



Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance

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Abstract

This study aims to investigate the role of organizational citizenship behavior (OCB) on employee performance through perception of justice and job satisfaction of employees. Sample for the present study consisted of 309 employees working in Baitul Maal Wat Tamwil (BMT) of Central Java. Result of regression analysis indicated that perception of justice was positively and significantly related to job satisfaction and organizational citizenship behavior (OCB), whereas job satisfaction was found to be related positively and significantly with organizational citizenship behavior (OCB). Then, also perception of justice, job satisfaction, and organizational citizenship behavior (OCB) were found to be related positively and significantly with employee performance. Based on these results, it can be interpreted that perception of justice, job satisfaction, and organizational citizenship behavior (OCB) are valuable components of an organization. These components can become important factors to improve employee and organizational performance. Theoretical and practical implications of the result are discussed.

Peran Perilaku Kewarganegaraan Organisasi, Persepsi Keadilan dan Kepuasan Kerja Terhadap Kinerja Karyawan

Abstrak

Penelitian ini bertujuan untuk menginvestigasi peran perilaku kewarganegaraan organisasi (*organizational citizenship behavior*) terhadap kinerja karyawan melalui persepsi keadilan dan kepuasan kerja karyawan. Sampel untuk penelitian ini terdiri atas 309 karyawan yang bekerja pada Baitul Maal Wat Tamwil (BMT) di Jawa Tengah. Hasil analisis regresi menunjukkan bahwa persepsi keadilan memiliki hubungan secara positif dan signifikan terhadap kepuasan kerja dan perilaku kewarganegaraan organisasi (*organizational citizenship behavior*), dimana kepuasan kerja memiliki hubungan secara positif dan signifikan terhadap perilaku kewarganegaraan organisasi (*organizational citizenship behavior*). Demikian pula persepsi keadilan, kepuasan kerja, dan perilaku kewarganegaraan organisasi (*organizational citizenship behavior*) memiliki hubungan secara positif dan signifikan terhadap kinerja karyawan. Berdasarkan hasil tersebut maka itu dapat diinterpretasikan bahwa persepsi keadilan, kepuasan kerja, dan perilaku kewarganegaraan organisasi (*organizational citizenship behavior*) merupakan komponen yang berharga bagi organisasi. Komponen-komponen tersebut dapat menjadi faktor yang penting untuk meningkatkan kinerja karyawan dan organisasi. Implikasi teori dan praktik dari hasil tersebut telah didiskusikan.

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INTRODUCTION

Organizational Citizenship Behavior (OCB) as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Bies, 1989; Podsakoff et al., 2009; Silva & Madhumali, 2014). OCB as one of the most influential factors that affects organizational effectiveness and success (Jafari & Bidarian, 2012; Deery et al., 2017).

Researchers have identified OCB's importance and tried to dedicate their attention toward this aspect of employee behavior for the success and better performance of the organizations (Konovsky & Pugh, 1994; Podsakoff et al., 2000; Bettencourt et al., 2001; Rioux dan Penner, 2001; Iqbal et al., 2012). Performance means results achieved by one's effort with his ability in certain circumstances (Troena & Noermijati, 2013). Some studies have shown that all components of OCB (conscientiousness, altruism, citizenship, virtue, generosity, respect) are significantly related to performance (Khaezaei et al., 2011; Troena & Noermijati, 2013; Sadeghi et al., 2018).

On the other hand, perception of organizational justice is found as significant construct in the prediction of OCB in different researches (Alotaibi, 2001; Dolan et al., 2005; Iqbal et al., 2012). Perception of organizational justice was extracted from the literature of equity theories and found as the essential aspect that has an influence on OCB. Perception of organizational justice has positive and strong influence on OCB (Korsgaard et al., 1995; Schminke et al., 1997; Muhammad, 2004; Chiaburu & Marinova, 2006; Iqbal et al., 2012; Awang & Ahmad, 2015). There is significant positive relationship between the components of organizational justice and OCB (Jafari & Bidarian, 2012; Rauf, 2014; Silva & Madhumali, 2014).

Organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence

other work-related variables (Moorman, 1991; Silva & Madhumali, 2014). Three main components of organizational justice are distributive, procedural, and interactional justice (which includes informational and interpersonal justice), while the third components are correlated. They can be meaningfully treated as three components of overall fairness (Ambrose & Arnaud., 2005; Ambrose & Schminke, 2007).

Job satisfaction is also one of the important concepts and every organization seeks to achieve it (Locke, 1976; Schwepker Jr, 2001; Heslop et al., 2002). Researches have shown that there is a relationship between job satisfaction and OCB (Kamel, 2015). Indicators of job satisfaction (work itself, payment system, promotion, attitude to supervisor, fellow workers attitude) directly affects to OCB (Zeinbadi & Salehi, 2011; Troena & Noermijati, 2013; Makvandi et al., 2017).

This research was aim to examine the perception of justice, job satisfaction, organizational citizenship behavior (OCB) and employee performance. This research definitely has a novelty to investigate the role of OCB on employee performance through perception of justice and job satisfaction of employees as a mediating variable.

Hypothesis Development

Perception of Justice and Job Satisfaction

Perception of organizational justice refers to people's perceptions of fairness in organizations along with their associated behavioral, cognitive and emotional reactions (Greenberg, 2011; Sušanj & Jakopec, 2012). Justice is a comparison of what is desired of the work and what is obtained is the same or not different. If the work with what is obtained is the same or not different, then will appear feeling happy and satisfied in work (Al-Zawahreh & Al-Madi, 2012).

Researches have shown that perception of justice is strongly related to the individual attitudes, such as job satisfaction (Ambrose et al., 2007; Zainalipour et al., 2010). Other researches have also shown that perception of justice is positively related to job satisfaction (Malik &

Naeem, 2011; Yamazaki & Yoon, 2012; Dunder & Tabanali, 2012; Getnet et al., 2014). Job satisfaction depends directly on the level of perceived justice by employee. The higher of the perceived justice, the higher of the job satisfaction. Perception of justice has optimistic and substantial influence on the job satisfaction and it positively and significantly affects job satisfaction (Akram et al., 2015; Ibeogu & Ozturen, 2015).

H1: Perception of justice is positively related to job satisfaction.

Perception of Justice and OCB

Perception of organizational justice is linked with the perception of employee related to the fairness of work. Unfairness or biasness is the base that leads the organization to troubles and offenses (Greenberg, 1990; Iqbal et al., 2012). Researches have shown that perception of organizational justice has positive and strong influence on organizational citizenship behavior (Korsgaard et al., 1995; Schminke et al., 1997; Muhammad, 2004; Chiaburu & Marinova, 2006; Iqbal et al., 2012). There is significant positive relationship between the dimensions of organizational justice and OCB (Jafari dan Bidarian, 2012). Perception of organizational justice is a strong predictor of organizational citizenship behavior. There is an impact from the components of organizational justice on employee citizenship behavior and further, as a whole there is a significant impact from perception of organizational justice on employee citizenship behavior (Rauf, 2014; Silva & Madhumali, 2014).

H2: Perception of justice is positively related to OCB.

Job Satisfaction and OCB

Job satisfaction is a sense of completeness and accomplishment stemming from work, this feeling has nothing to do with money or features, or even permission to leave. Feeling of relief that the employee has is stemming from the work itself. Job satisfaction is as any combination of psychological, physiological, and environ-

mental circumstances that cause a person truthfully to say I am satisfied with my job, or job satisfaction presents a set of factors that cause a feeling of satisfaction (Kamel, 2015).

Researches have shown that job satisfaction has a relationship of significance with OCB (Kamel, 2015). Job satisfaction has very high impact on OCB (Troena & Noermijati, 2013). Job satisfaction is very effectiveness of the OCB (Zeinabadi & Salehi, 2011). The higher the level of job satisfaction the higher the level of organizational citizenship behavior.

H3: Job satisfaction is positively related to OCB.

