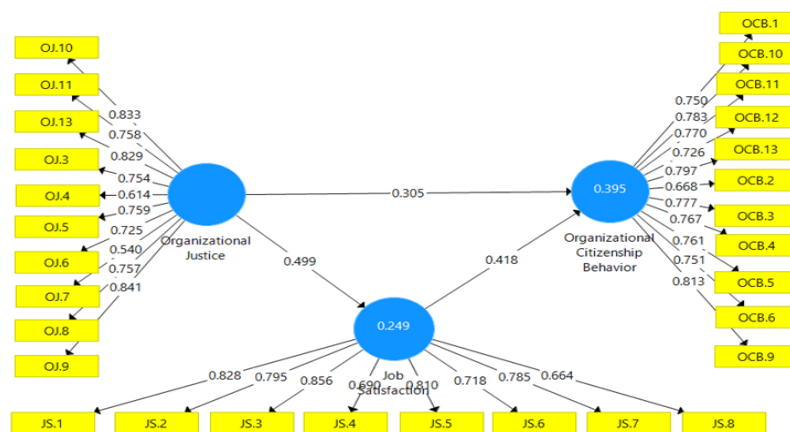
**Table 2.** Initial Outer Loading

Code	Organizational Justice	Job Satisfaction	OCB
JS.1		0.844	
JS.10		0.693	
JS.2		0.825	
JS.3		0.850	
JS.4		0.755	
JS.5		0.861	
JS.6		0.775	
JS.7		0.811	
JS.8		0.724	

Code	Organizational Justice	Job Satisfaction	OCB
JS.9		0.678	
OJ.1	0.513		
OJ.10	0.851		
OJ.11	0.799		
OJ.12	0.670		
OJ.13	0.853		
OJ.2	0.611		
OJ.3	0.828		
OJ.4	0.707		
OJ.5	0.821		
OJ.6	0.785		
OJ.7	0.701		
OJ.8	0.821		
OJ.9	0.849		
OCB.1			0.762
OCB.10			0.826
OCB.11			0.820
OCB.12			0.803
OCB.13			0.823
OCB.2			0.702
OCB.3			0.790
OCB.4			0.774
OCB.5			0.828
OCB.6			0.822
OCB.7			0.603
OCB.8			0.636
OCB.9			0.858

Source: The research results processed by Smart PLS 3.0, 2022

This study uses outer loading above 0.7 as a test requirement for the validity of the variable. Hence the indicators JS.9, JS.10, OJ.1, OJ.2, OJ.12, OCB.7, and OCB.8. which have an outer loading below 0.7 as presented in table 2, are excluded from the model. Then the model is calculated again. The following path diagram is the result of recalculation:



Source: The research results processed by Smart PLS 3.0, 2022

Figure 3. Final Path Diagram

**Reliability and Validity Test****Table 3.** Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Justice	0.942	0.947	0.951	0.661
Job Satisfaction	0.926	0.931	0.940	0.693
OCB	0.946	0.950	0.953	0.649

Source: The research results processed by Smart PLS 3.0, 2022

As presented in table 3, the three research variables have composite reliability and Cronbach's alpha values above 0.70. This indicates that all variables are reliable. All variables are also valid, as evidenced by the AVE value above 0.50.

**Discriminant Correlation Test****Table 4.** Discriminant Validity Value

	Organizational Justice	Job Satisfaction	OCB
Organizational Justice	0.680		
Job Satisfaction	0.548	0.742	
OCB	0.557	0.600	0.724

Source: The research results processed by Smart PLS 3.0, 2022

Table 4 indicates the comparison of the AVE root values has each value greater than the correlation between other variables. Therefore, all of the latent variables have good construct and discriminant validity.

**Structural Model Test****Table 5.** R-square Value

	R-Square	R-Square Adjusted
Job Satisfaction	0.402	0.395
OCB	0.544	0.533

Source: The research results processed by Smart PLS 3.0, 2022

Table 5 shows that organizational justice's effect on job satisfaction is 40%, as indicated by the R-square value for the job satisfaction variable is 0.402. Other variables outside this study define the remaining 60%. The organizational justice variable directly influences 54% of the OCB variable, as its R-square value is 0.544. It means variables outside the study determine the remaining 46%.

**Table 6.** Hypothesis Test Results by SEM-PLS

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Results
Organizational Justice -> Job Satisfaction	0.548	0.580	0.086	6.390	0.000	Accepted
Organizational Justice -> OCB	0.439	0.440	0.095	4.606	0.000	Accepted
Job Satisfaction -> OCB	0.320	0.341	0.095	3.363	0.001	Accepted
Organizational Justice -> Job Satisfaction -> OCB	0.161	0.177	0.056	2.864	0.004	Accepted

Source: The research results processed by Smart PLS 3.0, 2022

Table 6 indicates that organizational justice positively and significantly affects job satisfaction. It is based on the t-statistics value of  $6.390 > 1.96$  or the P-value, which is  $0.000 < 0.05$ . The original sample value was 0.548, indicating a positive direction of the relationship between organizational justice and job satisfaction. Thus, the first hypothesis is accepted.

