

The mediating role of organizational commitment and organizational citizenship behavior on the effect of organizational justice on the performance of civil servants

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ABSTRACT

This study aimed to develop a conceptual model of the mediating role of organizational commitment and organizational citizenship behavior on the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government. The sample was 147 civil servants in the Pekanbaru Municipal Government. The sampling was done using systematic sampling while the data processing was done using Structural Equation Modeling Partial Least Square (SEM PLS). The findings in this study are organizational justice has a positive influence on the performance of civil servants in the Pekanbaru Municipal Government, organizational citizenship behavior mediates the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government, organizational commitment does not mediate the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government. The most effective pathway in influencing employee performance is the mediating pathway of organizational citizenship behavior on the influence of organizational justice on the performance of civil servants.

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1. Introduction

Performance according to Bernardin (1993: 143), is a record of production results in certain job functions or activities during a certain period of time (Bernardin: 1993:143). Performance is influenced by many factors such as commitment, culture, organizational citizenship behavior, innovative work behavior (Fitrio et al., 2020). Several studies state that organizational justice influences employee performance (Mada et al., 2017; Chen, 2015; Darham et al., 2015; Kristanto, 2015; Iqbal et al., 2017; Kartiningdyah & Utami, 2017) but there are also several studies which stated that organizational justice had no influence on employee performance (Kalay, 2016; Fitriyani, 2013; Nakagawa et al., 2015; Edy, 2013). The inconsistency of research results on the influence of organizational justice on employee performance made researchers interested in conducting study and trying to find solutions to the research gap. Researchers conducted an empirical study and found several studies which state that organizational commitment played a mediating role on the influence of organizational justice on employee performance (Kristanto, 2015; Suliman & Kathairi, 2013; Swalhi et al., 2017). But there are also several studies which stated that organizational commitment does not play a mediating role on the influence of organizational justice on employee performance (Setiawati & Ariani, 2019; Lee et al., 2010; Andriana et al., 2019). Another empirical study states that organizational citizen-

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ship behavior plays a role in mediating the influence of organizational justice on employee performance (Chien, 2003; Supriyanto, 2013). But, there are also several studies which stated that organizational citizenship behavior did not play a mediating role on the influence of organizational justice on employee performance (Kartiningdyah & Utami, 2017)

The inconsistency of research results on the influence of organizational justice on employee performance and the mediating role of organizational commitment and organizational citizenship behavior on the influence of organizational justice on employee performance made researchers interested in conducting study on performance of civil servants in Pekanbaru. This study emphasized the importance of organizational commitment and extra-role behavior in civil servants in the Pekanbaru Municipal Government. In the end, this study aimed to develop a social exchange theory, where fair interactions and social exchanges that occur between civil servants—and with high commitment and extra-role behavior have the potential to improve performance.

2. Literature Review

2.1 Social Exchange Theory

Social Exchange Theory was initiated by Blau in 1964. This theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact and how they experience (Blau, 1964; Cropanzano & Mitchell, 2005). When employees are treated in a fair and respectful manner, they tend to think of relationships in terms of social exchanges rather than economic exchanges (Blau, 1964). Furthermore, they tend to reciprocate by putting extra effort into work—or dedication to more work (Brown et al., 2005) and willing to become more involved in work (Schneider et al., 2009).

2.2 Performance

Daft (2010:8), states that performance is the ability of an organization to meet organizational goals through the efficient and effective use of resources. Bangun (2012:231), states that performance as a result of work achieved by a person is based on job requirements. Gibson et al., (2011: 183), state that there are three factors that influence performance, namely 1) Individual factors: abilities, skills, family background, work experience, social level and a person's demographics; 2) Psychological factors: perception, job stress, roles, attitudes, personality, motivation and job satisfaction and 3) Organizational factors: organizational structure, job design, leadership and reward system. Mathis et al., (2015:153), state that there are five indicators in measuring performance, namely 1) Quantity of Output, 2) Quality of Output, 3) Timelines of Output, 4) Presence at work, 5) Efficiency of Work Completed. Donnelly et al., (1981:176), state that there are six performance indicators, namely 1) work quantity, 2) task knowledge, 3) personal quality, 4) cooperation, 5) reliable, 6) initiative. The government regulation of the Republic of Indonesia Number 30 of 2019 states that there are six indicators of measuring the performance of civil servants, namely 1) service orientation, 2) integrity, 3) commitment, 4) discipline, 5) cooperation and 6) leadership.

