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## Organizational justice, work motivation, and organizational citizenship behavior (OCB) : their impact on commitment and employee performance

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### ABSTRACT

This research method uses a causal model survey method using path analysis techniques. The research sample so that this study uses a saturated sample which is taken through the Census Technique using a simple random sample. The data collection technique used variable measurement using a questionnaire instrument. The results in this study The results of testing the path coefficient value indicate that the effect of OJ → Organizational Commitment is not significant. The results of the path coefficient test show that the effect of MK → Organizational Commitment is significant. The results of the path coefficient test show that the effect of OJ → Employee Performance is significant. The results of the path coefficient test show that the effect of MK → Employee Performance is not significant. The results of the path coefficient test show that the effect of KO → Employee Performance is not significant. The test results of the path coefficient value of the direct influence of OJ → Employee Performance is greater than the path coefficient value of the indirect influence of OJ → Organizational Commitment → Employee Performance. The results of testing the path coefficient value of the direct influence of MK → Employee Performance is smaller than the path coefficient value of the indirect influence of OJ → Organizational Commitment → Employee Performance. The test results of the path coefficient value of OJ\*OCB Moderation Effect → Employee Performance are not significant. The results of testing the path coefficient value of MK\*OCB Moderation Effect → Employee Performance are not significant. The test results of the path coefficient value of the Moderation Effect KO\*OCB → Employee Performance are not significant.



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## Introduction

In general, every organization believes that in order to achieve sustainable competitiveness, organizations should strive to improve individual performance as high as possible, because basically individual performance can affect the performance of a team or work group and ultimately affect the performance of the organization as a whole. High performance organization (HPO) is a conceptual framework for organizations that leads to continuous improvement of organizational performance. A high performance organization has the ability to recognize the need to adapt to the environment in which the organization operates. High-performing organizations can quickly

and efficiently change their operating structures and practices to meet needs. (L Holbeche, "Creating a 'Change-Able') These organizations focus on long-term success while providing actionable short-term goals. The organization is flexible, customer focused, and able to work very effectively in teams. The culture and management of this organization supports a flatter hierarchy, teamwork, diversity and adaptability to the environment all of which are the most important successes for this type of organization.

There are many factors that influence the organization to achieve high performance, one of which is employee performance. Employee performance or individual performance greatly affects organizational performance. Therefore every organization needs to strive to improve employee performance to achieve a high-performing organization, (Michael Morley and Noreen Heraty). Employee performance is the result of work both qualitatively and quantitatively within a certain period of time. Performance assesses whether someone is doing a good job. Performance is an important criterion for organizational results and success. Campbell, JP (1990).

There are many factors that affect individual performance. According to expert opinion, one of the factors that influence performance is the perception of organizational justice. Organizational justice refers to the idea that an action or decision made by an organization is morally, ethically, religiously, fair, equal, or legal in various contexts (Tabibnia, Satpute, & Lieberman). Fairness in organizations can include issues related to perceptions of fair wages, opportunities the same for promotions, and personnel selection procedures whether procedurally fair, distributive or transactional. When people sense injustice, they seek to restore justice. One way employees restore fairness is by changing their level of performance. Procedural fairness affects performance as a result of its impact on employee attitudes. Distributive justice affects performance when efficiency and productivity are involved (Yochi Cohen-Charash and Paul E Spector). Improving perceptions of fairness will increase employee productivity and performance, (Joy H Karriker and Margaret L Williams).

From an empirical perspective, a number of previous studies have tried to examine the effect of organizational justice on employee performance, the research findings are still different and inconsistent in terms of the nature, significance, and strength of the relationship between organizational justice and employee performance. For example, Cohen-Charash and Spector (2001), found that the main determinant of employee performance was procedural fairness, whereas distributive and interactive fairness had almost no impact on employee performance. Suliman (2007), found that distributive, procedural and interactional justice have a significant and positive impact on performance. Wang et al. (2010) found that interactional justice and distributive justice have a strong impact on employee performance, however, distributive justice has a weak impact on work dedication. In contrast, it was found that procedural fairness had no significant impact on performance. Wang et al. (2010), in contrast to Cohen-Charash and Spector (2001), found interactional justice the most important and determinant of employee performance among the three aspects of organizational justice. Nasurdin and Khuan (2011) determined that distributive and procedural aspects have a significant and positive influence on performance, but distributive justice has no impact on contextual performance. found interactional justice the most important and determinant of employee performance among the three aspects of organizational justice. Nasurdin and Khuan (2011) determined that distributive and procedural aspects have a significant and positive influence on performance, but distributive justice has no impact on contextual performance. found interactional justice the most important and determinant of employee performance among the three aspects of organizational justice. Nasurdin and Khuan (2011) determined that distributive and procedural aspects have a significant and positive influence on performance, but distributive justice has no impact on contextual performance.