Perception of Justice and Employee Performance

Perception of organizational justice is important in organizations and institutions because it discloses the fact that equitable treatment with all employees and workers exist which enhances the perception of employees regarding justice (Forray, 2006; Iqbal et al., 2012). Perception of organizational justice has of immense importance in the context of employees behavior, because unjust treatment with employees leads towards low performances and decline in employee behavior (Chernyak-Hai & Tziner, 2005). Researches have shown that perception of justice is related to employee performance (Kumari, 2013). When employees are treated fairly by the organization, employees will improve their performance, therefore perception of organizational justice positively and significantly affects employee performance (Ibeogu & Ozturen, 2015; Kristanto, 2015).

H4: Perception of justice is positively related to employee performance.

Job Satisfaction and Employee Performance

Job satisfaction has been defined by many scholars and the main definition is the differences that exist between the expectations about the job and the actual attribute of the job (Heslop et al., 2002; Kamel, 2015). Job satisfaction is a pleasant feelings that results from the appraisal of the job or by the job facilities, whereas job dissatisfaction is the unpleasant feelings

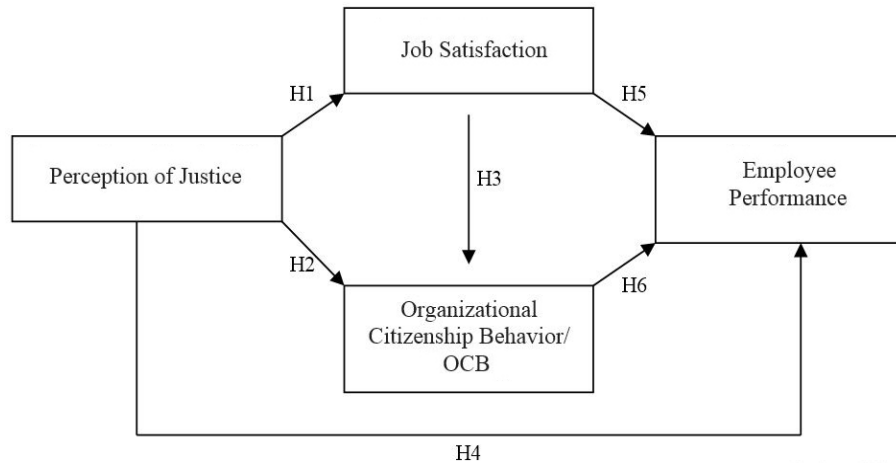


Figure 1. Model of Research Framework

that results from the appraisal of job such as, frustration or blocking the achievement of the values (Locke, 1976; Schwepker Jr, 2001; Kamel, 2015).

Researches have shown that job satisfaction is related to employee performance. Job satisfaction positively and significantly affects the employee performance. Employees who feel satisfied with their work will affect their performance. The results of this study have been widely supported from previous research (Ahmad et al., 2010; Arianto, 2017; Junita 2017).

H5: Job satisfaction is positively related to employee performance.

OCB and Employee Performance

Organizational Citizenship Behavior (OCB) is as a cooperation system and people willingness to contribute and work to a cooperation system and an absolute requirement in organization. Other words, OCB is defined as those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations. Main principle of OCB is used for some periode of time and if many people do it behaviors, it can improve organizational effectiveness. It is because OCB plays an important role in social peocess of reciprocal exchange at organization (Organ et al., 2006).

Researches have shown that organizational citizenship behavior is significantly related

to performance in organization (Khazaei et al., 2011). When an employee doing OCB voluntarily even though it is outside of his responsibilities, in fact it will improve his performance. It could be seen that OCB has a significant relationship and affects directly on employee performance (Sadeghi et al., 2018).

H6: OCB is positively related to employee performance.

The model of the research framework (Figure 1), it has been explained that employee performance can be affected by perception of justice, job satisfaction and OCB, while OCB can be influenced by the perception of justice and job satisfaction. Meanwhile job satisfaction can be affected by the perception of justice.

METHOD

The population in this research were all employees of Baitul Maal Wat Tamwil (BMT) in Central Java. The amount is ± 3,500 employees from 363 BMT (Association of BMT in Central Java). To make representative samples, this study uses formula from Slovin. Sample consisted of 399 employees from BMT in Central Java, Indonesia. Questionnaires were administrated among the participants using personal visit. Participants were also ensured complete confidentiality of their responses. From 399 employees only 315 reponses were returned

and could be processed is 309 responses. The sampling technique used in this study is proportional random sampling. This technique allows all population members have a chance to be selected within per section proportion. Table 1 describes the characteristics of respondents.

