

Organizational Justice and Organizational Citizenship Behavior with Leader-Member Exchange as Mediation

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ABSTRACT

The purpose of this study is to find out that organizational justice affects OCB with LMX as a mediation. This study will also examine the relationship between these variables in the object of research, namely the Rokan Hilir (Rohil) Resort Police (Polres). This research will be conducted on members of the Rohil Police Station. The design of this research is to assemble the relationship between three variables, namely organizational justice, LMX and OCB. The result of this research is that organizational justice is influential or dominant on organizational citizenship behavior for members of the Rokan Hilir Police Station where the better the organizational justice, the OCB will increase. On the perception of members of the Rokan Hilir Police Station to increase the leader-member exchange (LMX) variable, which is defined as a workplace socialization network, we must improve organizational justice. And also the leader-member exchange is stated to be able to mediate the effect of organizational justice on organizational citizenship behavior.

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Introduction

Organizational Citizenship Behavior (OCB) plays an important role in work, especially when an employee has to work in groups. Team members will be more caring, responsive, and form a positive team and mutual trust between members (Colquit et al., 2015). OCB is behavior that is actually not part of the individual's formal work but functions effectively in the implementation of the organization (Robbins and Judge, 2015), and is needed for the survival of the organization (Slocum and Hellriegel, 2007 in Hamzah et al., 2020). Organizations need employees who do more than what they normally do and perform beyond expectations (Robbins & Judge, 2015).

According to Robbins and Judge (2015), the facts show that organizations with employees who have good OCB will have better performance than other organizations. OCB is also often interpreted as behavior that exceeds formal obligations (extra role) and is not related to direct compensation. That is, someone who has a high OCB is willing not to be paid in the form of money or a certain bonus, but rather to the social behavior of each individual, to work beyond what is expected, such as helping colleagues during breaks voluntarily (Ahdiyana 2013). OCB is a unique aspect of individual activities at work. Organizations will be successful if employees not only do their main tasks but also want to do extra tasks such as willing to cooperate, help, give advice, participate actively, provide extra services to service users, and

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want to use their work time effectively. Prosocial behavior or extra actions that go beyond the specified role description in the organization or company are referred to as OCB.

Research from a social exchange perspective has viewed OCB as a contribution to the organization (Organ & Paine, 1999 in Saifi & Shahnaz (2017)). Employees who are satisfied with organizational rewards and fairness are potential predictors in several OCB studies (Rich et al., 2010) As the results of the research by Saifi & Shahnaz (2017) which empirically test that OCB is determined by the perception that employees have about fairness in their organization. To test this hypothesis, this study uses a quantitative method with a cross sectional survey. The sample consists of 149 employees from different organizations. in Lahore, Pakistan, further research by Tahseen & Achtar (2016); Tufaul et al. (2017); Tekin (2018); Hamzah et al. (2020) supports the results of the above study which states that organizational justice affects OCB.

In more detail Farid et al. (2019) based on social exchange theory examines the effect of employees' perceptions of CSR on OCB and work engagement as well as organizational justice mediation mechanisms. Using 350 employees working in the Pakistani banking sector, as a sample, it is concluded that CSR, job involvement and distributive justice positively predict OCB. Both distributive and procedural justice positively mediate the effects of employees' perceptions of CSR on OCB and job involvement. In contrast to the research results described above, Awan et al. (2018) looked for structural relationships between organizational justice, job satisfaction, supervisor support, organizational commitment and OCB from a sample of 500 secondary school teachers in Sargodha district. The results of the study concluded that affective commitment and operational justice were significantly correlated with all dimensions of OCB, while teacher sportsmanship was related to normative commitment and interactional justice. Obedience behavior and civic benevolence of teachers are correlated with continuance commitment.

Furthermore, Ishak & Alam (2019) proved different things to the relationship between organizational justice and OCB which used the leader-member exchange (LMX) as a mediation. Examine the relationship of organizational justice, organizational citizenship behavior and LMX among employees and non-supervisor supervisors in banking organizations in Malaysia. The results show that interactional justice contributes to the performance of altruism and judgment through leader-member exchange. This result is in accordance with the theory of social exchange, although two indicators of organizational stability, namely procedural and distributive, do not contribute to subordinates who carry out organizational citizenship behavior.