The effect of organizational commitment on performance is also still being debated, where a number of studies have found organizational commitment to have a significant effect on performance while other studies have found that organizational commitment has no significant effect on employee performance. Among the studies that found a positive and significant effect of organizational commitment on performance were research (Ramli, Maqvi, Sufian et al., Rafiei, Amini & Faroozandeh, Khan, Ziauddin & Ramay, Pranita, Gangai & Agrawal, and Susanto). Surprisingly, however, previous research has shown that organizational commitment is largely unrelated to performance (Mathieu & Zajac; Mowday et al.). In addition, several other studies have found that the relationship between organizational commitment and employee performance is not significant, for example (Becker, Billings,

Office of the Harbormaster and Authority Harbor(KSOP) Special for Batam is one of the Technical Implementation Units of the Directorate General of Sea Transportation of the Ministry of Transportation which is under and responsible to the Director General of Sea Transportation and refers to the Decree of the Minister of Transportation Number KM 65 of 2010 concerning the Organization and Work Procedure of the Batam Port Office. KSOP has the task of increasing the performance index of transportation services, increasing the performance of sea transportation services, increasing the performance of the implementation of port

development and management activities and implementing Management and Technical Support within the Directorate General of Sea Transportation. In carrying out these tasks, KSOP often encounters obstacles in the field of unstable or fluctuating performance. It is suspected that there is a problem in managing employee performance that is not carried out in accordance with the applicable theory. The existence of HR management practices that are different from the existing theory causes several aspects to malfunction that affect performance. Organizational justice, which is an important factor that can drive organizational commitment and employee performance, is still not running optimally. Elements of organizational justice such as procedural justice, it is felt that there are still practices in the process of determining payments, rewards, promotions and organizational space that are not fully in accordance with the existing theoretical framework. Likewise, distributive justice and interactional justice are still not considered to be running according to the existing theory.

## Method

### Research Approach

This study was conducted with the aim of confirming the theory based on sample data focused on the problem of Organizational Citizenship Behavior (OCB) as a moderating variable associated with organizational commitment and employee performance as dependent variables and organizational justice and motivation variables as independent variables.

### Research Specification

Operationally, this research was conducted with the aim of obtaining valid and reliable data, information and facts. Thus, in this study, there were five variables that were studied and observed and their influence analyzed.

### Data sources

Primary data sources, namely data directly collected by researchers (or officers) from the first source. The sources of primary data in this study are: employees at Batam Special KSOP. Secondary data sources, namely data directly collected by researchers as a support from the first source. It can also be said that data is arranged in the form of documents. In this study, documentation and questionnaires are secondary data sources.

### Data Collection Techniques and Tools

The data collection technique used variable measurement using a questionnaire instrument. Each employee respondent was given five questionnaire instruments to be a source of measuring the variables studied, namely Organizational Justice, Work Motivation, Organizational Commitment, OCB and Employee Performance. The data collection in this study used an instrument in the form of a questionnaire with a Likert Scale model with five categories, namely: 1) strongly agree, 2) agree, 3) undecided, 4) disagree, 5) strongly disagree. The restriction on the positive statement category is strongly agree with a weight of 5, agree with a weight of 4, doubtful with a weight of 3, disagree with a weight of 2, strongly disagree with a weight of 1. On the other hand, negative statements are weighted with the opposite value. The research instrument as stated above,

The data collection technique used a questionnaire instrument to measure the variables of Organizational Justice, Work Motivation, Organizational Commitment, OCB and Employee Performance by using the validity and reliability test of the data Hair, J., Hult, G., Ringle, C., & Sarstedt, M (2014). ). Before data collection was used, the instrument was tested by testing the validity and calculating the reliability coefficient on 30 employee respondents using SEM-PLS, and employee respondents who had been used for testing were no longer used as respondents for further research data collection. Because the item scale is a five-point scale like the Likert model scale, the calculation of the validity test uses the product moment correlation, while the reliability uses the Cronbach alpha instrument, (Ibid., p. 104).

