

Vitality of work involvement in mediation: The effect of organizational justice on organizational citizenship behavior

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ABSTRACT

This paper performs an investigation on Organizational Citizenship Behavior (OCB) head of the biMBA-AIUEO unit in DKI Jakarta Province, which is a franchise brand of kindergarten schools in Jakarta. The purpose of the research, is to know and analyze: the direct influence of Organizational Justice on OCB unit head biMBA-AIUEO; the direct influence of Work Involvement on OCB; the direct influence of Organizational Justice on the Work Involvement, and the indirect effect of Organizational Justice on OCB head of the biMBA-AIUEO unit, with Work Involvement as mediation. The study used 140 samples of head of the biMBA-AIUEO unit in DKI Jakarta Province, and collected data by distributing questionnaires. The research uses quantitative methods and data processing using the path analysis. The results of this study prove that Organizational Justice had a positive and significant direct effect on OCB. Organizational Justice that are treated well can be perceived positively for employees to increase their OCB. Research results from work involvement have positive and significant effects on OCB. Even, Work Involvement has the most influence on OCB. This confirms that, high work involvement will also increase their OCB. Likewise, the results of the organization justice have a positive effect on work involvement. This reflects, that employees who are treated fairly by the organization will feel happy and can be a stimulus for them to be more actively involved in work. Whereas Organizational Justice has a positive and significant indirect effect on OCB through the mediation of Work Involvement. Employees who are treated fairly will feel happy, so they can stimulate themselves actively involved in work. This condition then, inspires and stimulates subordinates willing to do extra work that reflects OCB.

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1. Introduction

Every organization always needs human resources (HR) to ensure its survival. One of the vitalities of HR for an organization lies in the Organizational Citizenship Behavior (OCB) for its members. Several studies have concluded that OCB is influenced by: Transformational Leadership, Personality, Organizational Justice and Work Involvement. Starting from the description above, reflects that many factors / variables have the potential to influence OCB. In this study, it is limited only to reveal the effect of Organizational Justice variables on work Involvement and OCB. The results of the study which concluded that organizational justice had a direct positive effect on OCB, including among others conducted by Al-Quraan and Khasawneh (2017), Awang and Ahmad (2015); Leelamanothum et al. (2018) and Douli et al. (2017). While several studies report that work involvement has a direct positive effect on OCB, for example Ueda (2014); Rashidi et al. (2014); Nwibere (2014), Chen and Chiu (2009) and Elovainio et al. (2005). Likewise, the results of research by Saufi et al. (2013); Ozer et al. (2017) as well as Sharma and Yadav (2018) have concluded that organizational genuineness has a positive effect on work engagement. The aim of the research in general is to obtain a picture of the effect of organizational justice and work involvement on OCB head of the biMBA-AIUEO unit in DKI Jakarta Province. Whereas specifically to find out and analyze: the effect of organizational justice on OCB head of the biMBA-AIUEO unit in DKI Jakarta Province; the effect of work involvement on OCB; the effect of organizational justice on work involvement; and the indirect effect of organizational justice on OCB head of the biMBA-

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AIUEO unit in DKI Jakarta Province by mediating work engagement. The novelty of the research (state of the art), which is a differentiator from previous research is that this is one of the first studies that use vitality Work involvement in mediating the influence of Organizational justice on OCB. Indicators of research variables used as a basis for the preparation of research instruments are not exactly the same as previous research indicators.