Table 1. Characteristics of Respondents

Gender	Frequency (%)
Male	68%
Female	32%
Age Group	Frequency (%)
21-30 years old	25%
31-40 years old	30%
41-50 years old	45%
Education	Frequency (%)
Senior High School	3%
Diploma	44%
Bachelor	53%
Length of Working	Frequency%
< 5 years	11%
5-10 years	17%
11-20 years	41%
20-30 years	31%

A total of 309 respondents are 68% of men and 32% of women. Age of respondents is divided into three categories namely 21-30 years old as much as 25%, 31-40 years as much as 30%, and 41-50 years old as much as 45%. A total of 309 respondents are high school graduates (3%), Diploma as much as 44% and Bachelor as much as 53%. Length of working of respondents are < 5 years as much as 11%, 5-10 years as much as 17%, 11-20 years as much as 41% and 20-30 years as much as 31%.

Technique of analysis in this study uses the regression estimation technique of Ordinary Least Square (OLS) or multiple linier regression (Ghozali, 2013).

RESULT AND DISCUSSION

Validity test shows that indicators of the perception of justice variable (distributive, pro-

cedural, interactional justice), job satisfaction variable (work itself, payment system, promotion, attitude to supervisor, fellow workers attitude), OCB variable (conscientiousness, altruism, citizenship, virtue, generosity, respect), and employee performance variable (efforts, ability, perceptual task charged) are valid with a significance $\alpha = 0.05$. Similarly, reliability test shows that the value of Cronbach Alpha > 0.70 (r standard), while classical assumption test shows that data is normally distributed, and there is no heteroscedasticity on the regression models. Therefore, regression models are feasible to use.

The result of the first analysis shows that the value of R^2 is 0.743, it means that the model is strong in explaining the variation of independent variable to dependent variable. In other words, job satisfaction can be explained by the variation in perception of justice, while the rest ($100\% - 74.3\% = 25.7\%$) is explained by other causes outside the model. The value of F test (Anova) is 886.516 with a significance of $0.000 < 0.05$. Because the significance is much smaller than 0.05, this regression model can be used to predict job satisfaction.

The result of the second analysis shows that the value of Adjusted R^2 is 0.906, this means that the model is strong in explaining the variation of independent variable to dependent variable. In other words, OCB can be explained by the variation in perception of justice and job satisfaction, while the rest ($100\% - 90.6\% = 9.4\%$) is explained by other causes outside the model. The value of F test (Anova) is 1.482E3 with a significance of $0.000 < 0.05$. Because the significance is much smaller than 0.05, this regression model can be used to predict OCB.

The result of the third analysis shows that the value of Adjusted R^2 is 0.952, this means that the model is strong in explaining the variation of independent variable to dependent variable. In other words, employee performance can be explained by the variation in perception of justice, job satisfaction, and organizational citizenship behavior, while the rest ($100\% - 95.2\% = 4.8\%$) is explained by other causes outside the

model. The value of F test (Anova) is 2.036E3 with a significance of $0.000 < 0.05$. Because the significance is much smaller than 0.05, this regression model can be used to predict employee performance.

Hypothesis Test

Hypothesis 1 is supported. The value of $t_{\text{calculate}}$ from perception of justice variable is 29.774 with a significance of $0.000 < 0.05$. It means that perception of justice is positively related to job satisfaction, the better perception of justice, so the higher job satisfaction. This indicates the employees agree to the perception of justice, that is distributive, procedural and interactional justice plays a very important role in determining job satisfaction of employees.

This result supports previous research (Ambrose et al., 2007; Zainalipour et al., 2010; Malik & Naeem, 2011; Dundar & Tabancali, 2012; Sušan̄j & Jakopec, 2012; Yamazaki & Yoon, 2012; Getnet et al., 2014; Akram et al., 2015; Ibeogu & Ozturen, 2015). They stated that perception of justice significantly affects to job satisfaction.