### Data analysis technique

The data analysis technique used descriptive statistics and statistical analysis to test the significance of the coefficients. Descriptive statistics to present data in the form of frequency distribution tables, histograms, and statistical quantities such as media, mode, mean, variance, and standard deviation. Statistical tests were used to test the significance of the path coefficients. Descriptive statistics are a description of the demographics of the respondents (gender, gender, age, marital status, education level, length of service) and an overview of the research variables. Through descriptive analysis, simple calculations were carried out. This is to get an idea of the respondents' answers regarding the variables used.

### **Basic Theory of Justice**

The theory of justice developed by Adam (John B. Miner, 1985) is a development of the theory of social comparison processes. The main components of this theory are: inputs, outcomes, comparisons people, and justice and injustice. In this case, input is something of value to someone who is considered to support his work, such as education, experience, skills, the amount of effort needed in his work, length of work, and personal equipment or equipment used to do his job. While what is meant by input is something that is considered valuable by a worker obtained from his work, such as: pay/salary, side benefits, status symbols, awards, and opportunities for success or self-expression.

### **Behavioral Commitment Theory**

The best and most comprehensive definition of behavioral conceptualization and organizational commitment theory was first stated by (Mowday, Porter & Steers) when they wrote that behavioral commitment "relates to the process by which individuals become locked into a particular organization". (Bruna Stella Zanotto, 2021) states that an individual's psychological commitment to the organization is a consequence of the individual's actions. Under this theoretical lens, individual behavior also creates the conditions under which psychological commitment is achieved. (Lynne and Allen) when comparing the behavioral perspective and the attitude commitment perspective, (Joanna R G Vijverberg ,1,2 Kirsten Daniels ,2,3 Gijs Steinmann ,4 Mirjam M Garvelink,2 Marc B V Rouppe van der Voort,5 Douwe Biesma,6 Willem Jan W Bos,6,7 Frits van Merode ,1 Paul van der Nat2, 2022) describe the behavioral perspective as a continuous cycle. begins and ends with individual behavior. (Sugiyono, 2012)

### **Transactional Commitment Theory**

Scholars also argue that commitment arises from the investment of individual resources and subsequent rewards (Lawrence G. Hrebiniak and Joseph A. Alutto). The transactional perspective is based on the idea that commitment is the result of decisions and economic reasons. Becker's "side bet" theory brings this conceptualization of commitment into focus. (Becker) argues that commitment is the result of the loss of a certain accumulated investment if the individual does not maintain membership in the organization. Examples of these investments could include time, effort, and money (Gail W. McGee and Robert C. Ford). In the transactional view, the potential risk of losing this investment coupled with the lack of other job alternatives for the individual can result in commitment to the organization as demonstrated by longevity. (Ramsari & Ginanjar, 2022)

### **Obligatory Commitment Theory**

Other researchers, (Meyer & Allen) say that some commitments arise by individual predisposition or mindset of obligation to the organization. The psychological state of this obligation can arise from certain norms internalized by the individual. Experts who adopt the opinion of Meyer and Allen termed "normative" commitment, namely the norms of internalized obligations that arise as a result of a perceived need or expectation to provide certain benefits for an organization. (Joanna R G Vijverberg , 1, 2 Kirsten Daniels , 2, 3 Gijs Steinmann , 4 Mirjam M Garvelink, 2 Marc B V Rouppe van der Voort, 5 Douwe Biesma, 6 Willem Jan W Bos, 6, 7 Frits van Merode , 1 Paul van der Nat2, 2022)

