

THE EFFECT OF ORGANIZATIONAL JUSTICE, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF THE PRINCIPLES

Musringudin*, Makruf Akbar **, Netti Karnati***

State University of Jakarta

State University of Jakarta

State University of Jakarta

ardin1202@yahoo.com

makrufakbar@unj.ac.id

nettikarnati@unj.ac.id

Abstrack

The objective of this research is to measure the effect degree of organizational justice, job satisfaction, and organizational commitment on organizational citizenship behavior of the principles of public high school in Jakarta. The research was done from November to December 2016. The data were collected from the principles that selected as a respondent, through the questionnaires. This research consist of 90 principles as a sample of 116 of the total population around Jakarta province. The amount of 90 samples decided based on the proportional random sampling technique. Then, the data calculated using path analysis. The result of the study shows: 1) there is a positive effect of organizational justice variable on organizational citizenship behavior (OCB). The data analysis said the path coefficient value of organizational justice on OCB (p_{41}) was 0,221. 2) the positive effect of job satisfaction on OCB also able to be seen from the value of path coefficient (p_{42}) in the amount of 0,205. 3) organizational commitment as shown in the path coefficient amount (p_{43}) was 0,212, it indicated a positive effect on OCB. 4) the effect of organizational justice on organizational commitment described a positive contribution. The amount of path coefficient (p_{31}) was 0,253. 5) the effect of job satisfaction on organizational commitment (p_{32}) as big as 0,237 of path coefficient. 6) organizational justice variable indicated a positive influenced on job satisfaction (p_{21}), with the amount of path coefficient 0,286. Finally, it is recommended for public educational institution to boost the whole components in education field to do the best for it organization. Especially for the principles must behave that showed helpful, Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue

Keywords: work ethic, team chracteristics, organizational justice, and, job performance

Headmaster is a central figure at school. Their behaviors will be an attention for teachers, students, and staffs. A principal that have a positive attitude should effect a school reputation. Otherwise a negative attitude that shown by principal will effect a negative impact for the school. In the frame of organizational citizenship behavior, the headmaster who involved an extra-role in an organization activities are very important to improve school performance. The principals of senior public school in Jakarta were not shown organizational citizenship behaviors. Some factors were to be effected of the headmaster behaviors such as organizational justice, job satisfaction, and organizational commitment.

An example of the bad OCB of senior public school principal in jakartawas the case of the principal of senior public school 3 south Jakarta. She left the school when the students had to face for the national examination and chose for interviewing with private TV station.

Although OCB is not formal behavior, it must have a positive impact for organization. Organ, et al, said; "Organizational citizenship behavior as individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of the organization (Organ, D. W, Philip M. Podsakoff, dan Scott B. MacKenzie, 2006). Colquit, et.al, define Citizenship Behaviors are voluntary employee activities that may or may not be rewarded but contribute to the organization by improving the overall quality of the setting in which work takes place. (Colquit, Lepine, and Wesson, 2015).

From the definitions above, the main point about organizational citizenship behavior is that the behavior must be done voluntarily, it is not the main task of the principal. Organizational citizenship behavior is not the main task, but it has a significant role to increase organizational effectiveness.

Moorman, R. H, Niehoff, B.P, dan Organ, D.W said that there were a significant correlations among variables of these research:

Significant correlations exist between procedural justice and both dimensions of commitment (though continuance commitment has a much weaker correlation), procedural justice and work satisfaction, and procedural justice and OCB. Significant correlations also exist between commitment and OCB and work satisfaction and OCB, but these bivariate relationship do not control for the effect of shared variance with procedural justice (Moorman, Niehoff, dan Organ, 1993).

Organ and Ryan also noted that there were a positive correlations among job satisfaction, organizational commitment, and organizational justice on organizational citizenship behavior:

Job satisfaction, perceived fairness, leader supportiveness, and organizational commitment—predicted both Altruism and Compliance at about the same level. It would appear that it is what such measures have in common, as attitudes, that really relates to OCB (Organ, 1997).