The above results are also supported by Or et al, (2021) who investigated perceptions of organizational justice as an antecedent to two important outcomes: OCB and counterproductive work behavior. The moderating effect of leader-member exchange and the mediating effect of work motivation were included in the moderating mediation model designed to assist managers in achieving stated goals. The model was tested on 3,293 Romanian workers, who were randomly divided into sub-samples of 1,098, 1,098, and 1,097

participants. The results showed high data consistency and credibility for most, across each subgroup, of all related variables as predicted, with the exception of LMX. This means that LMX is not affected by organizational justice and does not affect OCB.

Meanwhile, in previous research, Jiabin et al. (2014) found that LMX affects OCB. While Chen & Jin (2014) prove that organizational justice and LMX affect OCB. Then LMX also mediates the relationship between organizational justice and OCB. Furthermore, Mehrdad et al. (2018) also found the same evidence that LMX affects OCB.

As per the quote of Or et al. (2021) LMX theory argues that in a two-way relationship, managers tend to use a different approach for each of their employees (Graen and Uhl-Bien, 1995). In turn, each relationship or management style provokes different attitudes towards subordinates that encourage them to behave differently from one another (Ilies, Nahrgang and Morgeson, 2007). Utilizing SET (Blau, 1964) and reciprocity theory (Gouldner, 1960), subordinates in good/bad relationships with their superiors or managers (ie, high/low LMX) feel obligated/reluctant to reciprocate (Adams, 1965). Thus, LMX is one of the important variables of workplace social networks (Cole, Schaninger Jr. and Harris, 2002), and underscores the important role managers play in influencing the performance of their employees by providing them with support and resources (Hobfoll, 1989; Zagenczyk, et al., 2015), thereby ultimately reducing emotional exhaustion – a core element of job burnout (eg, Huang, et al., 2010). A two-way relationship between an employee and his manager has various effects (eg, increasing/decreasing organizational support, rewards, commitment, and so on). The purpose of this study was to determine that organizational justice affects OCB with LMX as a mediation.

Based on previous research, differences in research results, concept theory (social and reciprocal exchange theory), and facts in the field, the researcher will take the title: "Organizational Justice and Organizational Citizenship Behavior (OCB) with Leader-Member Exchange as Mediation."

Theoretical support

Organizational Justice

Fairness or fairness of the organization is related to the level of employee perception of the results, procedures and interactions in the workplace. This perception can influence employee attitudes and work behavior positively or negatively (Adams, 1965 in Kaya, 2013). As quoted by Kaya (2013) that employees also evaluate the reasonableness of decision-making procedures to see whether they are consistent, fair, and appropriate (Greenberg, 1986). Employees value interpersonal relationships with their supervisors compared to other employees (Bies & Moag, 1986). Beugre (1998) states that as employees become more educated and skilled, they will ask for good working conditions and expect more respect and appreciation in the workplace. That is why justice has become a social phenomenon and has attracted the attention of researchers in organizational contexts. Research on organizational

justice has shown that fairness affects employee attitudes and behavior (Colquitt & Greenberg, 2003). Quotation Kaya (2013) in his article mentions that the literature on organizational justice has identified three unique dimensions — distributive, procedural and interactional justice. Distributive justice is associated with perceived fairness of decision-making outcomes (Adams, 1965; Leventhal, 1976). Procedural justice is related to the perceived fairness of the decision-making process (Leventhal, 1980), and interpersonal justice is related to the degree of sincerity and respect in the relationship between leader and subordinates (Greenberg, 1993). A large number of studies have been published to demonstrate the importance of this type of organizational justice in terms of its effect on employee attitudes and behavior in organizations (Colquitt et al., 2001).