### **Attitudinal Commitment Theory**

Theories based on the definition of attitudinal commitment focus on the individual's desire to remain in an organization (John P. Meyer and Lynne Herscovitch). (Milanie, F., Aryza, S., Sitepu, S. A., & Syahfitri, 2022) Kanter then pioneered the theory of attitudinal commitment by hypothesizing that feelings of cohesion or engagement with an organization are most likely to contribute to an individual's commitment to that organization (Rosabeth M Kanter). (Meyer and Allen) (Wirya & Mastan, 2022) refer to this type of commitment attitude as "affective" commitment and base their term on it. on the work of Mowday, Steers, and Porter in developing the Organizational Commitment Questionnaire (OQM) (Hidayat, R., Milanie, F. M., Nuraini, C., Azhari, I., & Sugianto, 2023), which measures affective commitment to the organization by measuring value congruence with the organization, feelings of caring for the organization, pride in the organization, and willingness to put extra effort into the organization. (Kurnia Sari et al., 2023)

## Results and Discussions

### Structural Model Testing Results (Inner Model)

#### Correlation Test Analysis

To prove whether the correlation between latent variables/constructs is strong or not. The model contains problems from the methodologies point of view if there is a strong correlation. Estimated statistical significance in describing this problem collinearity (colinearity)

Table 1. Variance Inflation Factor Correlation Test

	Inner VIF Values	
	Employee Performance (Y)	Organizational Commitment (X3)
Employee Performance (Y)		
Organizational Commitment (X3)	1,458	
Work Motivation (X2)	1,572	1.071
Organizational Citizen Behavior (X4)	1.314	
Organizational Justice (X1)	1.366	1.071

Source: PLS Output Results (Appendix)

Based on the results of the VIF correlation table output, it can be seen that the Variance Inflation Factor/VIF value of all research variables is  $< 5.00$ , so it can be concluded that there are no symptoms of multicollinearity in this research model. (Veerle van Engen\*, Igna Bonfrer, 2022)

#### Path Coefficient Analysis

The analysis of the independent (exogenous) effect on the dependent variable (endogenous) can be seen in the Path Coefficient.

Table 2. Path Coefficients Value before Moderating Effect

Variable	Employee Performance
Organizational Justice (X1)	0.327
Work Motivation (X2)	0.245
Organizational Commitment (X3)	0.120
Organizational Citizenship Behavior (X4)	0.346

Source: PLS Output Results (Appendix)

Based on table 4.2 above, the structural equations formed in this study are as follows:  $KP = 0.327OJ + 0.245MK - 0.120KO + 0.346 OCB$ . Employee Performance = 0.327 Organizational Justice + 0.245 Work Motivation + 0.120 Organizational Commitment + 0.346 Organizational Citizenship Behavior. The path diagram for the structural equation model II is described as follows:  $KP = 1 OJ + 2 MK + 3 KO + 1$