Podsakoff, P. M, MacKenzie, S. B, Paine, J. B, Bachrach, D. G. said, job satisfaction, perceptions of fairness, and organizational commitment were positively related to citizenship behaviors(Podsakoff, MacKenzie, Paine, dan Bachrach, 2000).

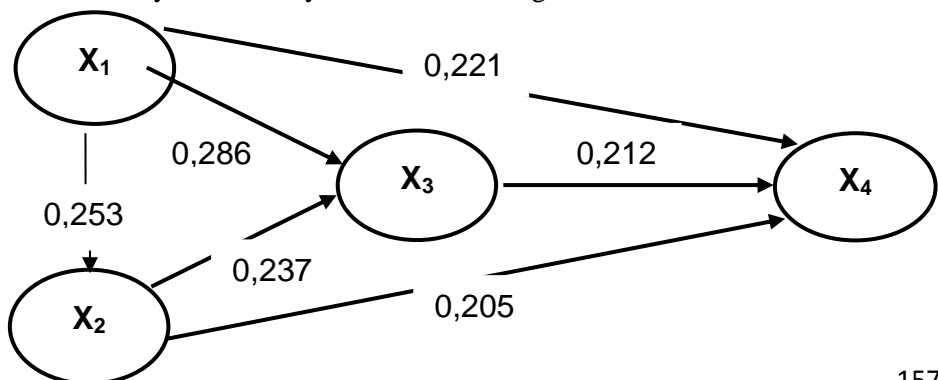
This research was done to get a description about the effect of organizational justice (X_1), job satisfaction (X_2), and organizational commitment (X_3) on Organizational Citizenship Behavior (X_4) the principals of senior public school in Jakarta and which variable that contribute more than others in supporting OCB.

METHOD

The Populations of this research was principals of senior public school in Jakarta that consist of 116 persons. This research, used a sample of 90 principals of senior public school in Jakarta. *Technique Proportional Random Sampling* we used because it accommodate a sum of minimum samples counted by the Slovin formula. The final sum was 89,92 respondents, and to be round off 90 persons. On this research we used a quantitative approach, by survey method, and statistical analysis technique we used is path analysis. Variables that would like to test the correlation are organizational justice, job satisfaction, organizational commitment and organizational citizenship behavior. The technique we used to analyze the data included descriptive analysis and inferential statistical. The data collection was done by distributing questionnaires to the unit analysis. The questionnaires about organizational justice (X_1), job satisfaction (X_2), organizational commitment (X_3), and Organizational Citizenship Behavior (X_4) at Senior public school in Jakarta. The measurement based on the interval scales in continuum from Never (1), Seldom (2), Sometimes (3), Often (4), and Always (5).

RESULT and DISCUSSION

The data analysis technique covered descriptive analysis and inferential statistics. Descriptive analysis intend to get a description of each research variables. Inferential analysis, meanwhile, in correlation form and path analysis that preceded by normality test and regression linearity. The purpose of path analysis is to know how big the effect of each exogenous variables on endogenous variables, directly or indirectly. The research design as follows;



Research Constellation Design

The summary of the correlation coefficient of each variables are as follow.

Table 1: Direct effect intervariables and t-test

| No. | Direct Effect | Path Analysis | dk | t _{test} | t _{table} | |
|-----|----------------------------------|---------------|----|-------------------|--------------------|----------|
| | | | | | α = 0,05 | α = 0,01 |
| 1 | X ₁ on Y | 0,221 | 86 | 2,15* | 1,98 | 2,63 |
| 2 | X ₂ on Y | 0,205 | 86 | 2,00* | 1,98 | 2,63 |
| 3 | X ₃ on Y | 0,212 | 86 | 2,05* | 1,98 | 2,63 |
| 4 | X ₁ on X ₃ | 0,253 | 87 | 2,46* | 1,99 | 2,63 |
| 5 | X ₂ on X ₃ | 0,237 | 87 | 2,30* | 1,99 | 2,63 |
| 6 | X ₁ on X ₂ | 0,286 | 88 | 2,80** | 1,99 | 2,63 |

*Significant (t_{test} > t_{table} α = 0,05)

**Very Significant (t_{test} > t_{table} α = 0,01)

Based on result of coefficient correlations above that all correlation among variables are significant. There is a very significant correlation between variable X1 on X2 that can be seen by the value of t_{test} > t_{table} on α = 0,01 as big as 2,80. This result showed the positive correlation between exogenous variables on endogenous variable.