Leader-Member Exchange (LMX)

Leader-Member Exchange (LMX) exemplifies somewhat different social exchange practices involving supervisors on the one hand and subordinates on the other. How a supervisor and subordinate relate to each other has a significant influence on organizational performance. This relationship shows that traditionally it is a characteristic of the dyadic function, namely two-way communication between leaders and members (Liden et al., 1997; Bauer & Green, 1996 in Arun et al., 2020). Furthermore, Jha & Jha (2013) mention that in the context of LMX, the relationship between superiors and subordinates develops mainly because of their interactions at work (Graen and Scandura, 1987; Graen and Uhl-Bien, 1995; Graen and Wakabayashi, 1994; Graen et al., 1990; Liden and Graen, 1980). As a result of time pressure, leaders can develop close relationships with subordinates (high-quality LMX), while maintaining formal relationships with other groups (low-quality LMX) on an ongoing basis (Abu Bakar, Mustaffa, Mohammad, 2009). Subordinates who have high-quality working relationships with superiors show higher levels of satisfaction and performance. On the other hand, superior subordinates in low-quality working relationships can result in simpler contractual relationships, higher levels of control and supervisory direction, lower levels of subordinate satisfaction, higher levels of subordinate turnover and less desirable assignments (Liden and Graen, 1980; Liden et al., 1982). LMX is more correlated with relationship-oriented behavior compared to other types of leadership behavior (Yukl et al., 2009 in Jha & Jha, 2013): Relationship-oriented behaviors include providing psychological support, acknowledging subordinates' contributions, developing subordinate skills, consulting with subordinates to learn their ideas and concerns, and delegate more authority and responsibility to subordinates.

Organizational Citizenship Behavior (OCB)

OCB concepts are partly derived from the theoretical framework of exchange theory. Social exchange theory (P. M. Blau, 1964) in Rideout (2010) is a psychological or economic contract that emphasizes rights and obligations. Social exchange theory includes goods or services that are considered valuable. One of the parties receives the benefit, the other party feels obliged to provide an appropriate response. This is what causes give and take so that the relationship

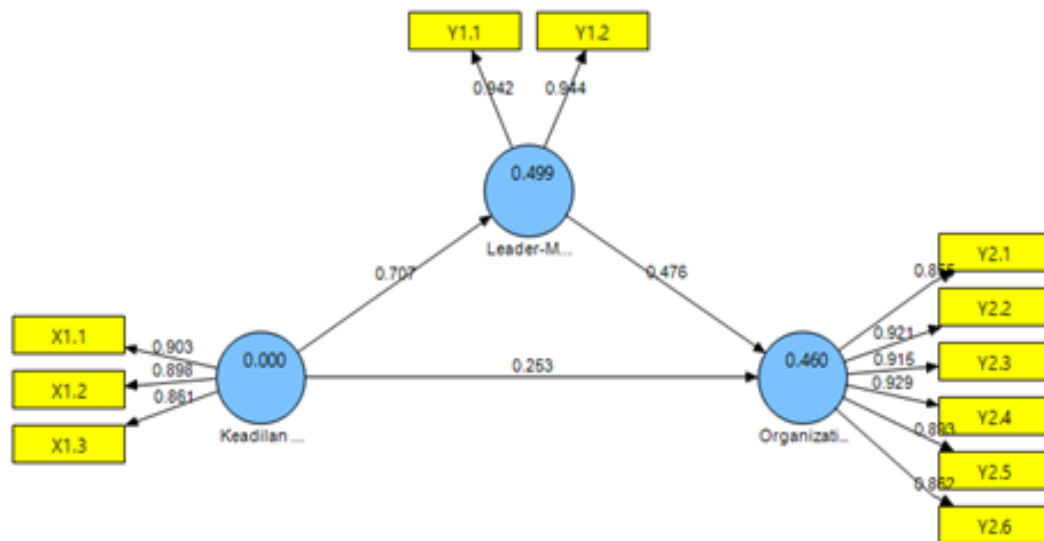
continues as long as it is deemed necessary and beneficial. OCB is considered essential to organizational success. To be able to increase employee OCB, it is very important for organizations to know what causes or increases OCB. Konovsky and Organ (1996); Organs et al (2006); Organ and Ryan (1995); Podsakoff et al (2000) in BeBe & Bing (2016) grouped factors that influence OCB, including: individual differences and attitudes to work and contextual variables.