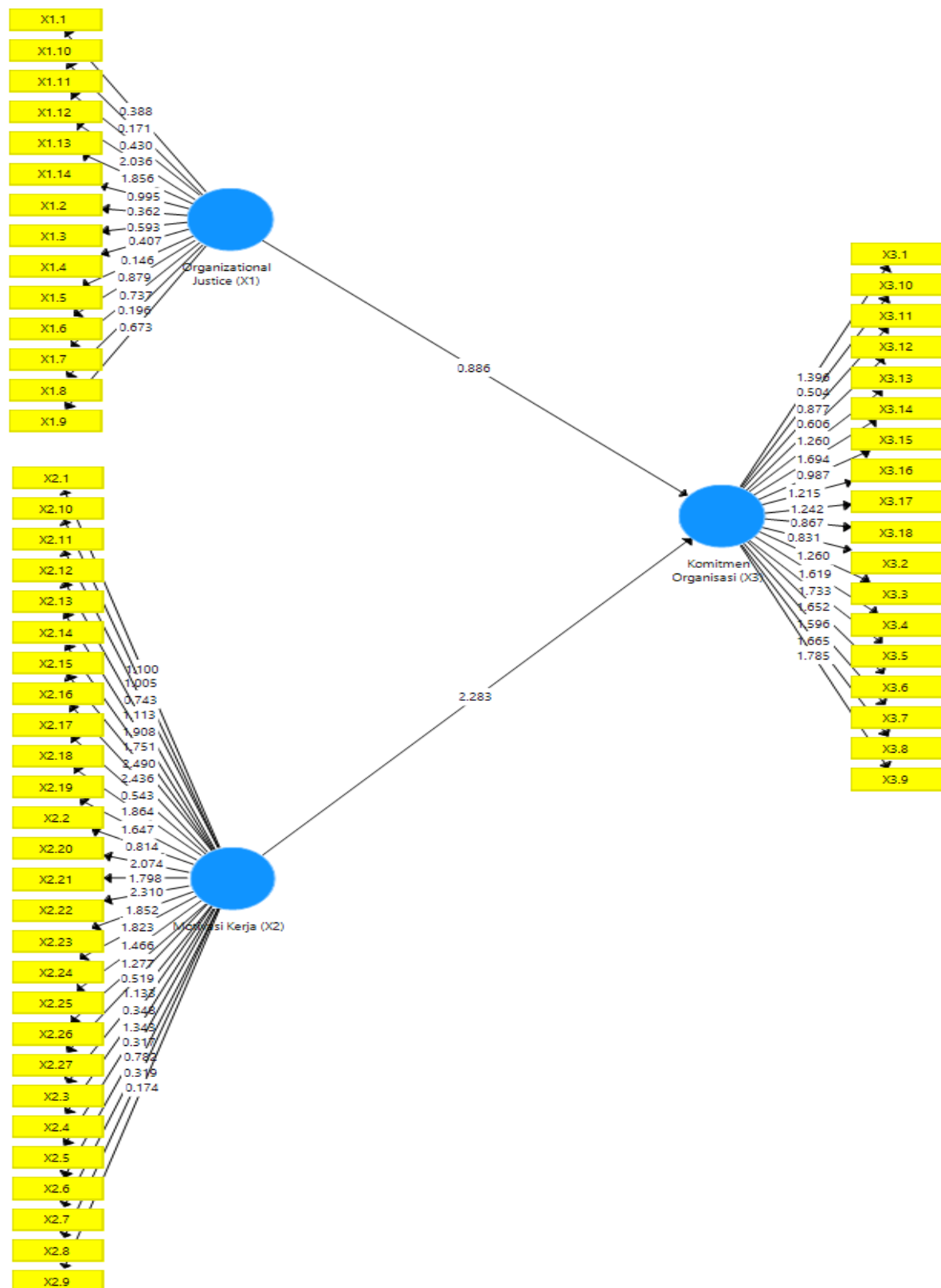
Table 3 Path Coefficients Value with Moderating Effect

Variable	Employee Performance
Organizational Justice (X1)	0.327
Work Motivation (X2)	0.245
Organizational Commitment (X3)	0.120
Organizational Citizenship Behavior (X4)	0.346
Organizational Justice (X1*X4)	0.160
Work Motivation (X2*X4)	-0.211
Organizational Commitment (X3*X4)	0.020

Source: PLS Output Results (Appendix)

