

## The Influence of Distributive Justice and Perceived Organizational Support on Organizational Citizenship Behavior

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### Abstract

This study explored the effects of distributive justice and perceived organizational support (POS) on organizational citizenship behavior (OCB). Data were collected from 373 nurses working at all private hospitals in Padang. Sample was classified by using purposive sampling. Data was collected through a questionnaire using Likert scale. Convergent and discriminant validity are used to test the validity and reliability of the questionnaire. Partial least square (PLS) was chosen as the structural equation model (SEM) to test the hypotheses. The study found that: distributive justice has a positive and significant effect on organizational citizenship behavior, (2) distributive justice has a positive and significant influence on perceived organizational support, and (3) perceived organizational support has a positive and significant effect on organizational citizenship behavior.

**Keywords:** *distributive justice, perceived organizational support and organizational citizenship behavior*

### Introduction

The hospital is one of the organizations engaged in the field of health services. Like other organizations, hospital is also affected by the changing times. In the health services era in providing health insurance, the competition between government and private hospitals is no longer on the difference in service costs, because the amount of service costs is now determined by the Social Insurance Administration Organization (BPJS). The competition to get more patients is more determined by the quality of hospital services). For this reason, hospitals are required to provide quality and high-value health services.

Nurses, which are the largest number of all health workers in hospitals, determine whether the quality and image of the hospitals are good or poor. For this reason, hospitals need nurses who have high organizational citizenship behavior (OCB), behaviors that benefit the organization but are not included in employee job descriptions (Organ, 2006; Ahmed, Rasheed & Jehanzeb, 2012). This behavior is highly desirable because it supports organizational effectiveness and organizational survival, especially in an environment of high competition.

Previous research shows that there is an influence between perceived organizational justice consisting of 3 (three) dimensions (distributive justice, procedural justice, and interactional justice) and perceived organizational support (POS) with OCB (Chegini, 2009; Chalal and Metha, 2011), another study states that POS mediates the relationship between organizational justice and OCB (Masterson et al, 2000).

Based on the description of the problems in the background, it is interesting to do a research on the influence of distributive justice and perceived organizational support on organizational citizenship behavior of nurses at the Public Hospital in Padang.

### Literature Review

#### Organizational Citizenship Behavior

Today, the concept of OCB become popular because it can improve organizational performance based on the individual's ability to display a series of specific positive behavior patterns simultaneously. Such behavior

not only in accordance with its role (in-role), but rather bring extra role of individual behavior so that cooperation in the optimal organization and employees can be more solid. OCB impact greatly on the effectiveness of organization. (Organ, 1988, 1997; Podsakoff et al, 2000)

According to Organ (1988) OCB is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that in aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or job description that is the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that the omission is not generally understood as punishable. In other words, OCB concerns with the positive behavioral aspects that are neither stated in job description nor enforced by employment contract. Besides contextual performance, OCB has been also coined as the extra-role behaviors or discretionary behaviors (Organ *et al.* 2006).

Since the introduction of the concept of OCB, Organ (1988) identified five categories of OCB: (1) Altruism: to help the colleagues and staffs to cope with their organizationally relevant task or problem in uncommon circumstances. (2) Conscientiousness: performing the assigned tasks in a manner beyond what is expected. (3) Sportsmanship: emphasis on the positive aspects of the organization rather than the negative aspects. (4) Civic virtue: encompasses supporting the administrative operations of the organization, and (5) Courtesy: consulting with others before acting, informing before actions and information exchange

**Perceived Organizational Support**

Perceived organizational support is the general belief of employees about the extent to which the organization rewards contributions and cares for the welfare of employees (Eisenberger, 2002). This organizational support felt by the employees is considered as the certainty of the availability of assistance from the organization when the assistance is needed to support the implementation of employee's duties so that it can run effectively and to deal with situations that contain pressure. There are three indicators to measure the level of perceived organizational support according to Eisenberger et al., (2002) including justice, supervisory support, organizational rewards and working conditions.

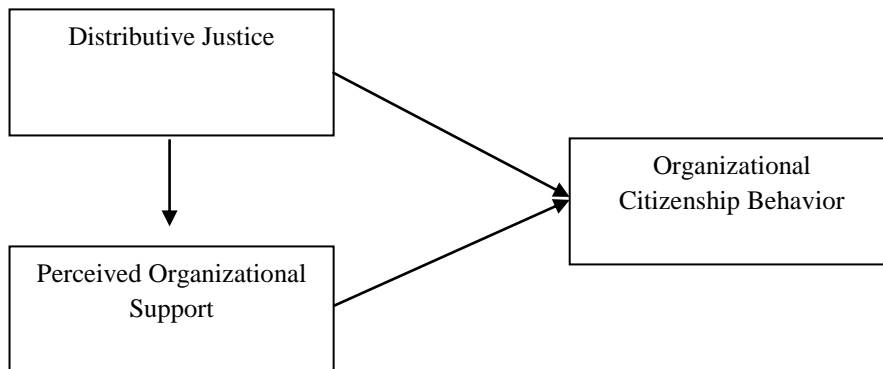
**Distributive Justice**

Distributive justice is justice about the amount and giving of rewards among individuals (Robbins & Judge, 2015). The concept of distributive justice by some researchers is associated with the concept of allocation when some people get and others don't (Cropanzano et al., 2007). Components of distributive justice according to Neihoff and Moorman (1993) include: (a) Division of work schedules (b) Payroll or rewards (c) Distributive justice (d) Responsibility.

