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THE ROLE OF ORGANIZATIONAL COMMITMENT IN MODERATING THE INFLUENCE OF PROCEDURAL JUSTICE, DISTRIBUTIVE JUSTICE, INTERACTIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This research aims to determine the influence of procedural justice, distributive justice and interactional justice on Organizational Citizenship Behavior (OCB) with organizational commitment as an intervening variable. Respondents in this research were 98 employees of Bank Mandiri Diponegoro Yogyakarta with a work period of more than one year. The data collection method uses a questionnaire, which is measured using a Likert scale. The analytical method uses regression analysis and path analysis. The result of this research indicates that firstly, procedural justice, distributive justice, and interactional justice have a significant influence on organizational commitment, simultaneously. Secondly, procedural justice and distributive justice have a significant influence on OCB, partially. Thirdly, interactional justice does not have a significant influence on OCB partially. Fourthly, procedural justice, distributive justice, and interactional justice have a significant influence on OCB, partially and simultaneously. Fifthly, organizational commitment has a significant influence on OCB. Sixthly, the direct influence (the influence of procedural justice, distributive justice and interactional justice on OCB) is greater than the indirect influence (the influence of procedural justice, distributive justice, and interactional justice on OCB through organizational commitment). The result of this research can be used as a reference for Bank Mandiri in creating and improving OCB. This can be realized by providing fair procedures, improving the benefits system, and increasing interaction between employees for the better.

Kata kunci: Justice, Commitment, Organizational Citizenship Behavior.

I. INTRODUCTION

The global era is characterized by rapid changes in overall economic conditions, giving rise to demands that must be met by economic and industrial actors. Changes that occur not only in the external environment but also the internal environment. External changes that must be followed by internal changes in the organization, one of which is in the field of human resources. Human resource are valuable assets owned by the organization. Successful organizations need employees who will work more than they can (Robbin & Judge, 2013). Additional behavior outside of job descriptions in organizations is often referred to as OCB. In general, OCB is influenced by job satisfaction, organizational justice, organizational commitment, individual characteristics, job characteristics and leadership behavior (Alizadeh, et al., 2012).

As business competition becomes more competitive, PT Bank Mandiri (Persero) Tbk Area Yogyakarta upholds the improvement of service quality to attract more consumers and users of their service. Of course, these expectations require the role of employees to be able and willing to provide good and perfect service. This research tries to determine the influence of procedural justice, distributive justice, and interactional justice on OCB with organizational commitment as an intervening variable in PT Bank Mandiri (Persero) Tbk Area Yogyakarta.

II. LITERATURE REVIEW

OCB are actions by members of an organization that exceeds formal requirements of their work and, therefore, “above and beyond responsibility”. (Greenberg & Baron, 2000) OCB is free to choose behaviour for individuals who are not part of the formal work requirements of employees (Robbins & Judge, 2013). OCB itself has a dimension or shape category which is divided into five part namely (Greenberg & Baron, 2000) altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Organizational commitment is the extent to which employees recognize the organization and the goals and desires to maintain membership in the organization (Robbins & Judge, 2013). Organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals. The organizational commitment components are as follows: affective commitment, continuous commitment, and normative commitment (Meyer & Allen, 1991)

Organizational justice represents the perceptions and reactions of individuals towards fairness in organizations. Justice refers to actions or decisions that are morally and ethically correct. Justice can be related to religion, ethics, equity, and law (Usmani & Jamal, 2013). Organizational justice reflects one's acceptance that they are treated fairly at work. Ultimately, this leads to the identification of three different components of organizational justice, namely distributive justice, procedural justice and interactional justice (Kreitner & Kinicki, 2014).

Procedural justice is defined as the sense of justice received regarding the processes and procedures used to make distribution decisions. Procedural justice is also related to the process or procedure for distributing awards (Kreitner & Kinicki, 2014). 6 procedural justice rules define the criteria by which allocation procedures are considered fair are consistency, lack of bias, accuracy, correction, representation of all concerned and ethics (Colquitt, 2001).

Distributive justice reflects the sense of justice received about how resources and rewards are distributed or allocated. (Kreitner & Kinicki, 2014). The following will describe several indicators of distributive justice: equity, equality, and need (Colquitt, 2001).