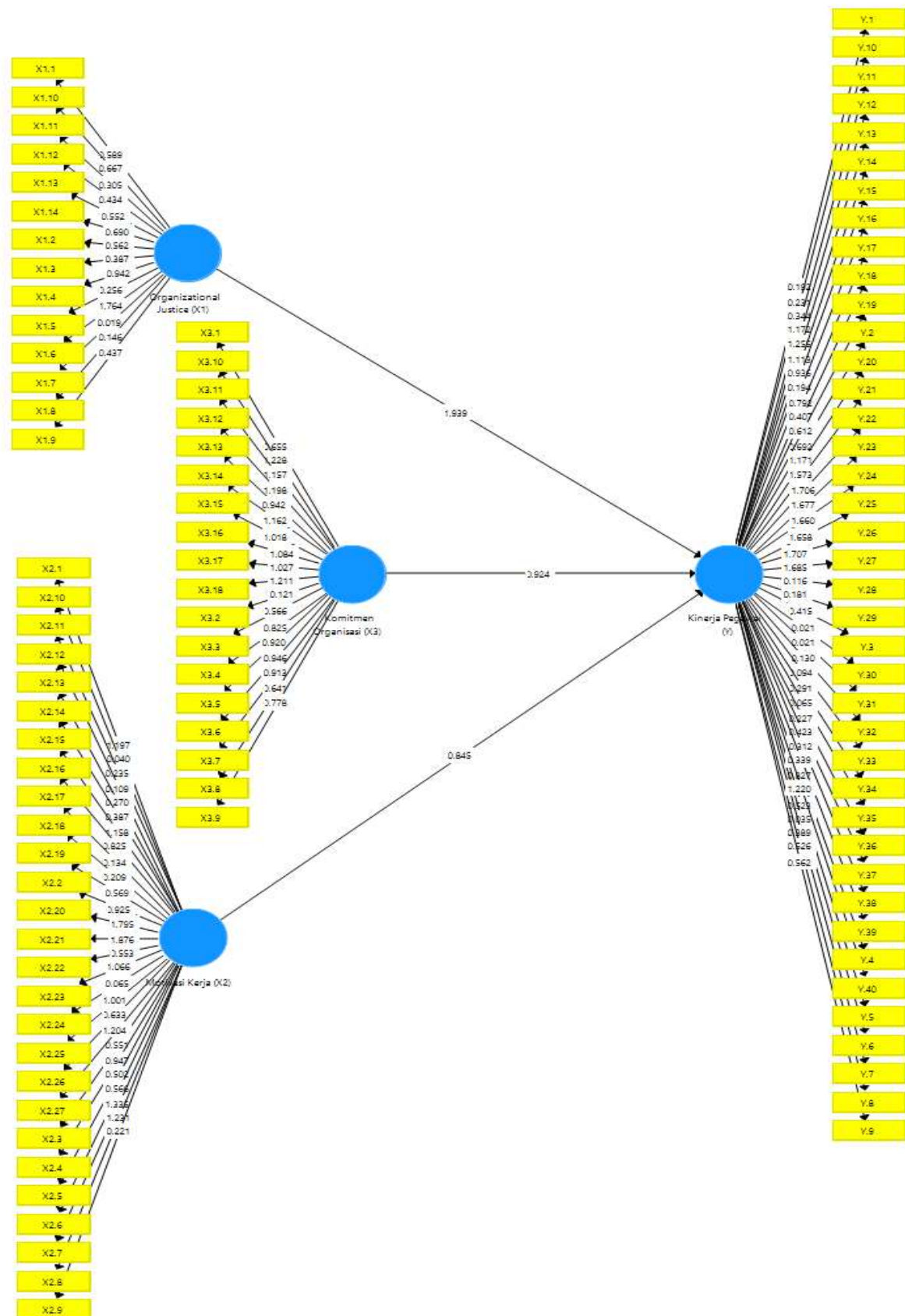
Based on Table 4.11 above, the structural equations formed in this study are as follows:  $KP = 0.327OJ + 0.245MK + 0.120KO + 0.346 OCB + 0.160 (OJ*OCB) - 0.211 (MK*OCB) + 0.020 (KO*OCB)$ . Employee Performance = 0.327 Organizational Justice + 0.245 Work Motivation + 0.120 Organizational Commitment + 0.346 Organizational Citizenship Behavior + 0.160 Organizational Justice \* Organizational Citizenship Behavior - 0.211 Work Motivation \* Organizational Citizenship Behavior + 0.020 Organizational Commitment \* Organizational Citizenship Behavior (Linda D. Bosserman 1,\* , Mary Cianfrocca 1, Bertram Yuh 2, Christina Yeon 3, Helen Chen 4, Stephen Sentovich 2, Amy Polverini 5, Finly Zachariah 6, Debbie Deaville 7, Ashley B. Lee 8, Mina S. Sedrak 1 & Stacy Gray 9, Denise Morse 10, Scott Glaser 11, Geetika Bhatt 12, Camille Adeimy 13, TingTing Tan 14, Joseph Chao 1, Arin Nam 1 , Isaac B. Paz 5, Laura Kruper 2, Poornima Rao 5, Karen

Sokolov 15, Prakash Kulkarni 1, Ravi Salgia 1, 2021). The path diagram for the structural equation model I is described as follows:  $KO = 1 OJ + 2 MK + 1$