1.1 Organizational citizenship behavior

Every organizational, including educational organizational, requires extra role behavior from its members, commonly called organizational citizenship behavior (OCB). According to Robbins and Coulter (2010:463), OCB is “discretionary behavior that is not part of an employee's formal job requirements, but which promotes the effective functioning of the organization”. This definition shows that OCB reflects discretionary behavior that is not a requirement of formal work of an employee but promotes the effective functioning of the organization. While Kinicki and Fugate (2012: 480) say that OCB is “employee behavior that exceeds work-role requirements”. This definition emphasizes employee behavior that exceeds job requirements. Organs as quoted by Foote and Tang (2008: 934) also suggest that OCB is “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization”. This means that OCB is volunteerism-based behavior that cannot be forced on the boundaries of work and does not formally receive awards but is able to contribute to the development of productivity and effectiveness of the organization. Slocum and Hellriegel (2007: 414) say that “OCB exceeds formal job duties but is often necessary for organizational survival, including its image and acceptance”. Another view of OCB was put forward by Nelson and Quick (2006: 192) who stated that “OCB is one dimension of individual performance that spans many jobs”. This shows that OCB is one of the dimensions of individual performance that includes many jobs. Meanwhile according to McShane and Vvon Glinow (2015: 36), OCB is employee behavior beyond certain tasks, including various forms of cooperation and helping others who support the organization's social and psychological context. According to Smith as quoted by Foote and Tang (2008), this behavior encourages the creation of organizational social machines, provides the flexibility needed to work through many parts, and helps employees in the organization to overcome conditions of interdependence between one and the other. Aamodt (2013: 366) also suggests that people who are bound in OCB are motivated to help the organization and its colleagues by doing small things that are not actually asked to do. Examples of behavior include helping co-workers and guiding new employees. From some of the description above shows that OCB is needed by the organization because it relates to employee actions that are carried out continuously and exceeds organizational standards and have implications for the development and progress of the organization. Thus, it can be synthesized that OCB is an employee's action that is carried out continuously and exceeds the standards required by the organization that make a positive contribution to the development and effectiveness of the organization, with indicators: prioritizing the common interests, prudence, sportsmanship, obedience, and wisdom.

1.2 Organizational Justice

In line with the notion of organizational justice, Schultz and Schultz (2006: 232) define organizational justice as “how fairly employees perceive themes as being treated by their company”. This shows that organizational justice is related to how fairly employees feel themselves treated by the company. It was further stated that if employees believe themselves to be treated unfairly, then performance, job satisfaction, and organizational commitment may decrease. Under unfair circumstances, the employee also experiences high stress, and tries to find another job. Meanwhile, Muchinsky (2000: 275) simply gives the limitation of organizational justice as a “fair treatment of people in organization”. Meaning, organizational justice is the fair treatment of someone in the organization. On the other hand, Ivancevic et al. (2011: 153) interpret organizational justice as “the degree to which individuals feel fairly treated at the workplace”. This shows that organizational justice is the extent to which individuals feel treated fairly at work). In addition, Cropanzano et al. (2007: 22) explain that organizational justice is the glue that encourages a person to work together effectively, while injustice in an organization can damage the community and hurt the individual and endanger the organization. Then Greenberg and Baron (in Cropanzano et al., 2007: 193) define organizational justice as “people's perception of fairness in organizations, consisting of perceptions of how decisions are made regarding the distribution of outcomes and the perceived fairness of those outcomes themselves”. This understanding emphasizes the meaning that organizational justice reflects a person's perception of justice within the organization, which includes perceptions of how decisions are made related to the distribution of results and the perception of justice over the output itself. From various understandings, definitions and limitations it appears that in essence organizational justice is related to the extent to which a person is treated fairly in the organization. Aamodt (2013: 344) states that organizational justice has three forms or dimensions. First, distributive justice (distributive justice), which is “perceived fairness of the actual decisions made in an organization”. The meaning is justice that is felt over the actual decisions made by the organization. Second, procedural justice (procedural justice), which is “perceived fairness of the method used to arrive at the decision”. This means that justice is felt over the method used to arrive at the decision. Third, interactional justice, which is “perceived fairness of the interpersonal treatment receive”. Therefore, it is perceived justice for the received interpersonal treatment. The three dimensions of organizational justice can be explained in more detail as follows:

1.2.1 Distributive justice

Muchinsky (2000: 279) says that distributive justice refers to justice related to the allocation of results. The allocation of results can be in the form of salary allocations, workloads, promotions, and penalties.