Research method

This study uses descriptive and explanatory survey methods, which will explain the description of each variable and the relationship between variables, namely the relationship between organizational justice, LMX and OCB. Then this study will also examine the relationship between these variables in the object of research, namely the Rokan Hilir (Rohil) Resort Police (Polres). Because the research will examine each of the variables studied, it is descriptive and verification. In the descriptive analysis, it will be explained about the independent variables and the dependent variables which are the theoretical basis in the study which contains theories of the variables studied, namely organizational justice, LMX and OCB. This research was conducted on members of the Rohil Resort Police.

Results

Path Chart



Picture 1. Path Chart

Hypothesis test

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the value of T-statistics $T > T_{table}$ (1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance test can be seen through the following table.

Table 1. Significance Test Results

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Organizational Justice	Leader-member Exchange	0.707	0.030	23.224
Organizational Justice	Organizational Citizenship Behavior	0.253	0.074	3.409
Leader-member exchange	Organizational Citizenship Behavior	0.476	0.069	6.863

Source: Primary Data Processed, 2022

In the test results listed in the table above, it can be seen that the T statistic value of the effect of organizational justice on the leader-member exchange is 23,224. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of organizational justice on the leader-member exchange.

The effect of organizational justice on organizational citizenship behavior. on the test results listed in the table above, it can be seen that the t statistic value of the effect of organizational justice on organizational citizenship behavior is 3.409. the test results show that the value of t statistics > 1.96. This shows that there is a significant influence of organizational justice on organizational citizenship behavior.

The effect of leader-member exchange on organizational citizenship behavior. on the test results listed in the table above, it can be seen that the t statistic value of the influence between leader-member exchange on organizational citizenship behavior is 6.863. the test results show that the value of t statistics > 1.96. this shows that there is a significant influence of leader-member exchange on organizational citizenship behavior.

Indirect Effect Test

The indirect effect test is carried out with the aim of testing whether there is an indirect effect of the independent variable on the dependent variable through its mediating variable. The test criteria state that if T-statistics T-table (1.96) then it is stated that there is a significant effect of exogenous variables on endogenous variables through their mediating variables. The indirect effect test results can be seen through the summary in the following table:

Table 2. Indirect Effect Test Results

Exogenous	Intervening	Endogenous	Indirect Coefficient	Standard Error	T Statistics
Organization al Justice	Leader-member exchange	Organizational Citizenship Behavior	0.336	0.051	6.582

Source: Primary Data Processed, 2022

Based on the tests listed in the table above, it can be seen that the effect of organizational justice on organizational citizenship behavior through the leader-member exchange obtained t statistics value of 6.582. the test results show that the value of t statistics > 1.96. This shows that there is a significant effect of organizational justice on organizational citizenship behavior

through leader-member exchange. Therefore, the leader-member exchange is stated to be able to mediate the effect of organizational justice on organizational citizenship behavior.

Convert Path Diagram into Structural Model

The conversion of the path diagram into the measurement model is intended to determine the strength of the influence between the described constructs on the effects on the model, namely direct effects and indirect effects. The model effects directly or indirectly are as presented in the following table:

Table 3. Direct & Indirect Model Effect

Exogenous	Intervening	Endogenous	Coefficient	
			Direct	Indirect
Organizational Justice		Leader-member exchange	0.707	
Organizational Justice	Leader-member exchange	Organizational Citizenship Behavior	0.253	0.336
Leader-member exchange		Organizational Citizenship Behavior	0.476	

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the measurement model formed is as follows:

$$\text{Equation 1: } Y_1 = 0.707 X$$

From equation 1 it can be informed that

1. The direct effect coefficient of organizational justice on the leader-member exchange is 0.707 which states that organizational justice has a positive and significant effect on the leader-member exchange. This means that the more effective organizational justice is, the more likely it is to increase the leader-member exchange.