**Figure 1** Path Diagram of Structural Equation Model I

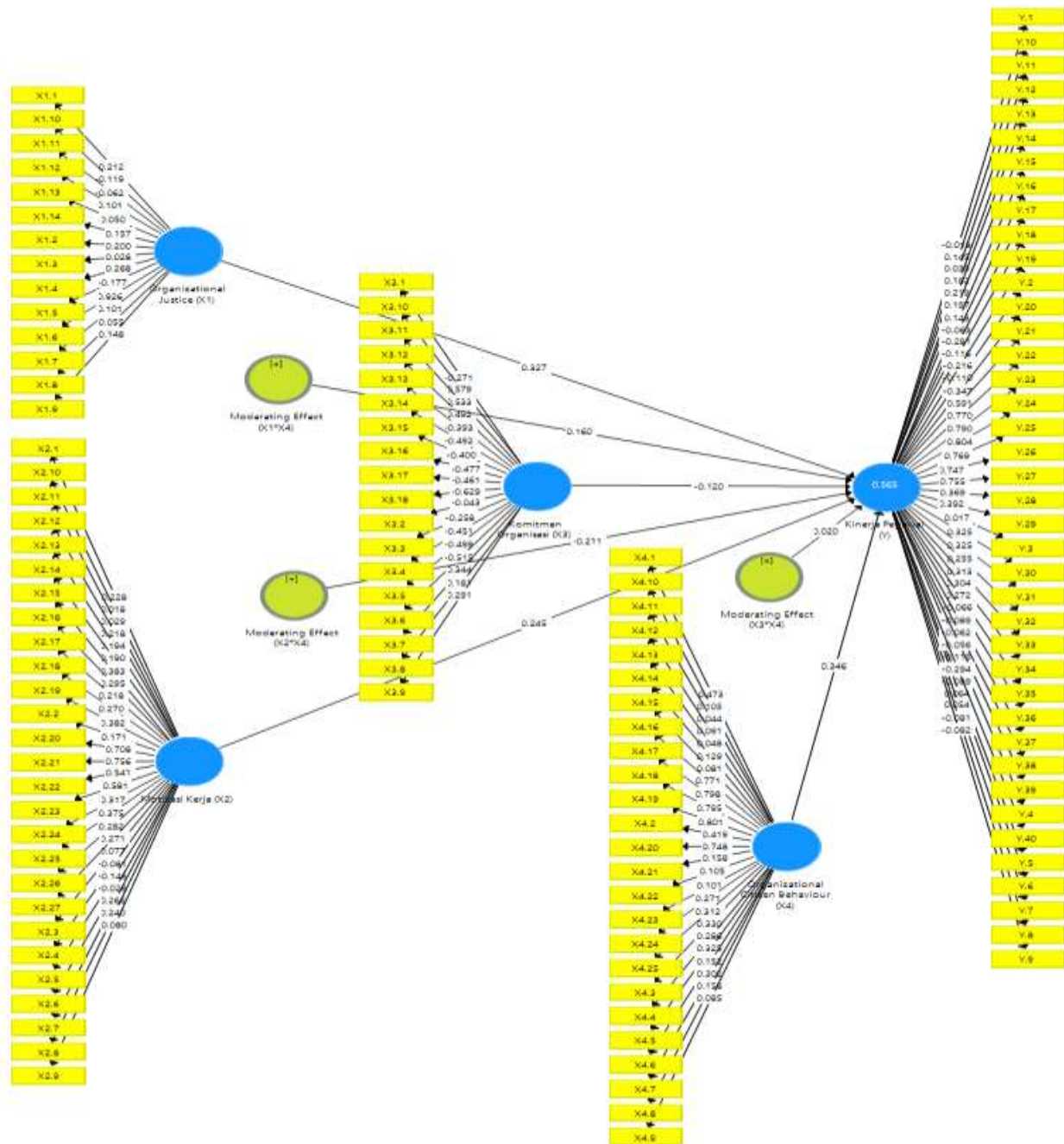
The path diagram for the structural equation model II is described as follows:  $KP = 1 OJ + 2 MK + 3 KO + 1$