2.3 Organizational Justice

Greenberg (1990) states, that organizational justice is a concept regarding employees' perceptions of the extent to which they are treated fairly in the organization and how these perceptions influence organizational outcomes such as commitment and satisfaction. Mohamed (2014), states that employees who receive unfair treatment in their work environment will show negative behavior. This unfair treatment will influence their commitment and quality of performance. Colquitt et al., (2011: 167), state that organizational justice is the study of justice in the workplace—which is focused on the distribution of resources to do with distributive justice, on the fairness of decision-making procedures that have to do with procedural justice and on the treatment of intrapersonal to do with interactional justice. Robbins and Judge (2015:145), state 3 dimensions of organizational justice, namely 1) distributive justice, 2) procedural justice and 3) interactional justice. Colquitt et al., (2014) stated that organizational justice indicators are 1) distribution justice, 2) procedural justice, 3) interpersonal justice and 4) information justice.

2.4 Organizational Commitment

Hellriegel and Slocum, (2004:132), state that organizational commitment is the level of employee involvement in the organization and has the same identity with the organization. Colquitt et al., (2014) define organizational commitment as the desire of employees to be parts and members of an organization. Furthermore, Kinicki & Kreitner (2012:121), state that organizational commitment is a reflection—where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who are committed are expected to show their willingness to work harder to achieve organizational goals and have a greater desire to stay with a company. Steers (1977), states three factors that influence an employee's commitment, namely 1) personal characteristics, 2) job characteristics and 3) work experience. Meanwhile, Miner (1992) suggests four factors that influence employee commitment, namely 1) personal factors, 2) job characteristics, 3) structural characteristics and 4) work experience. Mowday et al., (1979), state that there are three factors that influence employee commitment, namely 1) personal factors, 2) organizational factors and 3) non-organizational factors. Allen and Meyer (1990), state that there are three dimensions of organizational commitment, namely 1) affective commitment, 2) continuance commitment and 3) normative commitment. Gibson et al., (2011:152) state that a person's commitment to the organization

involves three attitudes, namely 1) identification with organizational goals, 2) feelings of involvement in organizational tasks and 3) feelings of loyalty to the organization. Steers (1977), states the characteristics of someone who has a high commitment, namely 1) a strong drive to remain a member of the organization, 2) a willingness to try their best for the benefit of the organization and 3) a strong belief in and acceptance of the values and goals of the organization.

2.5 Organizational Citizenship Behavior

Organizational Citizenship Behavior is defined by Organ (1988:132) as individual behavior which has the freedom to determine or choose, is not directly or explicitly recognized by the formal reward system—and in its entirety promotes the effective functioning of the organization. Robbins (2009:245), states that Organizational Citizenship Behavior is a preferred behavior that is not part of an employee's formal work obligations but supports the effective functioning of the organization. Borman (2004), states that organizational citizenship behavior can improve organizational performance because this behavior is the "lubricant" of the social machine in the organization, in other words, with this behavior, social interaction among members of the organization becomes smooth, reduces the occurrence of disputes and increases efficiency.

Many factors influence organizational citizenship behavior, including leadership style, organizational culture, satisfaction, organizational climate and others (Hutahaean, 2021: 81). Organ & Ryan (1995), have found a relationship between Organizational Citizenship Behavior and several factors of The Big Five Personality which include extraversion, agreeableness, emotional stability, conscientiousness and openness to experience. Organ (1988), states that there are five indicators of organizational citizenship behavior, namely 1) Altruism, 2) Courtesy, 3) Consciousness, 4) Civic Virtue and 5) Sportsmanship.

