

ORGANIZATIONAL JUSTICE, ETHICAL LEADERSHIP AND COMMITMENT PREDICTORS OF OCB

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ABSTRACT

This research aims to find out the influence of organizational justice, ethical leadership and commitment to Organizational Citizenship Behavior (OCB). Research was done by using a sample of employees who work in the public universities in Daerah Istimewa Yogyakarta (DIY). The number of final participant who can be analyzed for this research as much as 205 participant, sampling techniques used is convenience sampling. Most participant work in academic administration as much as 123 participant (60%), consist of 14 (7%) librarians, 41 (20%) financial staff, 13 (6%) laboratory assistant, and 13 (6%) general affairs. Data collection method in these research using survey methods, with this method the respondents were asked to fill the questionnaire consisting of items from the statement of organizational justice, ethical leadership, commitment and OCB. Data analysis in this research using multiple regression analysis. This research findings shows that organizational justice, ethical leadership and commitment is predictors from OCB. The higher perceived organizational justice by the employees will be more high OCB this result is supported by the statistical results with Sig. 0,005, as well as with the existence of leaders who are able to apply the ethical behavior will promote OCB for his subordinates, this result supported with the statistical results with Sig. 0.003. The higher level of commitment will be more high OCB with the results of the Sig. 0,000. The practical implications of the research are to increase role and support from the leadership of the organization or management of universities to be willing to apply the ethical behavior, make an effort to increase the commitment by communicating and implementing organizational justice equally for all members of the organization.

Keywords : organizational justice, ethical leadership, commitment, OCB (Organizational Citizenship Behavior).

1. Introduction

The world of education is a topic that still interesting, especially in Indonesia which has a number of private university is big enough, but inversely with the number of public university is much smaller. The total number of private university approximately totaled 3.139 throughout the

country with the capacity of the students by 70% more, while public universities totals only 134, which accommodate the number of students in the rest (Ristekdikti, 2017). Public university held by the government in order to promote education in Indonesia, but in fact not fully so in this case the government did acknowledge that the existence of the PTN is still less evenly

because most universities both public and private land concentrated only on the island of Java (Detik, 2016).

Daerah Istimewa Yogyakarta (DIY) for example is known as the city of education, have 6 public university, they are Universitas Gajah Mada (UGM), Universitas Negeri Yogyakarta (UNY), Universitas Islam Negeri Sunan Kalijaga Yogyakarta (UIN SUKA) Institut Seni Indonesia Yogyakarta (ISI) Politeknik ATK Yogyakarta and Universitas Pembangunan Nasional "Veteran" Yogyakarta (UPN). The government until this time also still trying to improve the quality and quantity of PTN for the progress of higher education and the equitable distribution of education in Indonesia. In 2010, the government held a transition program of 29 private universities to public universities, a moratorium is imposed since 1 August 2013, then on 29 June 2015, the government has decided to extend the moratorium. Transition program of private university to public university has some problems that need to be resolved among others related to the land, asset policy, then related with the status of the lecturers and employees. Public university is required to become a world-class university, but in fact public university could not deal with competition world, in 2015 Indonesia, only pass the Bandung Institute of Technology (ITB) and University of Indonesia (UI) on the international arena (Detik, 2016).

This phenomenon provides an overview that is still a great need for support from various elements of resources in university especially human resources, one of them is the education staff or administration staff other than the lecturer. The role of the education staff is significant in the implementation of the tridarma and realize the world-class university. Education staff consists of librarian, academic administrative staff, financial staff, laboratory assistant and general affairs.

Organizational justice is the perception of workers to obtain a reward that perceived to be fair and comparable to the contribution of the workers for the organization. According to Cropanzano *et al.* (2007) organizational justice is a personal evaluation of the ethical and moral position of managerial behavior. Assume this definition if you want to create justice and management should pay attention to the perspective of the employees. This means that the management need to understand the events and behavior and decisions that can cause the feelings of fairness for employees towards the organization.

No one can deny the importance of leadership to organization success and the managers is considered to have the responsibility of building effective leadership. Remember the reality in the organization, the role of the leadership skills become more important (Hagen & Morsheda, 1998). Leaders are role models and highlights from his followers so that the behavior of a leader or managers should have the ethical values, able to communicate these values and maintain the values so that the sustainability of ethical leadership in the organization can be realized.