**Conceptual Framework**

This study uses three variables, namely: distributive justice and perceived organizational support as an exogenous variable, and organizational citizenship behavior as an endogenous variable. The relationship between these variables is illustrated in the research model as shown below:

Following is the conceptual framework of this research:



**Figure 1. Conceptual framework**

**Hypothesis**

The hypotheses of this research are:

H1: High distributive justice positively influences organizational citizenship behavior of nurses at the private hospital in Padang.

H2: High distributive justice positively influences perceived organizational support of nurses at the private hospital in Padang.

H3: Perceived organizational support has a positive effect on organizational citizenship behavior of nurses at the private hospital in Padang.

**Methods**

**Sample**

The purpose of this research is hypothesis testing using survey methods, where the data used were primary data collected through questionnaires. The population in this study were all the nurses at the Private Hospital in Padang. Samples were 272 people. To determine the sample, the writer use the purposive sampling technique. Data obtained from the results of the study were analyzed using Structural Equation Modeling (SEM) techniques using alternative Partial Least Square (PLS) with SmartPLS software version 2.0

**Results and Discussion**

**Measurement Model (Outer Model)**

In this stage of data analysis, both convergent and discriminant validity were assessed to examine the measurement model. On this research, validity test was done to examine the convergent validity by looking at the AVE (Average Variance Extracted) value of all the constructs. If the value of AVE is greater than 0.5, it means the construct has good convergent validity. Table 1 below shows AVE value for all the constructs.

**Table 1. Results of Analysis of Average Variance Extracted (AVE)**

<b>Construct</b>	<b>AVE</b>	<b>Remark</b>
OCB	0.6548	Valid
POS	0.6568	Valid
Distributive Justice	0.7538	Valid

Source: Results from processing with SmartPLS, 2019

Based on table 1 above, it can be seen that each construct has an AVE value above 0.5. It can be concluded that the indicators of latent variables have a good level of validity.

Looking at the composite reliability value of the indicator block that measures variables can do reliability testing. The results of composite reliability will show a satisfactory value if above 0.7. Following are the composite reliability results from SmartPLS output:

**Table 2. Composite Reliability Result**

<b>Construct</b>	<b>Composite Reliability</b>	<b>Remark</b>
OCB	0.8755	Reliable
POS	0.8824	Reliable
distributive justice	0.9383	Reliable

Source: Results from processing with SmartPLS, 2019

**Structural Model (Inner Model)**

Based on the data processed by PLS, it is resulted R-Square organizational citizenship behavior of 0.0427, which means that job characteristics and job satisfaction could explain the variation of OCB by 4.27%, while the remaining of 95,73% is explained by residual factors outside the models.

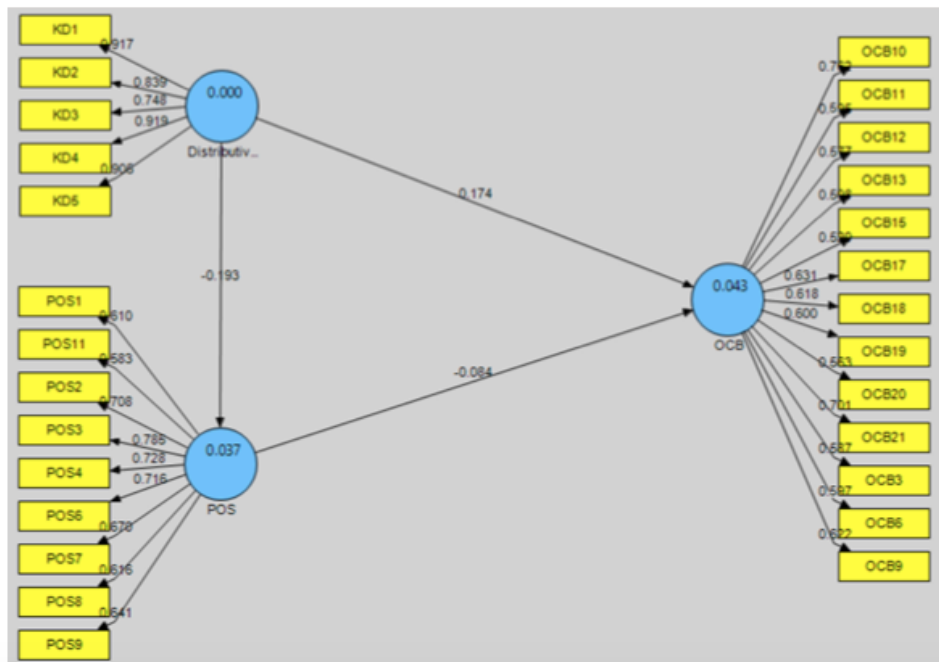
For the relationship between exogenous variables of job characteristics with the variable of job satisfaction, it is obtained R-Square of 0.0371. R-Square of 0.0371 showed job characteristics could explain the variation on job satisfaction at 3.71%, while the remaining of 96.29% is explained by residual factors outside the model. Table 3 below shows the summary of the results of the research.