Interactional Justice has to do with “the quality of interpersonal treatment that people receive when procedures are implemented”. Interactional justice can also be associated with a combination of a subordinate's trust in his superiors with justice that appears in the daily work environment (Kreitner & Kinicki, 2014). Interactional justice has 2 indicators, namely interpersonal justice and informational justice (Colquitt, 2001).

Influence of Procedural Justice, Distributive Justice and Interactional Justice on Organizational Commitment

Tang and Sarsfield Baldwin stated that if employees can be guaranteed with fair procedural treatment, they tend to be more loyal, which is a sign of commitment. (Runing,

2011). Interactional justice is related to the combination of a subordinate's trust in his superiors with justice that appears in the daily work environment. When social harmony has formed within the company, employee commitment to the company is formed (Budiarto & Wardani, 2005). Distributive justice is dominant in i

nfluencing individual satisfaction while procedural justice explains employee organizational commitment. These two things are interconnected so that to measure the extent of employee organizational commitment requires recognition and understanding of distributive and procedural justice (Hwei & Santosa, 2012). Based on this relationship, the following hypothesis is proposed:

H1 Procedural justice influence organizational commitment

H2 Distributive justice influence organizational commitment

H3 Interactional justice influence organizational commitment

H4 Procedural justice, distributive justice and interactional justice influence organizational commitment

Influence of Procedural Justice, Distributive Justice, and Interactional Justice on Organizational Citizenship Behavior

Procedural justice affects OCB if employees believe that the procedures used in the organization's results are fair and fair allocation, they will be satisfied and more likely to be involved in OCB. Interactional justice has been defined as fairness that is felt from the interpersonal treatment shown by superiors and management. Fair treatment is assumed to result in social exchange, this type of relationship will result in an obligation for employees to "reciprocate" supervisors or organizations, therefore, OCB, will be influenced by interactional justice (Nandam & Azim, 2015).

OCB is an employee's action in supporting organizations that are outside the scope of their job description. Such behavior depends on the extent to which an organization is considered distributive (Ucho & Atime, 2013). Based on this relationship, the following hypothesis is proposed:

H5 Procedural justice influence OCB

H6 Distributive justice influence OCB

H7 Interactional justice influence on OCB

H8 Procedural justice, distributive justice and interactional justice influence OCB

Influence of Organizational Commitment on OCB

According to Robbin & Judge OCB can arise from various factors in the organization, including because of job satisfaction from employees and high organizational commitment. Organizational commitment is important for organizational success (Darmawati, et al., 2013). High organizational commitment will be followed by an increase in OCB (Subejo, et al., 2013). Based on this relationship, the following hypotheses are proposed:

H9 Organizational commitment influence OCB

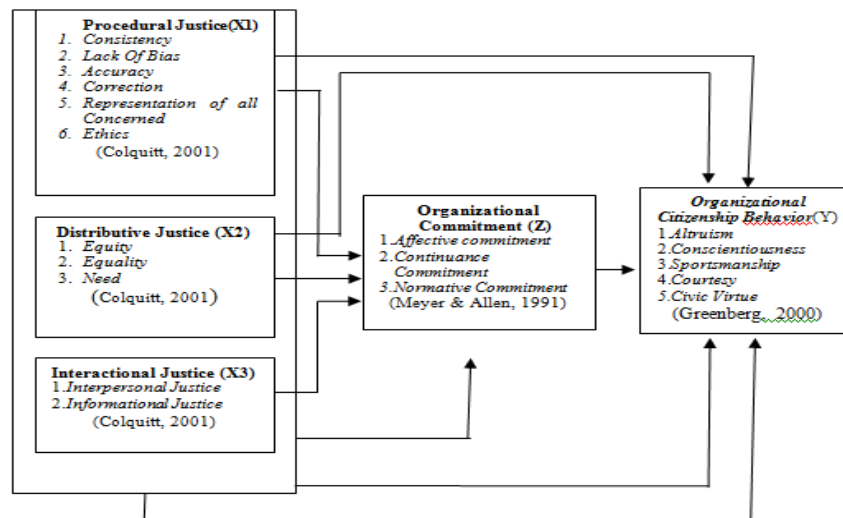
Direct or Indirect Influence among Procedural Justice, Distributive Justice, and Interactional Justice on OCB

High organizational justice does not directly enhance OCB. But when mediated by the manager's trust or organizational commitment, OCB will be high. This means that organizational justice does not have a significant direct influence on OCB, but the

influence of organizational justice on organizational commitment and OCB occurs when the manager's trust is higher (Sjahruddin et al, 2013).