Hypothesis 2 is supported. The value of $t_{\text{calculate}}$ from perception of justice variable is 20.783 with a significance of $0.000 < 0.05$. It means that perception of justice is positively related to OCB, the better perception of justice, so the better OCB. This indicates the employees agree to the perception of justice, that is distributive, procedural, and interactional justice plays a very important role in determining OCB. This result supports previous research (Korsgaard et al., 1995; Schminke et al., 1997; Muhammad, 2004; Chiaburu & Marinova, 2006; Iqbal et al., 2012; Jafari & Bidarian, 2012; Rauf, 2014; Silva & Madhumali, 2014). They stated that perception of justice significantly affects to OCB.

Hypothesis 3 is supported. The value of $t_{\text{calculate}}$ from job satisfaction variable is 7.612 with a significance of $0.000 < 0.05$. It means that job satisfaction is positively related to OCB, the higher job satisfaction, so the better OCB. This indicates the employees agree to the job satisfaction, that is work itself, payment system, pro-

motion, attitude to supervisor, fellow workers attitude plays a very important role in determining OCB. This result supports previous research (Zeinabadi & Salehi, 2011; Troena & Noermijati, 2013; Kamel, 2015). They stated that job satisfaction significantly affects to OCB.

Hypothesis 4 is supported. The value of $t_{\text{calculate}}$ from perception of justice variable is 4.971 with a significance of $0.000 < 0.05$. It means that perception of justice is positively related to employee performance, the better perception of justice, so the higher employee performance. This indicates the employees agree to the perception of justice, that is distributive, procedural, and interactional justice plays a very important role in determining employee performance. This result supports previous research (Kumari, 2013; Ibeogu & Ozturen, 2015; Kristanto, 2015). They stated that perception of justice significantly affects to employee performance.

Hypothesis 5 is supported. The value of $t_{\text{calculate}}$ of job satisfaction variable is 9.720 with a significance of $0.000 < 0.05$. It means that job satisfaction is positively related to employee performance, the higher job satisfaction, so the higher employee performance. This indicates the employees agree to the job satisfaction, that is work itself, payment system, promotion, attitude to supervisor, fellow workers attitude plays a very important role in determining employee performance. This result supports previous research (Ahmad et al., 2010; Putrana et al., 2016; Junita, 2017). They stated that job satisfaction significantly affects to employee performance.

Hypothesis 6 is supported. The value of $t_{\text{calculate}}$ of OCB is 13.603 with a significance of $0.000 < 0.05$. It means that OCB is positively related to employee performance, the better OCB, so the higher employee performance. This indicates the employees agree to the OCB, that is conscientiousness, altruism, citizenship, virtue, generosity, respect plays a very important role in determining employee performance. This result supports previous research (Khazaei et al., 2011; Troena & Noermijati, 2013; Sadeghi et

al., 2018). They stated that OCB significantly affects to employee performance.

CONCLUSION AND RECOMMENDATION

Conclusively, our finding depicted the potential role of job satisfaction and OCB in fostering perception of justice to job performance. Furthermore, we also found that in the BMT context, perception of justice, job satisfaction, and OCB are positively related to employee performance. This result shows that perception of justice significantly affects to job satisfaction and OCB. Then, job satisfaction significantly affects to OCB, also perception of justice, job satisfaction, and OCB significantly affects to employee performance. This means that when the fairness of the organization is perceived to be high by employees it will affect job satisfaction, so this will affect their OCB. This probably highlights that in order to nurture OCB, it is important to enhance job satisfaction of employees. Interestingly, we also found that OCB acts as a significant predictor of job performance. These finding are in alignment with previous studies. High job satisfaction and OCB have also been demonstrated to be associated with individual's performance.

HR managers of the micro financial institution (BMT) should focus on the job satisfaction and OCB, not only treat employees fairly but also satisfaction feeling of employees and how high employees want to behave OCB. The management should pay more attention to indicators from OCB such as giving opportunity to employees to help each other employment opportunities, give employees the opportunity to do extra workplace activities, avoid conflicts among employees, protect organizational property, enforce organizational rules, tolerate employees, offer constructive advice, etc. Meanwhile, employee satisfaction acts as maintaining factor to produce working environment, with providing challenging work types, maintaining good relationships among employees, and engaging in good social relationships in the workplace.

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