1.2.2 Procedural justice

George and Jones (2006: 206) limit procedural justice (procedural justice) as: “a process theory of work motivation that focuses on workers' perceptions of the procedures used to make decisions about the distribution of outcomes”. This shows that procedural justice is a process involving work motivation that focuses on workers' perceptions about the procedures used to make decisions related to the distribution of work results.

1.2.3 Interactional justice

According to Dunnett and Flint (2006: 40), the core of interactional justice is the fair treatment that individuals get from others. The main theme is the treatment obtained from superiors. Fair treatment is manners, honesty, dignity, and respect (Rego & Cunha, 2006: 4). The above description shows the importance of organizational justice for individuals and organizations, because its existence can affect the lives of individuals and have implications for the dynamics of organizational life. Thus, it can be synthesized that organizational justice is the employee's assessment of the extent to which he is treated fairly by the organization as measured by indicators of distributive justice, procedural justice and interactional justice. Organizational justice that is perceived positively by employees can influence its OCB. This is consistent with Yilmaz and Tasdan (2009: 108) which shows that organizational justice has a significant effect on OCB.

1.3 Work involvement

According to Noe, et al. (2015: 467) work engagement is “the degree to which people identify themselves with their jobs”. This shows that work involvement is related to the extent to which a person can measure himself with his work. Whereas for Robbins and Coulter (2016: 465), work involvement is “the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth”. In this context work involvement is related to the extent to which an employee can identify his work, participate actively in it, and consider the performance of his work is important for himself. Meanwhile Robbins and Judge (2013: 91) suggest that job involvement can be interpreted as the level / degree in which people are known from their work, participate actively in it, and consider their achievements important for self-esteem. Employees who have a high level of strong work involvement will have a tendency to care about the type of work they do and actively participate and always try to understand (identify) every job given to them as well as possible in accordance with their abilities. On the other hand, Macey and Schneider (2008: 3) state that employee involvement refers to the positive feelings felt by employees related to work as well as the motivation and effort they give in the job. Involvement leads to positive employee behavior that leads to organizational success. Involvement should not be confused with satisfaction or commitment. They identified two components of employee engagement, namely: feeling involved (focus and enthusiasm) and behavioral engagement (proactivity and determination), so that the difference between work engagement and satisfaction is that engagement has an energy connotation and not satisfaction while satisfaction has the connotation of saturation and heart satisfaction, but not energy. In an organization, employee work involvement plays a big role. According to Brown (1998: 1240), with work involvement, employees can identify themselves psychologically with their work and consider their performance is important for themselves other than the organization. Several studies conducted to find out how work involvement can arise in employees produce two points of view. First, work involvement will be formed because of the desire of employees for certain needs, values or certain characteristics obtained from the work so that it will make the employee more involved or even not involved in his work. Second, work involvement arises as a response to a particular job or situation in the work environment. In other words, a job or situation in the work environment will influence someone to be more involved or not in his work. According to Robbins and Judge (2013: 128), there are several things that can be used to see an employee's work involvement, namely:

1. Showing his work as the main thing

Factors view it as a central life interest in employees which can represent the level of work involvement. If the employee feels that his work is the main thing, he prioritizes his work and will always try to do his best for his work and considers his work as an attractive center in life.

2. Actively participating in his work.

Actively participating in work can indicate a worker is involved in his work. Active participation can be interpreted as one's attention to something. So, from this level of attention, it can be seen how much an employee's attention, care and control the fields that are part of it.

3. Seeing his work as something important for self-esteem.

Work involvement can be seen from the attitude of a worker in his mind about his work, where an employee considers the work is important to his self-esteem. Self-esteem is a combination of self-confidence and self-respect, having strong self-esteem means feeling compatible with life and full of confidence, that is, having competence and being able to overcome life's problems. Self-esteem is his likes and dislikes. If the work is felt to be meaningful and valuable both materially and psychologically for the worker, the worker will respect and will do his or her work as well as possible so that work involvement can

be achieved, and the employee feels that their work is important to his self-esteem. The description shows that work involvement is needed by the organization in achieving its objectives. Thus it can be synthesized that work involvement is a positive feeling felt by employees related to work as well as motivation and effort given at work, with indicators: (1) active participation in work, (2) shows work is the main thing, and (3) regards the job as something important for his self-esteem. Work involvement in addition to influencing OCB, is also influenced by transformational leadership (Bui, 2017), personality (Liao & Lee, 2009: 22), and organizational justice (Saufi et al., 2013: 116). The empirical fact based on the previous research shows that transformational leadership, personality and organizational justice influence OCB with mediated work involvement.