Perceptions of organizational justice that focus on the role of justice in the workplace have shown that perceptions of organizational justice greatly influence workers' attitudes such as job satisfaction, turnover intentions, and organizational commitment as well as work behavior such as absenteeism and OCB (Bhakshi et al, 2009). Based on this relationship, the following hypotheses are proposed :

H10 The direct influence (procedural justice, distributive justice and interactional justice for OCB) is greater than indirect influence (procedural justice, distributive justice and interactional justice for OCB through organizational commitment)



Picture 1. Research Framework

III. RESEARCH METHODS

The approach used in this research is quantitative research methods. This research was conducted at Bank Mandiri Yogyakarta Diponegoro Branch. The street address of Pangeran Diponegoro No. 107 Yogyakarta. The population in this research were employees of the Bank Mandiri branch of Diponegoro Yogyakarta with a minimum working period of one year totalling 98 employees. This research uses all members of the population as a sample or using a census. In this research using primary and secondary data, with data collection techniques using questionnaires. The independent variables used in this research are procedural justice (X1), distributive justice (X2) and interactional justice (X3). The dependent variable in this research is OCB (Y) The intervening variable used in this research is organizational commitment (Z). Procedural justice is an accepted sense of justice regarding the processes and procedures used to make distribution decisions.

The indicators used are consistency, lack of bias, accuracy, correction, representation of all concerned and ethics. Distributive justice reflects the sense of justice receive about how resources and rewards are distributed or allocated. The indicators used are equity, equality, and need. Interactional justice has to do with the quality of interpersonal treatment that people receive when procedures are implemented. The indicators used are interpersonal justice and informational justice. Organizational commitment is the extent to which employees recognize the workplace and the purpose and desire to maintain membership in the organization. The indicators used are affective

commitment, continuance commitment, and normative commitment. All statement items in the questionnaire have passed the validity and reliability test. The data analysis method used is descriptive and inferential analysis. Hypothesis testing is done using a t-test, F test, and Sobel test.

IV. RESULTS AND DISCUSSION

Descriptive Analysis of Research Respondent Characteristics

Table1. Dominant Characteristics of Research Respondents

No.	Characteristics	The Most Dominant Characteristics	Frequency	%
1	Gender	Male	60	61,2
2	Age	31-35 years	48	49
3	Education	Bachelor	63	64,3
4	Length of Work	>3 years	49	50

Source: Primary Data, Processed in 2017

Table 1 shows that of the 98 respondents researched were dominated by men. This is influenced by Bank Mandiri's policy, where fresh graduate employees must be prepared to be placed in work anywhere in the entire territory of Indonesia. Based on this policy, male employees are easier to place than female employees. So with male domination of Bank Mandiri employees, it is hoped that OCB will be able to emerge. Women who work in male-dominated organizations are more difficult to show OCB than men because of feelings of shyness, shame, and feeling unethical (Sambung, 2011).

The age of respondents is dominated by the age range of 31-35 years. Age 15-64 years is the age category of productive labor (Tjiptoherijanto, 2001). So it can be said that ages 31-35 are also included in the productive category. Classified as mature, experienced. The final education level of the respondent is dominated by the undergraduate level. This is following the minimum fresh graduate level of education for the officer development program line and assistant relationship manager that requires a minimum of one bachelor degree. Higher educated employees can spend more time on OCB (Dewi & Perdhana, 2016). The length of work of respondents of the Bank Mandiri branch in Yogyakarta is dominated by employees who have worked for more than 3 years. The long-term employee shows high work experience, and a small desire to leave in this case is related to commitment (Robbins & Judge: 2013).