Organizational commitment is an important factor in the success of relationships within the organization both the relationships between individuals and between individuals with their organizations and causing cooperative behavior, increased efficiency and employee productivity (Eisenberger *et al.*, 2010; Lub *et al.*, 2012). The commitment is important to achieving the goal of both organizations and individuals. The context of the commitment for the organization is when faced with the challenge of internal and external environment and to attain opportunities and facing the challenges of an organization requires commitment. Commitment is a determination of a person

or organization to achieve their goals, without can be influenced by any circumstances, until the goals of can be achieved.

Organizational Citizenship Behavior (OCB) is the behavior that appears because of the feeling as a member of the organization and felt satisfied when can do something more to the organization. Feeling as an organization member and satisfied when doing a more occurs only if the worker have a positive perception of the organization. OCB is the actions of a person outside of their responsibility, not paying attention to self-interest, does not require job description and formal reward system, is voluntary in cooperation with coworkers and receives orders without complaints (Organs, 1997).

This research aims to examine the relationship between organizational justice, ethical leadership and commitment in predicting OCB in the context of higher education with the proposed theory and earlier research related.

2. Predictors of OCB

2.1 Organizational Justice

Previous research about organizational justice related about dimensions, measurement scales, universal scale validity, and as a predictor of work behavior (Colquitt, 2001; Cropanzano et al., 2007; Fischer, 2011).

Organizational justice consists of distributive justice, procedural justice and interactional justice have sensitivity dimension and explanation dimensions (Greenberg explanation, 1990; Bies & Moag, 1987). Sensitivity dimension covers the attitudes of respect and politeness, while the dimensions of the explanation include the underlying reason for a decision and honesty. Distributive justice and procedural justice formally perceived because it is associated with justice and the

implementation of results allocation policy of the organization, but interactional justice related aspects of informal interaction.

Bakhshi et al. (2009) explore the relationship between the perception of justice organization, job satisfaction and organizational commitment. The perception of justice is seen from the two dimensions, distributive justice and procedural justice. The results of this research are distributive justice found positively related with job satisfaction and organizational commitment while procedural justice not found related to job satisfaction but significantly related to the organizational commitment. Research findings Fischer et al. (2011) shows that measurement scale of organizational justice dimension is universally applicable, this research using samples from in 13 countries. Meta analysis from Viswesvaran & Ones (2002) examined the change of organizational justice (distributive and procedural) and its relationship with the attitudes and behavior of the work that gives the result that the procedural justice procedural justice has a relationship at a greater level than distributive justice to OCB.

Research by Zeinabadia & Salehib (2011) suggested a new model that is derived from merging of the two models from Moorman et al. (1993) study which predict OCB with work behavior including procedural justice, job satisfaction and organizational commitment and the study of Konovsky & Pugh (1994) which predict OCB through procedural justice, distributive justice and trust. The study was conducted on public elementary school teachers in Tehran. The result of the study shows that there are two things that encourage OCB, first is trust and the second is the job satisfaction, organizational justice and organizational commitment.

Based literature, that formulated hypothesis is:

Hypothesis 1: The perception of organizational justice effect on OCB.

2.2 Ethical Leadership

Ethical leadership refers to normative behavior through personal actions and interpersonal relationships and how to promote such behavior to followers through two-way communication, reinforcement, and decision-making (Brown et al. 2005). Research from Brown & Treviño (2006) focuses on ethical leadership constructs and compares with the moral dimensions of leadership (e.g., spiritual and transformational). The results is showed that the ethical leadership has not been widely developed, thus offering researchers an opportunity for new discoveries and opportunities to improve the effectiveness of ethical leadership..

Ethical leadership is supported by an ethical climate within the organization, research done by Shin (2011) shows the influence of moderation of ethical leadership in the relationship between ethical climate and Organizational Citizenship Behavior directed Individual (OCBI) and Organizational Citizenship Behavior directed Organization (OCBO). This study also shows the level and strength of organizational climate have a positive impact on ethical climate outcome. This means that the level of ethical climate could be different if the associated with the collective OCBO and OCBI depending on whether the individual as an employee agreed on the same ethical climate perception.