2. Research method

The research is carried out in January-September 2019 and this research is implemented in the biMBA-AIUEO units in DKI Jakarta Province. The target population of this study were all biMBA-AIUEO unit heads in DKI Jakarta Province, while the outreach population as a sample frame was 214 biMBA-AIUEO unit heads in DKI Jakarta Province. For population 214, according to the Slovin formula (in Umar, 2006: 63) with a margin of error of 5%, the number of samples of this study was 140 people. Simple random sampling (random sampling). In this study, we have used the primary data by distributing questionnaires to the head of the biMBA-AIUEO unit in DKI Jakarta Province. Research uses quantitative methods and data analysis using the Path Analysis and to test the significant of the path coefficient it uses t test.

3. Research results and discussion

3.1. Research results

The results of the significance of the regression and linearity tests for each influence of organizational justice on work engagement and OCB can be described in Table 1 as follows,

Table 1
Summary of Significance Test Results and Regression Linearity Tests

Regression	Regression equation	Significance test		Linearity teat		Conclusion
		F _{counts}	F _{table} α = 0,05	F _{counts}	F _{table} α = 0,05	
Y ₂ above X	$\hat{Y} = 30,672 + 0,790X$	191,724**	3,94	0,991 ^{ns}	1,54	Confirmed
Y ₂ above Y ₁	$\hat{Y} = 2,056 + 1,011Y_1$	1064,686**	3,94	0,938 ^{ns}	1,57	Confirmed
Y ₁ above X	$\hat{Y} = 36,688 + 0,696X$	150,419**	3,94	1,006 ^{ns}	1,54	Confirmed

** : Very significant
ns : Non significant (linear regression)

As we can observe from the results of the regression analyses, all regression coefficients are meaningful when the level of significance is five percent.

3.2. Hypotheses testing

The results of the calculation of the path coefficient and t test on the effect of organizational justice on work engagement and OCB are as follows:

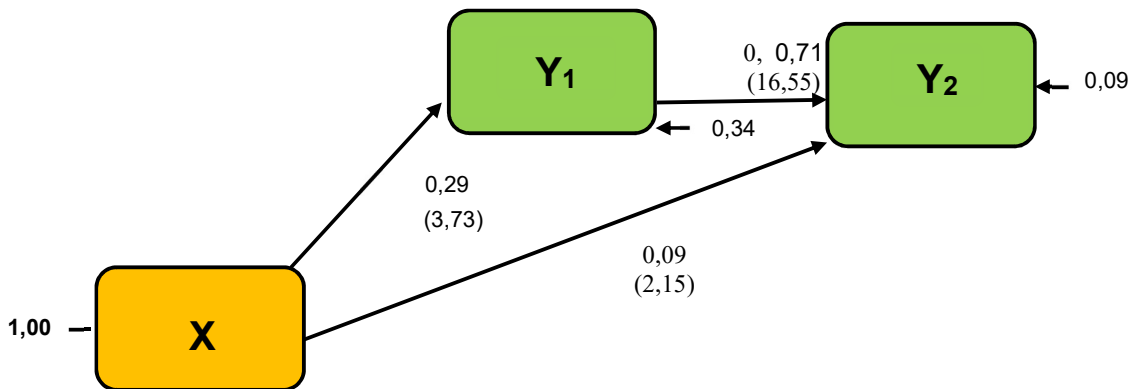


Fig. 1. Path coefficients with T_{count} and T_{table} Effect of Organizational Justice on Work Involvement and OCB

Chi-Square = 0.00, df = 0, P-value = 1.0000, RMSEA = 0.000

The test results of the model with goodness of fit statistics show the significant or Chi-Square = 0.000, $df = 0$, p -value is 1,000 > 0.05 and RMSEA 0.000 < 0.08. These results reflect that the theoretical model being tested is supported by empirical data. Thus the model fits with empirical data.