2.6 Conceptual Model and Hypothesis

The conceptual model to be tested is presented in the following Fig. 1.



Fig. 1. Research Conceptual Model
Sources: Processed data

Based on empirical and theoretical studies, there are still inconsistencies in the results of studies on the influence of organizational justice on the performance of civil servants, so the hypotheses that the researchers proposed are:

- H₁.** *There is a positive influence of organizational justice on the performance of civil servants.*
- H₂.** *Organizational Commitment mediates the influence of organizational justice on the performance of civil servants.*
- H₃.** *Organizational Citizenship behavior mediates the influence of organizational justice on the performance of civil servants.*

3. Method

This study is causal associative research—causal associative research is research that aims to determine the relationship between two or more variables. With this research, it will be possible to build a model that serves to explain, predict and control a symptom. A causal relationship is causative in nature, one of the variables (independent) affects other variables (dependent) (Sugiyono, 2013:55). The research subjects were civil servants in the Pekanbaru Municipal Government, the population was 1,469 civil servants and the sample was 147 people. The performance measurement indicators were developed from Government Regulation Number 30 of 2019 and Riau Governor's Regulation Number 33 of 2009 namely 1) service orientation, 2) integrity, 3) commitment, 4) discipline, 5) cooperation and 6) leadership. The performance of civil servants in this study was measured by a 16-statement items questionnaire. The organizational justice indicators were developed from Colquitt, 2001; Robbins & Judge, 2015:145; Al-Zu'bi, 2010 namely 1) distributive justice, 2) procedural justice, 3) interactional justice. The organizational justice in this study was measured by a 9-statement items questionnaire. The organizational commitment indicators were developed from Allen & Meyer, 1990; Gibson et al., 1997; Kreitner et al., 2001, namely 1) affective commitment, 2) normative commitment, 3) continuance commitment. The organizational commitment in this study was measured by a 9-statement items questionnaire. The organizational citizenship behavior indicators were developed from Organ, 1988; Pod-

sakoff et al., 2000 namely 1) Altruism, 2) Courtesy, 3) Conscientiousness, 4) Civic Virtue and 5) Sportsmanship. The organizational citizenship behavior in this study was measured by 14-statement items questionnaire. To test the conceptual model, the structural equation modeling (SEM) Smart PLS 3.3 was used.

4. Results and Discussion

The research respondents were 147 people with 83.6% having an undergraduate education background (bachelor’s degree) and 16.4% having a post-graduate education background (master’s degree), all of the respondents are married and most of them have worked for 10-15 years. 25.85% of respondents are 35-40 years old, it can be concluded that respondents in this study are young and energetic, educated and experienced—and mature in attitude. Respondents' responses to the performance of civil servants were very high with the highest value indicator being integrity and the lowest value indicator being leadership. Respondents' responses to organizational justice were fair with the highest value indicator being distributive justice while the lowest value indicator being procedural justice. Respondents' responses to organizational commitment were high with the highest value indicator being affective commitment and the lowest value indicator being continuance commitment. Respondents' responses to organizational citizenship behavior were high with the highest value indicator being conscientiousness and the lowest value indicator being courtesy. The following is the path of the research model.

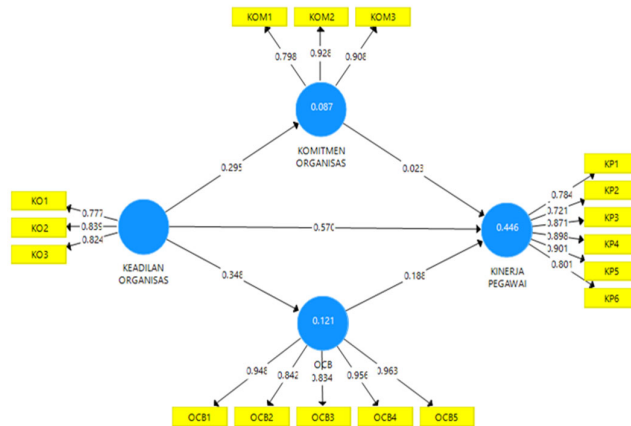


Fig. 2. Research Model Path
Sources: SmarPLS 3.3 Programs

4.1 Measurement Model Analysis (Outer Model)

4.1.1 Convergent Validity Test

The results of the convergent validity test of the data in this study are presented in the following Table 1.