**Figure 2** Structural Equation Path Diagram II

Path diagram for equation model Moderation effect structural Moderated Regression Analysisist (MRA) described as follows:  $KP = 1 OJ + 2 MK + 3 KO + 4 [OCB*OJ] + 5 [OCB*MK] + 6 [OCB*KO] + 2$





## Hypothesis Test Results

Based on the test results in table 4.14 above, the test results for each hypothesis are as follows: (1) The test results shown in table 4.14 show the path coefficient value OJ→ Organizational Commitment as big as 0.009 is not significant at the t-statistic 0.886 which is smaller than the t-table 1.97 and the P-value 0.376 is greater than the 0.05 significance level; (2) The test results shown in table 4.14 show the path coefficient value MK→ Organizational Commitment as big as 0.477 is significant at t-statistic 2.283 which is greater than t-table 1.97 and at P-value 0.023 is smaller than the 0.05 significance level; (3) The test results shown in table 4.14 show the path coefficient value OJ→ Employee Performance as big as 0.502 is significant at t-statistic 1.939 which is greater than t-table 1.97 and at P-value 0.035 is smaller than the 0.05 level of significance; (4) The test results



shown in table 4.14 show the path coefficient value MK→ Employee Performance as big as 0.235 is not significant at the t-statistic 0.845 which is smaller than the t-table 1.97 and the P-value 0.399 is greater than the 0.05 significance level; (5) The test results shown in table 4.14 show the path coefficient value KO → Employee Performance of -0.192 which is not significant at the t-statistic 0.924 which is smaller than the t-table 1.97 and the P-value 0.356 is greater than the 0.05 significance level; (6) The test results shown in table 4.14 show the path coefficient value of the direct influence of OJ → Employee Performance of 0.502, which is greater than the path coefficient value of the indirect influence of OJ → Organizational Commitment → Employee Performance of 0.009; (7) The test results shown in table 4.14 show the path coefficient value of the direct influence of MK→Employee Performance of 0.235 which is smaller than the path coefficient value of the indirect influence of OJ→ Organizational Commitment→Employee Performance of 0.477; (8) The test results shown in table 4.14 show the path coefficient value of OJ\*OCB Moderation Effect→Employee Performance of 0.160 which is not significant at t-statistic 1.362 smaller than t-table 1.97 and at P-value 0.174 greater than significance level 0,05; (9) The test results shown in table 4.14 show the path coefficient value of MK\*OCB Moderation Effect→Employee Performance of 0.020 not significant at t-statistic 1.638 smaller than t-table 1.97 and at P-value 0.102 greater than significance level 0, 05; (10) The test results shown in table 4.14 show the path coefficient value of Moderation Effect KO\*OCB→Employee Performance of -0.211 not significant at t-statistic 0.196 smaller than t-table 1.97 and at P-value 0.845 greater than significance level 0,05.

**Table 4.** Test Results of the Mediation Structural Model and Moderate Regression Analysis (MRA) Structural Model

Construct	Path Coefficients	T Statistics	P Values	Information
OJ→ Organizational Commitment	0.009	0.886	0.376	Not significant
Constitutional Court → Organizational Commitment	0.477	2,283	0.023	Significant
OJ → Employee Performance	0.502	1,939	0.035	Significant
MK → Employee Performance	0.235	0.845	0.399	Not significant
KO → Employee Performance	-0.192	0.924	0.356	Not significant
OJ*OCB →Employee Performance	0.160	1.362	0.174	Not significant
MK*OCB→Employee Performance	-0.211	1,638	0.102	Not significant
KO*OCB→Employee Performance	0.020	0.196	0.845	Not significant

Source: PLS Output Results (Appendix

## Conclusion

Carry out the assessment process and performance assessment on a regular basis for employees of the Batam Harbormaster and Special Port Authority to provide good examples in the process of achieving key performance indicators so that it has implications for the improvement of the quality of performance of the Batam Harbormaster and Special Port Authority employees in a sustainable manner. This assessment model prioritizes the assessment process in the form of concrete actions regarding the elements of justice in work and the willingness of employees to carry out work tasks in accordance with key performance indicators in organizations and companies.

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