3.3. Discussion

1. Direct Effect of Organizational Justice on OCB

The results of this study have proven that organizational justice has a positive and significant direct effect on OCB. This indicates how vital is organizational justice for OCB improvement. In reality, justice is desired by everyone, including employees in the context of organizational life. Organizational justice is related to one's assessment of the extent to which he is treated fairly by the organization, Ivancevic et al. (2014) includes distributive justice, procedural justice and interactional justice (Aamodt, 2013). Employees who feel that they are treated fairly by the organization will feel happy so they are willing to do extra work that reflects OCB, or actions that are carried out continuously and exceeds the standards required by the organization that make a positive contribution to the development and effectiveness of the organization. According to Organ quoted by Tschannen-Moran (2004), OCB is implemented in the form of prioritizing shared interests, prudence, sportsmanship, obedience and wisdom. The research results of Eskew (1993), Yilmaz and Tasdan (2009), Al-Quraan and Khasawneh (2017), Awang and Ahmat (2015), Leelamanothum, Na-nam, and Ngudgratoke (2018), Douli et al. (2017), Goudarzvandchegini et al. (2011), Ismail (2014) and Golparvar (2012), and Khalifa and Awad (2018) also show that organizational justice influences OCB. Thus, these findings are consistent, support and confirm the results of previous studies that organizational justice has a positive and significant effect on OCB with the setting of the Head of the biMBA-AIUEO Unit in Jakarta.

2. Direct Effect of Work Involvement on OCB

The results of this study also showed that work involvement had a positive and significant direct effect on OCB. Even work involvement has the most influence on OCB. This confirms the meaning that work involvement is very important and vital for OCB. In reality, the dynamics of organizational life, including educational organizations such as biMBA-AIUEO, require the involvement of employees and officials. Work involvement can be reflected in active participation in work, shows that work is the main thing and considers work as important to his self-esteem (Davis, 2013). Employees who have high work involvement will tend to be able to work beyond the standards and targets set by the organization or commonly called OCB, that is actions that continuously and exceed the standards required by the organization that contribute positively to the development and effectiveness of the organization, manifested in the form of prioritizing common interests, prudence, sportsmanship, obedience and wisdom, (Tschannen-Moran, 2014). Ueda research results, (2014), Rashidi et al. (2014), Nwibere, (2014), Chen and Chiu (2009), Fathizadeh et al. (2018), Gheisari et al. (2014), and Zhang (2014) also show that work involvement influences OCB. Thus, the findings of this study are appropriate, support and confirm research results previously that work involvement had a positive and significant effect on OCB by setting the Head of the biMBA-AIUEO Unit in Jakarta.

3. Direct Effect of Organizational Justice on Work Involvement

The results of this study also indicate that organizational justice has a positive and significant direct effect on job vacancies. This shows the empirical fact that organizational justice can be an important stimulus for work involvement. As stated by Ivancevic et al. (2014) organizational justice is the extent to which individuals are treated fairly at work. This means that organizational justice is related to one's judgment as long as he is treated fairly by the organization (Aamodt, 2013). Employees who feel themselves are treated fairly by the organization, will feel happy so that it can inspire and stimulate subordinates to be actively involved in work. According to Macey and Schneider (2008), work involvement refers to positive feelings felt by employees related to work as well as motivation and effort given in work that can be manifested in the form of being actively involved in work, showing work as the main thing and considering work as important for his pride (Davis, 2013). The results of research by Saufi et al. (2013), Ozer et al. (2017), Sharmadan Yadv (2018), and Ghosh et al. (2014) also show that organizational justice influences work involvement. Thus, these findings are appropriate, support and confirm the results of the previous assessment that organizational justice has a positive and significant effect on work engagement with the setting of the Head of the biMBA-AIUEO Unit in Jakarta.