Descriptive Analysis of Research Variables

Table 2.Summary of Variable Descriptive Analysis

No	Variable	Average	Category
1	Procedural Justice	3,44	Very Fair
2	Distributive Justice	3,22	Fair
3	Interactional Justice	3,64	Very Fair
4	Organizational Commitment	3,62	Very High
5	Organizational Citizenship Behavior	3,20	High

Source: Primary Data, Processed in 2017

Table 2 shows that the procedural justice variable is in the very fair category. Procedural fair treatment related to the decision-making process associated with results and in terms of justice derived from the results (outcomes) received by someone, will further make employees have a bond to the organization (Hwei & Santosa, 2012). Distributive justice variables in the fair category. If a worker who has given the best contribution to the company, is not given fair rewards or rewards according to the input provided, then the worker will probably leave the company (Budiarto & Wardani, 2005). Interactional justice variables in the very fair category.

When employees feel treated fairly, employees will increasingly increase their commitment to the organization as indicated by positive behaviors and attitudes towards the organization because they feel happy and comfortable at work (Nurcahyani & Mas'ud, 2016). The organizational commitment variable is in the very high category. When someone has a high commitment to his organization, then that person will do anything to advance his company because of his belief in his organization (Darmawati, et al., 2013). OCB variables are in the high category. People will put others before the organization they work for when they believe that the organization has treated them fairly (Wikantari, 2014).

Hypothesis Test Results

Table3. Recapitulation of Hypothesis Test Results

Hypothesis	Hypothesis	Information
H1	Procedural justice influence organizational commitment	Supported
H2	Distributive justice influence organizational commitment	Supported
H3	Interactional justice influence organizational commitment	Supported
H4	Procedural justice, distributive justice and interactional justice influence organizational commitment	Supported
H5	Procedural justice influence OCB	Supported
H6	Distributive justice influence OCB	Supported
H7	Interactional justice influence on OCB	Supported
H8	Procedural justice, distributive justice and interactional justice influence OCB	Supported
H9	Organizational commitment influence OCB	Supported
H10	The direct influence (procedural justice, distributive justice and interactional justice for OCB) is greater than indirect influence (procedural justice, distributive justice and interactional justice for OCB through organizational commitment)	Supported

Source: Primary Data, Processed in 2017

The results showed that procedural justice influenced the organizational commitment of employees at Bank Mandiri Yogyakarta. The results of this research are in line with previous research which states that procedural justice affects organizational commitment (Chasanah, 2016). Besides, the results of this research are also in line with the results of other researches which state that people feel agreed if the procedures adopted, treat them with care and dignity. The procedure is easily accepted/understood, even if people do not like the results of the procedure. Likewise, the fair treatment of the results received will also build organizational commitment (Hwei & Santosa, 2012).

The results of this research indicate that distributive justice influence the organizational commitment of Bank Mandiri Yogyakarta employees. The results of this research support the results of previous researches which stated that the higher the distributive justice perceived by company employees, the higher the employee commitment (Runing, 2011). The results of this research also support the results of other researches which state that distributive justice is related to organizational commitment and organizational satisfaction (Robbins & Judge, 2013).

The results showed that interactional justice influence the organizational commitment of employees at Bank Mandiri Yogyakarta. The results of this research support the results of previous researches in which interactional justice is assumed that humans as members of community groups are very concerned about the signs or symbols that reflect their position in the group. Therefore, humans try to understand, seek, and maintain social relations. If the relationship between the decision-maker and the people who receive the decision is done fairly and the decision-maker can treat each individual based on human dignity and also respect for humans, then the commitment of employees to the company will increase (Budiarto & Wardani, 2005).

The results showed that procedural justice, distributive justice, and interactional justice simultaneously influenced the organizational commitment of employees at Bank Mandiri Yogyakarta. The results of this research are in line with other researches that find that forms of corporate justice are jointly related to employee company commitments (Budiarto & Wardani, 2005). Procedural justice and distributive justice both contribute significantly to organizational commitment (Rahman, et al., 2016).

The results showed that procedural justice affected OCB employees at Bank Mandiri Yogyakarta. The results of this research are supported by previous research which states that there is a statistically significant positive influence of the practice of procedural justice on OCB (Taamneh, 2015). This statement is also supported by other research which states that procedural justice affects OCB if employees believe that the procedures used in the organization's results are fair and fair allocation, they will be satisfied and more likely to be involved in OCB (Nandan & Azim, 2015). Other results explain the strong influence of procedural justice on OCB by stating that procedural justice is most strongly associated with job satisfaction, employee trust, withdrawal from the organization, performance, and OCB (Robbins & Judge, 2013).