Kim and Brymer Studies (2011) examines the influence of ethical leadership of job satisfaction and affective commitment on hotel manager, which in turn affect on the result of the behavior of the managers (e.g., extra effort and turnover intention) and affect the

performance of the company in 2 different studies. Results study showed in overall studies, that ethical leadership related positively with job satisfaction and affective organization commitment from managers. Job satisfaction related manager with positive organization commitment, but job satisfaction is not always cause a willingness managers for devoting extra efforts.

Based on the analysis of the existence of common moral philosophy between East and West culture (Eisenbeiss, 2012) identify four important orientation ethical leadership, they are: (1) human orientation, (2) justice orientation, (3) responsibility and sustainability orientation, and (4) moderation orientation. Mayer et al. (2012) holds that justice in decision-making and concern for the subordinate by ethical leaders is intended to make the followers felt they owed outstanding to their organization and reply with extra-role behaviors that are beneficial to OCB and ethical leadership that are partially influenced by the effects of moral identity leader.

The research by Wang and Sung (2014) to investigate about the relationship between the ethical leadership as moderation and workplace jealousy as predictors from OCB. The result shows the negative relationship between workplace jealousy and OCB and and show that the moderate effect of ethical leadership perceptions can weaken the negative effects of workplace jealousy both on the OCBI and OCBO. Ruiz et al. (2011) illustrates that ethical leadership from top managers and supervisor have an impact on followers work outcome (job satisfaction, organizational commitment, turnover intention, and OCB). Based on the literature, that formulated hypothesis is: Hypothesis 2: ethical Leadership affect on OCB .

2.3 Organizational Commitment

The concept of organizational commitment has been examined by earlier researchers (Meyers et al., 1991, 1993, 2002, 2012; Coyle-Shapiro et al., 2006; Somers, 2009; Majer et al., 2012). According to Allen & Meyer (1990) commitments are:

1. *Affective commitment* includes the emotional condition of employees to combine and adapt themselves, and assimilated directly in the organization. In other words a person to become a member of the organization because he wants it (want to).
2. *Continuance commitment* includes the *commitment* that is based on the rewards expected employees to be able to remain in the organization. In other words a person to become a member of the organization because he feels need for it (need to).
3. *Normative commitment* includes the feeling of employees the obligation to remain in the organization. A person to become a member of the organization because he felt the need to do something (ought to do).

Becker et al. (1996), confirm about the structure and the motif of commitments and their implications for performance. Employees on many organizations differentiate the focus of the commitment is to supervisor and commitment to the organization and between the identification and internalization as the motif of the commitment. The results of the study showed commitment to the supervisor that more strongly related to performance than commitment to organization. The commitment based on internalization more relevant with the performance of based identification.

Research on the relationship between the commitment and OCB by Cardona et al. (2004), indicate that the organizational commitment is a good predictors from OCB behavior. Levelle et al. (2009)

examined effects of target similarity, where the relationship between commitment, procedural justice and OCB is expected to become stronger when it has the same target than when have different target. The results of the study says that: (1) positive relations between the commitment and OCB, and (2) effect positive mediation of commitment on the relationship between procedural justice and OCB.

Duarte (2013) using a sample of nurses working in the 2 general hospital in Portugal indicate that the of organizational commitment and professional commitment contribute positively on OCB nurses, affective commitment and continuance commitment is predictors from OCB. Another research by Jain (2015) on middle and senior manager of public sector organizations in India indicate that the dimensions of volunteerism which consists of career improvement, awards, empathy, self-development and attention to the community found as positive predictors from the commitment and OCB. The formulation of the hypothesis is:
Hypothesis 3: commitment affect on OCB.

2.4 Organizational Citizenship Behavior (OCB)

OCB is considered a discretionary behavior which is not part of the formal job requirements but promote effective function of the organization. Organ (1990) explains the five dimensions of OCB:

1. Conscientiousness means that workers perform role behaviors (i.e., performance of individual tasks) far beyond the level of minimum required;
2. Altruism implies that workers provide assistance to another man.
3. Civic virtue shows that the workers are responsible for participating in political life organization;
4. Sportsmanship shows that people do not complain, but have positive attitude;

5. Courtesy means that the workers treat one another with respect.

Williams & Anderson (1991) suggests the structure of the two-dimensional OCB, and define it as:

1. The Benefits of that directed at the organization in general, as do the task is not required, but improve the image and performance of the organization (OCBO).
2. The Benefits of that directed at the individual in the organization, as altruism and interpersonal skills to help their colleagues who have workload (OCBI).