Table 1
Loading Factor

Variable	Indicator	Factor Loading
Organizational Justice (KO)	KO1: Distributive Justice	0.777
	KO2: Procedural Justice	0.839
	KO3: Interactional Justice	0.824
Organizational Commitment (KOM)	KOM1: Affective Commitment	0.798
	KOM2: Normative Commitment	0.928
	KOM3: Sustainability Commitment	0.908
Organizational Citizenship Behavior (OCB)	OCB1: Altruism	0.948
	OCB2: Courtesy	0.842
	OCB3: Conscientiousness	0.834
	OCB4: Civic Virtue	0.956
	OCB5: Sportsmanship	0.963
Employee Performance (KP)	KP1: Service Orientation	0.784
	KP2: Integrity	0.721
	KP3: Commitment	0.871
	KP4: Discipline	0.898
	KP5: Cooperation	0.901
	KP6: Leadership	0.801

Sources: SmarPLS 3.3 Programs

Based on the results of the convergent validity test in Table 1, if the factor loading value is <0.5 then it must be removed from the model and the factor loading value must be re-estimated. By removing several factor loadings that are <0.5 , all indicators are used to continue the analysis to the next stage—it is said to meet convergent validity if all factor loadings are >0.5 (Hair et al., 2017). Because all factor loadings in this study >0.5 , it means that all indicators are valid to form a variable construct.

4.1.2 Discriminant Validity Test

The results of the discriminant validity test of the data in this study are presented in the following Table 2.

Table 2
Discriminant Validity

	ORGANIZATIONAL JUSTICE	EMPLOYEE PERFORMANCE	ORGANIZATIONAL COMMITMENT	OCB
KO1: Distributive Justice	0.777	0.472	0.348	0.254
KO2: Procedural Justice	0.839	0.539	0.258	0.244
KO3: Interactional Justice	0.824	0.554	0.117	0.350
KOM1: Affective Commitment	0.221	0.277	0.798	0.421
KOM2: Normative Commitment	0.271	0.181	0.928	0.227
KOM3: Sustainability Commitment	0.284	0.203	0.908	0.209
KP1: Service Orientation	0.481	0.784	0.230	0.276
KP2: Integrity	0.539	0.721	0.204	0.273
KP3: Commitment	0.481	0.871	0.240	0.349
KP4: Discipline	0.516	0.898	0.223	0.351
KP5: Cooperation	0.516	0.901	0.252	0.334
KP6: Leadership	0.634	0.801	0.126	0.366
OCB1: Altruism	0.344	0.381	0.348	0.948
OCB2: Courtesy	0.267	0.296	0.220	0.842
OCB3: Conscientiousness	0.250	0.283	0.202	0.834
OCB: Civic Virtue	0.343	0.398	0.338	0.956
OCB: Sportsmanship	0.359	0.411	0.346	0.963

Sources: SmarPLS 3.3 Programs

From Table 2 above, the model has good discriminant validity if each loading indicator value of a latent variable is greater than other correlated variables (Hair et al., 2017). The cross-loading value for each indicator in this study is greater than the other latent variables. This shows that each variable has good discriminant validity.

4.1.3 Construct Reliability Test

Average Variance Extracted (AVE) has a value of >0.5 and Composite Reliability (CR) has a value of >0.7 meaning that the construct that is built is good or reliable (Hair et al., 2019). The following is the Table of Construct Reliability:

Table 3
Construct Reliability

	AVE	Composite Reliability
Organizational Justice	0.662	0.855
Employee Performance	0.692	0.931
Organizational Commitment	0.774	0.911
Organizational Citizenship Behavior	0.829	0.960

Sources: SmarPLS 3.3 Programs

4.1.3 Measurement Model Analysis (Inner Model)

4.2 Coefficient of Determination (R²)

The R-Square values in this study are presented in the following Table 3.

