



Procedural Fairness, Organizational Commitment, Dan Organizational Citizenship Behavior (Case Study: Tamansiswa Women's Organization)

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Abstract. This study aims to examine the effect of procedural fairness on organizational citizenship behavior mediated by organizational commitment, thus consisting of one exogenous variable, one endogenous variable, and one mediating variable. Categorized as quantitative explanatory research, this study utilized purposive random sampling as a sampling technique. One hundred and ten respondents were asked to complete the questionnaire as primary survey data. The structural equation model is applied to analyze the data. Results show that procedural fairness insignificantly positively affects organizational citizenship behavior, procedural justice significantly positively affects organizational commitment, and organizational commitment significantly positively affects organizational citizenship behavior; therefore, organizational commitment fully mediates the effect of procedural fairness on organizational citizenship behavior. These findings imply that the higher the procedural fairness, the higher the organizational responsibility, and the higher the organizational commitment, the higher the organizational citizenship behavior. Future research should extend the model into more specific dimensions of organizational commitment and fairness because each dimension has a different effect on organizational citizenship behaviors.

Keywords: procedural justice · organizational citizenship behavior · organizational commitment

1 Introduction

OCB is social capital that reflects the relationship between individuals in the organization and is likened to a lubricant for organizational machinery to increase organizational effectiveness. (Podsakof et al.: 2000; Khan & Rashid, 2012). Organizational members prefer procedural fairness as a formal method of organizational decision-making because the higher the level of procedural fairness, the more valued and valued they feel; that the organization supports them so that more social exchange relations occur between members of the organization, and they feel that they are treated relatively procedurally so that commitment to the organization increases which in the end the members of the organization feel that the organization is part of their social identity.

Although research related to OCB has been widely carried out in various fields of science, such as human resource management, marketing, hospital and health administration, community psychology, industrial and labor law, strategic management, military psychology, economics, and leadership (Podsakof et al., 2000), based on a search of the literature, there has been no previous research examining OCB in the context of women's social organizations, in this case, the Tamansiswa Women's Organization. This organization is interesting to study because, for nearly 100 (one hundred) years, Tamansiswa women have sincerely donated their devotion to become members and administrators of the organization. Up to now, the membership of Tamansiswa Women in several branches consists of amongst, wives of amongst, karaka, karaka wives, and sympathizers. Membership can be obtained through the school or branch councils in each area.

The main contribution of this study is to determine the effect of procedural fairness on organizational citizenship behavior, both directly and indirectly mediated by organizational commitment to the Tamansiswa Women's Organization with structural equation modeling analysis tools. This research is expected to provide benefits for the Tamansiswa Women's Organization and the development of science, especially in organizational citizenship behavior studies. Referring to the background of the problem, the research problem is formulated as follows: (1) Does procedural fairness positively affect organizational citizenship behavior? (2) Does procedural fairness have a positive effect on organizational commitment? (3) Does organizational commitment positively affect organizational citizenship behavior? Furthermore, (4) does organizational commitment positively mediate the effect of procedural fairness on organizational citizenship behavior?

2 Literature Review

According to Ogan (1988), OCB is employee behavior that is carried out voluntarily, is not directly or indirectly related to the reward system, and as a whole, can support organizational effectiveness and efficiency (Alotaibi, 2003), including altruism, courtesy, sportsmanship, civic virtue, conscientiousness, or generalized compliance (Gonzalez & Garazo, 2006). Meanwhile, procedural justice is felt in the process used to determine the distribution of awards or results. Procedural fairness or procedural justice refers to the fairness received from the procedures used to make decisions related to results, including those relating to the consequences of the decision-making stage (Robbins & Judge, 2006). Meanwhile, according to Luthans (2006), organizational commitment can be interpreted as a strong desire to remain part of the organization, the desire to try as hard as possible according to organizational goals, and belief in and acceptance of organizational values and goals.