Other literature, looked courtesy and altruism as behavior that profitable coworker (OCBI), whereas conscientiousness, sportsmanship, and civic virtue is seen as behavior that will lead to the organization (OCBO) (Williams and Anderson, 1991; Van Dyne et al, 1995). Another concept of OCB dimensions expressed by Finkelstein & Penner (2004) and Finkelstein (2006):

1. OCB is intended for individual (OCBI); prosocial behavior that is directed at specific people and/or groups within the organization (e.g. emotional and social support); and
2. OCB is intended for organizations (OCBO); behavior is targeted at the organization (for example offers ideas to improve the function of the organization).

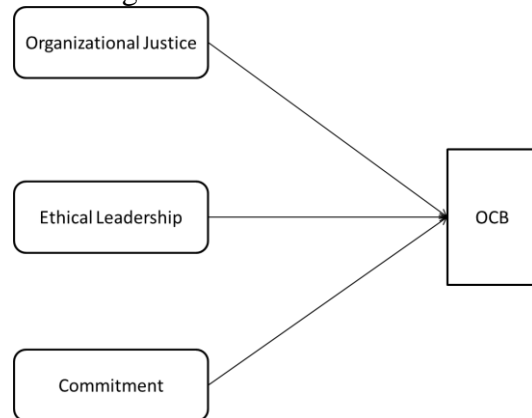
Li et al. (2010) have highlighted the relationship between proactive personality and OCB through the establishment of a high quality exchange relationship between subordinates and their supervisor and psychological capital found positive related with extra-role citizenship behavior (Avey et al., 2010). The research by Lin et al. (2010) on 18 big companies in Taiwan shows a research model from the perspective of social identity and resource allocation, with testing the influence of corporate citizenship to OCB. In this

model, OCB positively influenced by perceived legal citizenship and perceived ethical citizenship.

Hypothesis 4: organizational justice, ethical leadership and commitment affect on OCB.

2.5 Research Model

This research model presented the following:



Picture 1: Research Model

3. Research Methodology

3.1 Research Variable

Organizational justice consists of 3 dimensions: distributive justice is fairness the amount of perceived rewards and equal opportunity promotion. Procedural justice is perceived fairness of the process used to determine the distribution of rewards while interactional justice is justice related to sensitivity and respect and clarity of reasons for decisions making (Cohen-Carash & Spector, 2001; Colquitt, 2001; Robbins & Judge, 2008). The measurement of the organizational justice using the measurement items that developed by Colquitt (2001). The ethical leadership measurement using the items developed by Yukl, Mahsud & Hassan (2013).

Organizational commitment is a workers-bound feeling associated with their

involvement with the organization (McShane & Von Glinow, 2008). The indicator to measure the commitment of using the measurement commitment developed by Meyer et al. (1993). OCB is a voluntary behavior that can increase the efficiency and effectiveness of the organization (Organs, 1997), the measurement of OCB items using the scale of the items developed by Lee & Allen (2002).

3.2 Participant of the Research

Participant in this research are employees PTN in DIY used as data. The data can be obtained using interviews and questionnaire distributed directly to participant.

3.3 Population and Samples

Population refers to the entire group of people, events, or interests to be researched, or the interests which want to be examined (Sekaran, 2006). The population in this research is the employees who work at private university in DIY. Sampling techniques used in this research is convenience sampling, samples selected based on the availability and easy to get it, sample taken because there is in place and the right time (Sekaran, 2006).

3.4 Instrument Testing

Testing of research instrument using validity and reliability test, validity test indicate how far a measuring instrument able to measure what want to be measured while reliability test to see stability and consistency of instrument in measure (Sekaran, 2006).

3.5 Data Analysis Methods

The question items in this research were measured using a 5-point Likert scale.

Questionnaires are closed and alternative answers provided are ranging from strongly disagree (number 1) to strongly agree (number 5), analysis of research data using multiple regression statistical analysis.

4. Results and Discussion

4.1 Description of Participant

The survey results shows there are 205 respondents who return and fill the questionnaire research with complete so that it can be used analyzed in this research. Most participant work in academic administration as much as 123 participant (60%), consist of 14 (7%) librarians, 41 (20%) financial staff, 13 (6%) laboratory assistant, and 13 (6%) general affairs.