**Table 3. The summary of Hypothesis Testing Results**

Hypothesis	T-Statistic	Cor	Conclusion
1 Distributive justice has significant effect on organizational citizenship behavior	5.6851	+	H1 accepted
2 Distributive justice has significant effect on perceived organizational support	0.7646	-	H2not accepted
3 Perceived organizational support has significant effect of organizational citizenship behavior	0.8162	-	H3not accepted

Source : Primary data (2019)

After the indicators of invalid research variables are discarded, a re-estimation of the variable model was carried out, and then the final form of the inter-variable model is obtained which can be seen in Figure 2 below;



**Figure 2 PLS Model of OCB**

Testing the inner model or structural model is done to be able to see the relationship between variables, significance values and the R-square of the research model. The structural model is evaluated using R-square to see what percentage of the influence of exogenous variables on endogenous variables and t test for the significance of latent variables.

Measurement of structural models through PLS, can be started by looking at R-square on endogenous latent variables. The following are the results of the R-square estimation using SmartPLS.

**Table 4. R-square Analysis Results**

	R Square
OCB	0.0427
POS	0.0371
distributive justice	

Source: Results from processing with SmartPLS, 2019

Table 4 above shows the R-square value of the organizational citizenship behavior variable, obtained by 0.047, which means 4,7% (weak), thus the organizational citizenship behavior variable can be influenced by the variable perceived organizational support and distributive justice. Whereas the perceived organizational support variable obtained an R-square of 0.0371 or 3,7%, this result shows weak. In the sense of perceived organizational support variables can be influenced by distributive justice. Bootstrapping test results from PLS analysis are as follows:

Hypothesis 1 Testing: influence of distributive justice on organizational citizenship behavior

The result of the first hypothesis testing showed that the path coefficient value is 0.174 with a t-test is 5.6851. This value is greater than the t-table value (1.96). This result means that the first hypothesis is accepted, where there is a significant and positive influence between distributive justice and organizational citizenship behavior. If nurses feel a high distributive justice, it can increase organizational citizenship behavior and vice versa.

Hypothesis Testing 2: Effect of distributive justice on perceived organizational support

The test result shows that the influence of the distributive justice on perceived organizational support shows a path coefficient of -0.193 with a t-test 0.7646 the value is lower than the value of t-table (1.96). This result means that the second hypothesis is not accepted, namely; there is no effect between distributive justice and perceived organizational support.

Hypothesis Testing 3: Effect of perceived organizational support on organizational citizenship behavior. The third hypothesis testing result shows that the influence of perceived organizational support on organizational citizenship behavior shows the path coefficient value of -0.084 with a t-test of 0.8162 is greater than the value of t-table (1.96). This result means that the third hypothesis is not accepted, namely; there is no influence between perceived organizational support and organizational citizenship behavior.

Based on the results of the analysis above, it is known that the distributive justice variable has a positive and significant effect on organizational citizenship behavior. This means that if the distributive justice perceived by nurses is high, it can increase nurses' organizational citizenship behavior in the organization. The results of this study are supported by previous research conducted by Elsaid (2014) and Oge (2014) which proves that distributive justice influences OCB.

Then the distributive justice also has a positive and significant effect on perceived organizational support. It can be concluded if the distributive justice increases the nurse's perceived organizational support increases. The results of the study were supported by Yaghoubi et al., (2012) dan Hemdi et al., (2012).

Furthermore, the indirect effect of perceived organizational support variables on organizational citizenship behavior, in the sense of perceived organizational, has a positive and significant influence. The results of the study were supported by Rastgar *et al.* (2014)

## Conclusion

Based on the results of data processing, it can be concluded, that; distributive justice have a positive and significant influence on the organizational citizenship behavior of nurses at Private Hospital in Padang. However distributive justice wasn't significantly influencing the perceived organizational support. Lastly, perceived organizational support also wasn't significantly influencing organizational citizenship behavior

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