Organizational commitment is a variable that includes needs, desires, and obligations manifested in three forms: affective commitment, continuance commitment, and normative commitment. Affective commitment is an attitude in which a person feels related and attached to an organization due to the similarity of values and goals. This affective commitment is in the form of positive interactions between employees and the company because of the similarity of values (Cetin, 2006). "Continuance commitment" is an

employee's desire to remain part of the company where they currently work (Clugston, 2000). Meanwhile, normative commitment means that employees do not have to move to another company (Hartmann, 2000).

3 Hypothesis

In an organization, members prefer procedural fairness as a formal method of making organizational decisions because the higher the level of procedural fairness, the more valued they feel. When members of the organization feel valued, they will have the intrinsic motivation that encourages them to voluntarily do everything to achieve organizational goals. Therefore, this study intends to directly examine the effect of procedural fairness on organizational citizenship behavior as one of the contributions of this research. In addition, the higher the procedural fairness, the more members of the organization will feel that the organization supports them, so more social exchange occurs between members. They feel that they are treated relatively procedurally, so their commitment to the organization increases. In the end, the organization's members feel that the organization is part of their social identity.

In their research, Lavelle (2009) and Khan & Rashid (2012) revealed that procedural fairness positively affects organizational commitment. Furthermore, Lavelle et al. (2009) revealed that commitment could be seen as an indicator of attitudes in which individuals perceive themselves to be in social exchange relationships at a high level of quality. In OCB, organizational commitment is closely related to the dimensions of sacrifice and compliance. Individuals with solid organizational commitment will try to help others achieve their goals. They will seek the best ways and methods to improve work quality without reward. In this case, OCB helps form a sense of belonging, group cohesiveness, and work ethics and retains employees. In their research, Lavelle et al. (2009), Javadi & Yavarian (2011), Allameh et al. (2011), and Qamar (2012) revealed that organizational commitment has a positive effect on OCB.

Thus, it can be concluded that the research hypothesis is as follows (Fig. 1).

- H1: Procedural fairness has a positive effect on organizational citizenship behavior
- H2: Procedural fairness has a positive effect on organizational commitment
- H3: Organizational commitment has a positive effect on organizational citizenship behavior
- H4: Organizational commitment positively mediates the effect of procedural fairness on organizational citizenship behavior



Fig. 1. Research Model. Source: Adopted from Lavelle et al. (2009)

4 Research Methodology

This study involved one exogenous variable, namely procedural fairness, one endogenous variable, namely organizational citizenship behavior, and one mediating variable, namely organizational commitment, with individual analysis units, namely members of the Tamansiswa Women's Organization. The population of this study was members of the Tamansiswa Women's Organization, while the sample was members of the Tamansiswa Women's Organization in the City of Yogyakarta. The criteria set in this study were members of the Tamansiswa Women's Organization in the City of Yogyakarta. This study uses primary and secondary data. Furthermore, the questionnaire was measured using a Likert scale, with a score of 1–5, namely: (1) strongly disagree; (2) disagree; (3) do not agree; (4) agree; and (5) strongly agree.

Organizational citizenship behavior (OCB) is the voluntary behavior of employees to support organizational effectiveness. (Alotaibi, 2003: 363). Organizational commitment is a strong desire to remain part of the organization (Luthans, 2006). Meanwhile, procedural fairness is the perception of fairness over the rules and procedures in the organization (Nabatchi et al., 2007). Convergent validity is said to be good if the value of Standardized Cronbach's Alpha ≥ 0.7 , Corrected Item-Total Correlation value ≥ 3 ; there is a grouping of the observed variables according to the latent variables explained when the Rotated Component Matrix is performed and has a loading factor value of > 0.5 ; t -value > 1.96 ; Variance Extracted (VE) value > 0.5 ; and Construct Reliability (CR) value > 0.7 .