The results showed that distributive justice influence on OCB employees at Bank Mandiri Yogyakarta. The results of this research are supported by previous research which states that OCB is an employee's action in supporting organizations that are outside the scope of their job description. Such behavior depends on the extent to which an organization is considered distributive (Ucho & Atime, 2013). Distributive justice influence OCB. With this in mind, Bank Mandiri is expected to re-evaluate the salary

system used so that all employees can experience distributive justice so that OCB employees will emerge.

The results showed that interactional justice influence on the organizational commitment of employees at Bank Mandiri Yogyakarta, but not significant. The results of this research are in line with previous researches where interactional justice alone is not enough to improve Organizational Citizenship Behavior. Other factors are needed so that organizational citizenship behavior can be increased such as work motivation, organizational culture, organizational trust, and emotional intelligence (Banani, 2015). The results of this research reject previous researches where interactional justice is indicated to have a positive impact on OCB (Silva & Madhumali, 2014). The results of this research are not in line with previous researches due to the location of the research and also the different organizational environments so that different results are obtained where previous researches only specialize in executive employees while in this research include almost all employees, but from the results of this research we can find out especially the Bank Mandiri Yogyakarta where interactional justice is not the most dominant factor in increasing OCB.

The results showed that procedural justice, distributive justice, and interactional justice simultaneously influenced OCB employees at Bank Mandiri Yogyakarta. The results of this research are in line with previous research which shows that there is an impact of distribution justice, procedural and interactional justice on OCB and subsequently, overall there is a significant impact of organizational justice on OCB (Silva & Madhumali, 2014). The results of this research support the results of other researches which state that when workers are treated fairly in their social work environment, a sense of fairness and trust will further develop. Under these conditions, employees will tend to show OCB (Sanhaji, et al., 2016).

The results of this research indicate that organizational commitment influence on OCB employees at Bank Mandiri Yogyakarta. The results of this research are supported by previous researches that organizational commitment significantly influences the behavior of organizational citizens (Subejo, et al., 2013). The results of other researches that also support this research, states that OCB can arise from various factors in the organization, including because of job satisfaction from employees and high organizational commitment. Organizational commitment is important for organizational success (Darmawati, et al., 2013).

The results of this research indicate that the direct influence (procedural justice, distributive justice, and interactional justice against OCB) is greater than the indirect influence (procedural justice, distributive justice, and interactional justice towards OCB through organizational commitment). The variable organizational commitment can only be an intervening variable relationship between distributive justice to OCB.

The results of this research are supported by previous researches which states that distributive, procedural, and interactional justice harms OCB through commitment (Sanhaji, et al., 2016). On the other hand, the results of this research reject previous research which states that organizational justice will influences OCB when mediated by high trust and organizational commitment (Sjahrudin, et al., 2013). The results of this research are not in line with previous researches because the organizational commitment is not able to be an intervening variable to the variable procedural and interactional justice to OCB while other variables namely distributive justice can affect OCB indirectly. The difference in the sample is one of the things that makes the results of this research not in line with previous researches where previous researches using nurses as the sample while

previous researches that support the results of this research use office employees as the same sample as in this research.

V. CONCLUSION

This research concludes that firstly, procedural justice, distributive justice, and interactional justice have a significant influence on organizational commitment, both partially and simultaneously. Secondly, procedural justice and distributive justice have a significant influence on OCB partially. Thirdly, interactional justice does not have significant influence on OCB partially. Fourthly, procedural justice, distributive justice, and interactional justice have a significant influence on OCB simultaneously. Fifthly, organizational commitment has a significant influence on OCB. Sixthly, the direct influence (the influence of procedural justice, distributive justice and interactional justice on OCB) is greater than the indirect influence (the influence of procedural justice, distributive justice, and interactional justice on OCB through organizational commitment).

Companies are advised to provide an explanation to employees related to decision-making procedures and performance appraisal and evaluate existing job allowances by involving employees in making decisions. Whereas for further researchers, it is recommended to add other indicators not listed in this research, especially for interactional justice variables.

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