The first hypothesis in this research is:

$$H_0 : \beta_{y1} \leq 0$$

$$H_1 : \beta_{y1} > 0$$

The result of path coefficient and t_{test} is done to measure direct effect of organizational justice on organizational citizenship behavior. The sum can be seen below.

Table 2: Path Coefficient and t-test Direct effect of organizational justice on Organizational Citizenship Behavior

| samples (n) | Path Coefisient(p41) | t _{test} | t _{table} | |
|-------------|----------------------|-------------------|--------------------|----------|
| | | | α = 0,05 | α = 0,01 |
| 90 | 0,221 | 2,15* | 1,99 | 2,63 |

*Significant (t_{test} > t_{table} α = 0,05)

**Very Significant (t_{test} > t_{table} α = 0,01)

From the result of path coefficient using the help of SPSS was that path coefficient of organizational justice directly effected on organizational citizenship behavior (β=221,p<.05). The value of t-test was 2,15, meanwhile, the value of t-table for df = 90 α = 0,05 is 1,99. The value of t_{test} > t_{table}, it meant that H₀ rejected

and H1 accepted, and path coefficient is significant. The conclusion is that organizational justice influenced organizational citizenship behavior of senior public school principals in Jakarta positively.

As Colquit, Lepine, and Wesson said that, employees who feel a sense of equity on the job are more likely to engage in citizenship behaviors, particularly when those behaviors aid the organization (Colquit, Lepine, and Wesson, 2015). The statement explained a correlation between organizational justice and organizational citizenship behavior. The more that organizational justice was a variable that affected OCB not in turn.

The other research about effect of organizational justice on organizational citizenship behavior was done by Brian P. Niehoff & Robert H. Moorman in their research said:

If employees perceive the outcomes of their evaluations to be fair or perceive the process by which outcome allocation decisions are made to be fair, they will be likely to reciprocate by performing behaviors to benefit their organization that go beyond the in-role performance of their jobs (Brian P. Niehoff & Robert H. Moorman, 1993).

A fair evaluation if it was done transparently based on the data and information accurately. A reward and punishment must be clear enough and without discrimination.

Second hypothesis of this research intended to examine:

$$H_0 : \beta_2 \leq 0$$

$$H_1 : \beta_2 > 0$$

The result of the sum of path coefficient and t-test is to examine a hypothesis the direct effect of job satisfaction on organizational citizenship behavior.

Table 3: Path Coefficient and t-test the effect of job satisfaction on Organizational Citizenship Behavior

| samples (n) | Path Coefficient (p2) | t-test | t-table | |
|-------------|-----------------------|--------|-----------------|-----------------|
| | | | $\alpha = 0,05$ | $\alpha = 0,01$ |
| 90 | 0,205 | 2,00 | 1,99 | 2,63 |

*Significant ($t_{test} > t_{table} \alpha = 0,05$)

**Very Significant ($t_{test} > t_{table} \alpha = 0,01$)

The calculation of the path coefficient, it resulted that job satisfaction directly influenced organizational citizenship behavior ($\beta = .205, p < .05$). The value of t-test equal 2.00, meanwhile the t-table for $df=90 \alpha=0.05$ is 1.99. H0 rejected and H1 accepted, it meant the path coefficient just significant. The conclusion is job satisfaction directly influenced organizational citizenship behavior positively.

It was confirmed by Timothy, et. al, that Job satisfaction has been shown to

enhance OCBs and job performance, which in turn could result in individuals being assigned, or seeking out, more autonomous work (Timothy A. Judge, Sharon Parker, Amy E. Colbert, Daniel Heller and Remus Ilies, 2001). On the other side, Robbin P, Stephen and Judge A, Timothy supported the result of the research:

Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences (Robbin P, Stephen and Judge A, Timothy, 2009).