Based on gender the majority of participant was male (127 participant; 62%) and women as much as 38% (78 participant). According to the age of participant dominated the age with a range of 36-45 years of 45% (92 participant), 25-35 years have the percentage of 30% (61 participant). The age of 46-55 years 18% (37 participant), and for the category of age > 55 years have percentage of 7 percent (15 participant).

Based on the background of education, the result shows the education of postgraduate degree (S2) 10% (21 participant), bachelor degree (S1) 51% (105 participant), diploma degree 32% (67 participant). Senior high school and junior high school each of 6% (10 participant) and 1 % (2 participant). Based on working period participant has a working period of at least 2 years up to 5 years as much as 30% (62 participant), 6-10 year of 37% (75 participant), 11-15 years 20% (41 participant), 16-20 years is 8% (17 participant), and > 20 years of 5 percent (10

participant), concluded that the participant dominated the working period of 6-10 years.

4.2 Result of Hypothesis Test and Discussion

4.2.1 The Influence of Organizational Justice to OCB

The first hypothesis in this research is the influence of organizational justice to OCB. The result of statistical test shows that there is a significant and positive influence between organizational justice to OCB indicated by significance value less than 0.05 ($\alpha = 0,05$) that is Sig. 0.005 positive signs on the results show that the higher the organizational justice and it will be the higher OCB owned employees. Based on the results of the first hypothesis is supported. This results supported with the research Viswesvaran & Ones (2002) and Zeinabadia & Salehib (2011) studies which suggest that organizational justice affects the OCB.

4.2.2 The Influence of Ethical Leadership to OCB

The second hypothesis is the ethical leadership affect OCB, the second hypothesis is supported for distribution based on test results obtained statistics significance value less than 0.05 (Sig. 0,003). The conclusion of this result is the higher ethical leadership which was implemented in the organization and the higher OCB from its employees. This result are also supported by the research Money & Sung (2014) and Ruiz et al. (2011) that ethical leadership have impact on OCB.

4.2.3 The Influence of Commitment to OCB

The third hypothesis is the commitment affect OCB. The results of statistical tests show that there is a significant and positive influence between the commitment to OCB, which is indicated by a significance value of less than 0.05 ($\alpha = 0.05$) that is Sig. 0,000 positive signs on the result shows that the higher the commitment and it will be the higher OCB owned employees. Based on the results of the second hypothesis supported. Previous research shows that the commitment affect OCB (Duarte, 2013; Jain, 2015).

4.2.4 The Influence of Organizational Justice, Ethical Leadership and Commitment to OCB

The third hypothesis in this research is organizational justice, ethical leadership and commitment affect OCB. The test results obtained statistics Sig . 0,000 ($p < 0.05$) who shows simultaneously influence between organizational justice, ethical leadership and commitment in a positive and significant impact on the OCB. he value of Adjusted R^2 of .512 indicates that the OCB capable described by justice, organizational ethical leadership and commitment of 51.2% and the remaining of 48,8% ($100\% - 51.2\% = 48,8\%$) explained by other variables which are not included in the research model.

5. Conclusion, Implications and Limitations

OCB is a unique aspect of the activities of individual workers in the organization. The organization will be successful when a worker is not only the tasks the point only but also want to do extra duty as willing to work together, helped, provides

suggestions, actively participate, provide extra service to service users and want to use the working time with effectively. Prosocial behavior or extra role that exceeds the description of the role of the specified in the organization is often referred to as Organizational Citizenship Behavior (OCB).

Based on the description of participant, in this research the majority of participant worked in academic administration section, type of gender male aged 36-44 years, has educated background bachelor degree and working period 6-10 years. Research findings indicate that the organizational justice, ethical leadership and commitment is predictors from OCB.

The practical implications of the research one of these is the increasing role and support from the leadership of the organization or management of universities

to apply ethical behavior, make an effort to increase the commitment to do communication and the enactment of organizational justice evenly for all members of the organization.

The limitations of this research is; first this research using convenience sampling for sampling techniques, because respondents can anyone depending on the ease of acquiring them, then the result can be bias, when in the process is not done adequate selection, so that the next research can use sampling techniques that more adequate. Second, research analysis techniques are still using multiple regression, further research can use the other analysis techniques for example using SEM. Third, the research variables are still limited so that future research can use other variables related to HR behavior.

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