4. Indirect Effects of Organizational Justice on OCB with Job Engagement Mediation

The results of this study also show that organizational justice has an indirect and positive significant effect on OCB by mediating work engagement. This shows the vitality of work involvement in mediating the effect of organizational justice on OCB. Organizational justice is the extent to which individuals feel treated fairly at work, (Ivancevic et al., 2014), which includes: distributive justice, procedural justice and interactional justice (Aamodt, 2013). Employees who feel that they are treated fairly by the organization will feel happy, so that they can inspire and stimulate themselves to be actively involved in work, show that work is the main thing and consider work as important to their self-esteem (Davis, 2013). This condition can then inspire and stimulate subordinates who are willing to do extra work that reflects OCB, which is actions taken continuously that exceed the standards required by the organization that contribute positively to the development and effectiveness of the organization, which includes prioritizing the common interests, prudence, sportsmanship, obedience and prudence (Organ et

al., 2004). The results of previous studies also show conditions that indicate work involvement can mediate the effect of organizational justice on OCB. This can be seen from the research results of Eskew (1993), Al-Quraan and Khasawneh (2017), Awang and Ahmad (2015), Leelamanothum et al. (2011), Ismail, (2014), and Golparvar (2012), and Khalifa and Awad (2018) which shows that organizational justice influences OCB, then the results of research by Ueda (2014), Rashidi et al. (2014), Nwibere, (2014), Chen and Chiu (2009), Fathiizadeh, Zare and Bahmani (2018), Gheisari et al. (2014) and the results of research by Saufi et al. (2013), Ozer, Ugurluoglu and Saygth, (2017), Sharma and Yadav, (2018), and Ghosh et al. (2014) which shows that organizational justice influences work involvement. Thus, the findings of this study are appropriate, support and confirm the results of previous studies, that organizational justice has a positive and significant effect on OCB by mediating work engagement, with the setting of the biMBA-AIUEO Unit Head in Jakarta.

4. Conclusion and recommendation

4.1. Conclusion

Based on the results of the analysis and discussion in the previous chapter, the following conclusions are obtained:

Organizational justice has a direct positive effect on OCB. This shows that organizational justice which includes distributive justice, procedural justice and interactional justice can improve OCB. Thus, improving organizational justice has a positive impact on improving OCB. Meanwhile, the results of the work engagement research on OCB, also showed that work involvement had a direct positive effect on OCB. This indicates that work involvement, which consists of active participation in work, shows that work is the main thing and considers that work is an important thing for self-esteem and can increase OCB. Thus, improving work engagement has a positive impact on OCB improvement. Likewise, with organizational justice research on work involvement, it shows that organizational justice has a direct positive effect on work involvement. This shows that organizational justice which includes distributive justice, procedural justice and interactional justice can increase work engagement. Thus, improving organizational justice has a positive impact on increasing the intensity of work engagement. While organizational justice also has an indirect positive effect on OCB by mediating work engagement. This shows that organizational justice through distributive justice, procedural justice and interactional justice, mediated by work involvement which includes active participation in work, shows that work is the main thing and considers work as important for self-esteem can increase OCB. That means that improvements in organizational justice that are supported by the intensity of work involvement can have a positive impact on increasing OCB.

4.2. Suggestions

In this study it has been shown that organizational justice influences OCB by mediating the work involvement of the head of the biMBA-AIUEO unit in Jakarta, so as an implication it can be suggested as follows:

If we want to improve and enhance OCB head of the biMBA-AIUEO unit in Jakarta, it is necessary to improve organizational justice and work involvement with the following details:

1. Regarding organizational justice, biMBA-AIUEO needs to issue policies that better guarantee organizational justice, so that the OCB and work involvement head of the biMBA-AIUEO unit grows more optimally.
2. In the context of work involvement, the leader of the biMBA-AIUEO needs to issue a policy and design a working atmosphere that allows the work involvement of unit heads to take place better, so that the OCB unit head of the biMBA-AIUEO become optimal.

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