Table 3
R-Square

	R Square	R Square Adjusted
Employee Performance	0.446	0.434
Organizational Commitment	0.087	0.081
Organizational Citizenship Behavior	0.121	0.115

Sources: SmarPLS 3.3 Programs

The R2 results of 0.67; 0.33; and 0.19 indicate the “good”, “moderate”, and “weak” models (Hair et al., 2019). Based on Table 3, the R-Square value for the performance of civil servants variable is 0.446 meaning that the percentage of the influence of organizational justice, organizational commitment and organizational citizenship behavior on the performance of civil servants is 44.6% and the model is categorized as moderate.

4.3 Hypotheses Analytics

The results of hypotheses testing are presented in the following Table 4.

Table 4
Hypothesis Test Results

	<i>Original Sample (O)</i>	<i>T Statistics</i>	<i>P Value</i>	Information
Organizational Justice → Employee Performance	0.570	9.081	0.000	Significant Influence
Organizational Justice → Organizational Commitment → Employee Performance	0.007	0.311	0.756	No influence
Organizational Justice → OCB → Employee Performance	0.066	2.029	0.043	Significant Influence

Sources: SmarPLS 3.3 Programs

The first hypothesis which reads that organizational justice has a positive influence on the performance of civil servants in Pekanbaru is accepted because p-values <0.05 meaning that organizational justice influences the performance of civil servants. This result strengthens the social exchange theory, where fair interactions and social exchanges can improve the performance of civil servants. The results of this study are in line with those of (Mada et al., 2015; Chen, 2013; Darham et al., 2015; Kristanto, 2015; Iqbal et al., 2017 Kartiningdyah & Utami, 2017) which state that organizational justice has a positive influence on employee performance.

The second hypothesis which reads that organizational commitment mediates the influence influence of organizational justice on the performance of civil servants in Pekanbaru is rejected because the p-value is >0.05 meaning that organizational commitment does not play a role in improving the performance of civil servants. This result does not strengthen the social exchange theory, where fair interactions and social exchanges that occur between civil servants—and with high commitment cannot improve the performance of civil servants. The results of this study are in line with those of (Setiawati & Ariani, 2019; Lee et al., 2010) which state that organizational commitment does not play a mediating role on the influence of organizational justice on employee performance.

The third hypothesis which reads that organizational citizenship behavior mediates the influence of organizational justice on the performance of civil servants in Pekanbaru is accepted because the p-value is <0.05 meaning that organizational citizenship behavior plays a role in improving employee performance. These results strengthen the social exchange theory, where fair interactions and social exchanges that occur between civil servants—and with high extra-role behavior can improve employee performance. The results of this study are in line with those of (Chien, 2003; Sani, 2013) which state that organizational citizenship behavior play a mediating role on the influence of organizational justice on employee performance.

5. Conclusions

This study aimed to develop social exchange theory through a conceptual model of civil servant performance, organizational justice, organizational commitment and organizational citizenship behavior. The results show that organizational justice has a positive influence on the performance of civil servants in the Pekanbaru Municipal Government and organizational citizenship behavior mediates the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government, but organizational commitment does not mediate the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government. The most effective pathway in improving employee performance is the mediating pathway of organizational citizenship behavior on the influence of organizational justice on the performance of civil servants in the Pekanbaru Municipal Government because it has the largest path coefficient value, so it can be concluded that this model can strengthen social exchange theory, where fair interactions and social exchanges that occur between civil servants—and with high extra-role behavior can improve employee performance. Managerial leadership of civil servants in the Pekanbaru Municipal Government must pay attention to the lowest achievement of each indicator such as procedural justice, continuous commitment, courtesy and leadership—which indicate that respondents feel that these indicators can still be improved. For this reason, efforts are needed so that these indicators can play a greater role in improving the performance of civil servants in the Pekanbaru Municipal Government.

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