The third hypotheses intended to test:

$$H_0 : \beta_3 \leq 0$$

$$H_1 : \beta_3 > 0$$

The path coefficient and t-test to examine hypotheses, the impact of organizational commitment on organizational citizenship behavior are as follow.

Table 4: Path Coefficient and t-test The Impact of Organizational Commitment on Organizational Citizenship Behavior

| samples (n) | Path Coefficient (p43) | t-test | t-table | |
|-------------|------------------------|--------|-----------------|-----------------|
| | | | $\alpha = 0,05$ | $\alpha = 0,01$ |
| 90 | 0,212 | 2,05 | 1,99 | 2,63 |

*Significant ($t_{test} > t_{table} \alpha = 0,05$)

**Very Significant ($t_{test} > t_{table} \alpha = 0,01$)

In line with the proposed hypotheses, the parameters of the model supported the positive effect of organizational commitment on organizational citizenship behavior ($\beta=.212, p<.05$). the t-test value is 2.05, H0 rejected and H1 accepted, path coefficient significant. The conclusion is organizational commitment directly influenced organizational citizenship behavior of the principals of senior public school in Jakarta positively.

As Organ, Podsakoff, & MacKenzie showed...*that some of the best determinants of OCBs are employee perceptions of fairness, transformational leadership behavior, employee attitudes (e.g., job satisfaction and organizational commitment)*(Podsakoff, Whiting, Podsakoff, & Blume, 2009). Jason A. Colquit, Jeffery A. Lepine, and Michael J. Wesson supported the result of the research, *Employees who are affectively committed to their employer tend to engage in more*

interpersonal and organizational citizenship behaviors, such as helping, sportsmanship, and boosterism (Colquit, Lepine, and Wesson, 2015).

The fourth hypotheses intended to test:

$$H_0 : \beta_{31} \leq 0$$

$$H_1 : \beta_{31} > 0$$

The path coefficient and t-test to examine hypotheses, the impact of organizational justice on organizational commitment are as follow.

Table 5: Path Coefficient and t-test The Impact of Organizational Justice on Organizational Commitment

| samples (n) | Path Coefficient (p31) | t-test | t-table | |
|-------------|------------------------|--------|-----------------|-----------------|
| | | | $\alpha = 0,05$ | $\alpha = 0,01$ |
| 90 | 0,253 | 2,46 | 1,99 | 2,63 |

*Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,05$)

**Very Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,01$)

In line with the proposed hypotheses, the parameters of the model supported the positive effect of organizational justice on organizational commitment ($\beta=.253, p<.05$). The t-test value is 2.46, meanwhile, the t-table for $df=90 \alpha=0.05$ is 1.99. H_0 rejected and H_1 accepted, path coefficient significant. The conclusion is organizational justice directly influenced organizational commitment of the principals of senior public school in Jakarta positively.

Finally, when justice perception to be felt by the principals of senior public school in Jakarta, organizational commitment would increase. Ricky W. Griffin and Gregory Moorheadsaid, If the organization treats its employees fairly and provides reasonable rewards and job security, its employees are more likely to be satisfied and committed (Ricky W. Griffin and Gregory Moorhead, 2014).

Colquit, A. Jason, Lepine, A. Jeffrey and Wesson, J support the result of the research, “employees who feel a sense of equity are more emotionally attached to their firms and feel a stronger sense of obligation to remain” (Colquit, A. Jason, Lepine, A. Jeffrey and Wesson, J. Michael, 2015). The statements above showed us that there was a strong effect of organizational justice on organizational

commitment as long as the organization able to give justice perception for their members.

The fifth hypotheses intended to test:

$$H_0 : \beta_{32} \leq 0$$

$$H_1 : \beta_{32} > 0$$

The path coefficient and t-test to examine hypotheses, the impact of organizational justice on organizational commitment are as follow.