The t-statistics value of organizational justice against OCB is  $4.606 > 1.96$ , which can be seen from the P-value of  $0.000 < 0.05$ . The original sample value was positive at 0.439, indicating a positive direction of the relationship between organizational justice and OCB. Thus, the second hypothesis is accepted.



The t-statistics value of job satisfaction on OCB is  $3.363 > 1.96$  which can be seen from the P-value of  $0.001 < 0.05$ . The original sample value was positive at 0.320, which indicated that the direction of the relationship between job satisfaction and OCB is positive. Thus, the third hypothesis is accepted.

The effect of job satisfaction as full mediation or partial mediation can be seen from the P values on the indirect effect. The P values on the direct effect of organizational justice on OCB (0.000) are significant. Then, the indirect effect of organizational justice on OCB through job satisfaction (0.004) is also significant. This implies that the independent variable can directly influence the dependent variable without involving the mediator variable. Thus, it can be said that job satisfaction act as partial mediation between Organizational Justice and OCB.

### **Discussions**

Organizational justice positively affects job satisfaction. It means that organizational justice, including giving rewards to employees based on their contributions, providing equal work facilities for employees' working needs, distributing equal budgets for activity units, and sharing relevant information between leaders and employees, will directly affect employees' job satisfaction. It is in line with several studies (Abbasi et al., 2020; Hidayanti et al., 2020; Lesmana et al., 2020; Putri, 2017; Saldanha et al., 2019; Thawil, 2021; Yorulmaz & Karabacak, 2021) which significantly showed positive effects of organizational justice on job satisfaction. It is recommended that the Regional Finance Institution of Tanjung Jabung Timur Regency increase the opportunity for the employees' career development and improve supporting facilities for office work to increase the employees' job satisfaction.

The findings also proved that the employees' job satisfaction significantly and positively affects OCB. Employee job satisfaction can increase high morale, making them willing to help colleagues who are unable to attend, help colleagues who need assistance, always be active and participate in office activities, and always attend office meetings. It is in line with several studies (Deskriyanto & Ratnaningrum, 2021; Ismaillah & Prasetyono, 2021; Kurniawan et al., 2021; Nefianasari, 2021; Nurhayati et al., 2016; Prameswari & Suwandana, 2017; Siswanto et al., 2021; Sumijan, 2021; Yulianto, 2021) which showed that job satisfaction significantly has positive effects on OCB.

Organizational justice is statistically proven to affect OCB significantly. An employee's feeling of being fairly treated by the organization will affect their OCB. For instance: they will consistently arrive on time when entering the office or based on the working hours' regulations, they also will be willing to answer emails/chats/phones related to work and never complain, will always take time to help co-workers, and sincerely assist co-workers who need help without expecting anything in return. It is in line with several studies (Harumi & Riana, 2019; Purba, 2018; Sujono et al., 2020; Trisnawati et al., 2020; Yoga & Yuliasri, 2021), which showed that organizational justice significantly has positive effects on OCB.

Job satisfaction acts as a partial mediation in the relationship between organizational justice and OCB. This means that the direct effect of organizational justice on OCB is significant, while the direct effect of job satisfaction on OCB is also significant. Thus, without any mediation of job satisfaction, to increase OCB, it can directly be significantly affected by organizational justice and job satisfaction. This study proves that the most robust antecedent of OCB is organizational justice. If employees are treated fairly, they will be more obedient to the work regulations and be more willing to give an extra commitment to their work. They will also help spend their time and energy doing work beside their obligations and help colleagues complete their working tasks. It is similar to previous studies (Fatimah et al., 2011; Najafi et al., 2011; Saifi & Shahzad, 2017; Wicaksono et al., 2021; Zadeh et al., 2015), which found that organizational justice directly has positive effects on organizational citizenship behavior.

### **Conclusion**

Organizational justice directly affects job satisfaction. Increasing organizational justice will affect job satisfaction. Job satisfaction also has a direct relationship positively with OCB. The higher the job satisfaction, the higher the OCB. Organizational justice significantly has a positive and direct effect on OCB. Improving organizational justice will also improve OCB. Job satisfaction partially mediates the indirect effect between organizational justice and OCB. This indicates that enhancing OCB can be stimulated by directly enhancing organizational justice and job satisfaction.

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