$$\text{Equation 2: } Y_2 = 0.253 X + 0.476 Y_1$$

From equation 2 it can be informed that

1. The coefficient of direct effect of organizational justice on organizational citizenship behavior is 0.253 which states that organizational justice has a positive and significant effect on organizational citizenship behavior. This means that the better the organizational justice, it tends to improve organizational citizenship behavior.
2. The direct effect coefficient of leader-member exchange on organizational citizenship behavior is 0.476 which states that leader-member exchange has a positive and significant effect on organizational citizenship behavior. This means that the more effective the leader-member exchange, the more likely it is to improve organizational citizenship behavior.
3. The coefficient of indirect effect of organizational justice on organizational citizenship behavior through leader-member exchange is 0.336 which states that organizational justice has a positive and significant effect on organizational citizenship behavior through leader-member exchange. This means that the more effective the leader-member exchange, which is caused by the better organizational justice, tends to improve organizational citizenship behavior.

Dominant Influence

Exogenous variables that have a dominant influence on endogenous variables can be known through the highest total coefficient which can be known through the following explanation:

Table 4. Dominant Influence

Exogenous	Endogenous	Total Coefficient
Organizational Justice	Leader-member exchange	0.707
Organizational Justice	Organizational Citizenship Behavior	0.589
Leader-member exchange	Organizational Citizenship Behavior	0.476

Source: Primary Data Processed, 2022

The variable that has the largest total coefficient on organizational citizenship behavior is organizational justice with a total coefficient of 0.589, thus organizational justice is the most influential variable or has the most dominant influence on organizational citizenship behavior.

Discussions

Organizational Justice and OCB to members of the Rokan Hilir Police Station

Based on the description of the indicators of organizational justice and organizational citizenship behavior above, it is identical to the results of this research data processing. That organizational justice is fair treatment of someone in the organization (Muchinsky, 2005), how an employee feels treated fairly at work (Ivancevich and Matteson, 2010), While OCB refers to voluntary behavior that is displayed according to values in society, such as respecting parents, is considered a behavior that has exceeded responsibility (Marefat & Farzad, 2015).

Organizational Justice, LMX and OCB

Based on the test, it can be seen that the influence of organizational justice on organizational citizenship behavior through the leader-member exchange obtained the t statistics value of 6.582. the test results show that the value of t statistics > 1.96. This shows that there is a significant effect of organizational justice on organizational citizenship behavior through leader-member exchange. Therefore, the leader-member exchange is stated to be able to mediate the effect of organizational justice on organizational citizenship behavior. With the indirect effect coefficient of organizational justice on organizational citizenship behavior through leader-member exchange of 0.336, it states that organizational justice has a positive and significant effect on organizational citizenship behavior through leader-member exchange. The findings of this study indicate that the more effective the leader-member exchange, which is caused by the better organizational justice, tends to increase organizational citizenship behavior. Thus, organizational justice is the most influential variable or has the most dominant influence on organizational citizenship behavior.

Conclusion

Organizational Justice is influential or dominant on organizational citizenship behavior for members of the Rokan Hilir Police Station where the better the organizational justice, the OCB will increase. On the perception of members of the Rokan Hilir Police Station to increase the leader-member exchange (LMX) variable, which is defined as a workplace socialization network, we must improve organizational justice. And also the leader-member exchange is stated to be able to mediate the effect of organizational justice on organizational citizenship behavior. For the leaders of the Rokan Hilir Police Station, maintain organizational justice at the Rokan Hilir Police Station, or improve it even more. Because organizational justice is the highest variable that has the most influence or has the most dominant influence on organizational citizenship behavior in every member of the Rokan Hilir Police Station. Scientifically, the results of this study will strengthen the results of previous studies that support the relationship of the three variables, namely organizational justice, leader-member exchange, and organizational citizenship behavior.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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