Table 6: Path Coefficient and t-test The effect of Job Satisfaction on Organizational Commitment

| samples (n) | Path Coefficient (p32) | t-test | t-table | |
|-------------|------------------------|--------|-----------------|-----------------|
| | | | $\alpha = 0,05$ | $\alpha = 0,01$ |
| 90 | 0,237 | 2,30 | 1,99 | 2,63 |

*Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,05$)

**Very Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,01$)

In line with the proposed hypotheses, the parameters of the model supported the positive effect of organizational justice on organizational commitment ($\beta=.237, p<.05$). The t-test value is 2.30, meanwhile, the t-table for $df=90 \alpha=0.05$ is 1.99. H_0 rejected and H_1 accepted, path coefficient significant. The conclusion is job satisfaction directly influenced organizational commitment of the principals of senior public school in Jakarta positively.

This finding strengthen by Colquit, *Et. al*, that:

Job satisfaction has a strong positive effect on Organizational Commitment. People who experience higher levels of job satisfaction tend to feel higher levels of Affective Commitment and higher levels of Normative Commitment. So satisfied employee are more likely to want to stay with the organization (Colquit, A. Jason, Lepine, A. Jeffrey and Wesson, J. Michael, 2015).

Colquit also convinced about the positive influence of job satisfaction variable on organizational commitment “*if employees are very satisfied with their jobs and experience positive emotions while working, they may perform their jobs better and choose to remain with the company for a longer period of time*” (Colquit, A. Jason, Lepine, A. Jeffrey and Wesson, J. Michael, 2015).

The sixth hypotheses would like to examine:

Ho : $\beta_{21} \leq 0$

H1 : $\beta_{21} > 0$

The result of the path coefficient and t-test to examine hypotheses, the impact of organizational justice on job satisfaction as follow.

Table 7: Path Coefficient and t-test The Effect of Organizational Justice on The Job Satisfaction

| samples (n) | Path Coefficient (p21) | t-test | t-table | |
|-------------|------------------------|--------|-----------------|-----------------|
| | | | $\alpha = 0,05$ | $\alpha = 0,01$ |
| 90 | 0,286 | 2,80 | 1,99 | 2,63 |

*Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,05$)

**Very Significant ($t_{\text{test}} > t_{\text{table}} \alpha = 0,01$)

The sum of path coefficient showed that organizational justice influenced job satisfaction directly. In line with the proposed hypotheses, the parameters of the model supported the positive effect of organizational justice on the job satisfaction ($\beta=.286, p<.05$). The t-test value is 2.80, meanwhile, the t-table for $df=90 \alpha=0.05$ is 1.99. H0 rejected and H1 accepted, path coefficient significant. The conclusion is organizational justice directly influenced job satisfaction of the principals of senior public school in Jakarta positively.

This research supported the previous statement from Ricky W. Griffin and Gregory Moorhead that, “if the organization treats its employees fairly and provides reasonable rewards and job security, its employees are more likely to be satisfied and committed”(Griffin and Moorhead, 2014). On the other hand Furnham said, “the perceived equity of pay and promotions, supervision and decision making practices, and perceived quality of supervision. Inevitably, each and all of these can affect job satisfaction”(Furnham, 2006). Fairness of all aspects in an organization becomes important to increase job satisfaction, organizational commitment and organizational citizenship behaviors.

CONCLUSION

Based on the results of analysis and discussion of the research, the conclusion of the research are as follow: Organizational justice directly influenced organizational citizenship behaviors positively. It meant, to increase OCB the headmaster of senior public school in Jakarta can be done by improving organizational justice.

Job satisfaction directly influenced organizational citizenship behavior positively. It meant that, OCB of the headmaster of senior public school in Jakarta could be increased by improving job satisfaction. Organizational commitment directly influenced organizational citizenship behavior positively. It meant that, by

improving organizational commitment, organizational citizenship behavior the headmaster of senior public school in Jakarta is able to increase.

Organizational justice directly influenced organizational commitment positively. It meant that, organizational commitment is able to improve by resolving and repairing organizational justice.

Job satisfaction directly influenced organizational commitment positively. That is organizational commitment can be increased by improving job satisfaction of senior public school in Jakarta. Organizational justice directly influenced job satisfaction positively. That is, the job satisfaction of the principals of senior public school in Jakarta could be increased by improving organizational justice.

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