In Table 1. it can be seen that all variables have a value of Standardized Cronbach's Alpha ≥ 0.7 and Corrected Item-Total Correlation value ≥ 3 ; Standardized Loading Factor value ≥ 0.4 ; and there is a grouping of observed variables according to the latent variables explained when the Rotated Component Matrix is performed, which can be seen in Table 2. In Table 3. it can be seen that all observed variables have a loading factor value of > 0.5 ; t -value > 1.96 ; Variance Extracted (VE) value > 0.5 ; and the value of Construct Reliability (CR) > 0.7 . Thus, it can be concluded that all observed variables used in this study can measure what should be measured (validity) and have a high level

Table 1. Cronbach's Alpha Standardized dan Corrected Item-Total Correlation

Cronbach's Alpha Based on Standardized Items					
PF	.876	COM	.831	OCB	.746
Corrected Item-Total Correlation					
PF1	.557	COMA	.755	OCB4	.556
PF2	.581	COMC	.601	OCB5	.658
PF3	.677	COMN	.735	OCB6	.496
PF4	.904				
PF5	.545				
PF6	.803				

Table 2. Rotated Component Matrix^a

	Component		
	1	2	3
PF1	.738	.286	-.101
PF2	.527	.234	.456
PF3	.703	.295	.196
PF4	.843	.176	.405
PF5	.734	-.097	.133
PF6	.794	.203	.344
COMA	.039	.856	.148
COMC .220		.776	.041
COMN .204		.843	.252
OCB4 .049		.110	.821
OCB5 .361		.104	.802
OCB6 .236		.455	.553

Table 3. Construct Validity dan Variance Extracted

Variable	<i>Factor Loading</i> > 0,3	Nilai R2	Error Variance	t-count > 1,96
Validity PF				
PF1	0.50	0.25	0.75	
PF2	0.77	0.59	0.41	4.76
PF3	0.83	0.69	0.32	4.93
PF4	0.83	0.69	0.31	4.95
PF5	0.55	0.30	0.70	4.01
PF6	0.76	0.58	0.43	4.75
Σ	4.24	3.10	2.92	23.4
Reliability				
Construct Reliability > 0.7	0.86			
Variance Extracted > 0.5	0.52			
Validities COM				
COMA	0.77	0.59	0.40	
COMC	0.41	0.17	0.83	4.14

(continued)

Table 3. (continued)

Variable	Factor Loading > 0,3	Nilai R2	Error Variance	t-count > 1,96
COMN	0.99	0.98	0.01	11.81
Σ	2.17	1.74	1.24	15.95
Reliability				
Construct Reliability > 0.7	0.79			
Variance Extracted > 0.5	0.58			
Validity OCB				
OCB4	0.84	0.71	0.29	
OCB5	0.73	0.53	0.47	7.20
OCB6	0.79	0.62	0.37	7.75
Σ	2.36	1.86	1.13	14.95
Reliability				
Construct Reliability > 0.7	0.83			
Variance Extracted > 0.5	0.62			

Source: Research Questionnaire (processed)

of generalization (reliability). Therefore, this research can be said to have good validity and reliability values.

5 Results

Out of 110 questionnaires, only 97 were returned and could be processed as research data. Even so, the number has been declared sufficient considering that each questionnaire item only requires a minimum of 5 respondents for each item studied, so that ten items (which have been declared to have passed the construct validity and reliability tests) x 5 respondents = 50 respondents. At the same time, the amount of data collected was 97 responses. Respondents in this study were members of the women's organization in the Tamansiswa City of Yogyakarta, all of whom were women, with details of the age of 36.5% of respondents aged > 46 years; 26.9% aged between 36–45 years; 26% were between 26–45 years old, and the remaining 10.6% are up to 25 years old. 38.5% of respondents work as professionals, 7.3% are self-employed; and 4.6% are students, while 49.5% are those who work either as employees, homemakers, or other jobs not mentioned in this study, with most of the educational background S1 that is equal to 65.7%, and the remaining 13% have a Masters degree S3; 13% high school/equivalent, and 8% other educated D1/D2/D3.

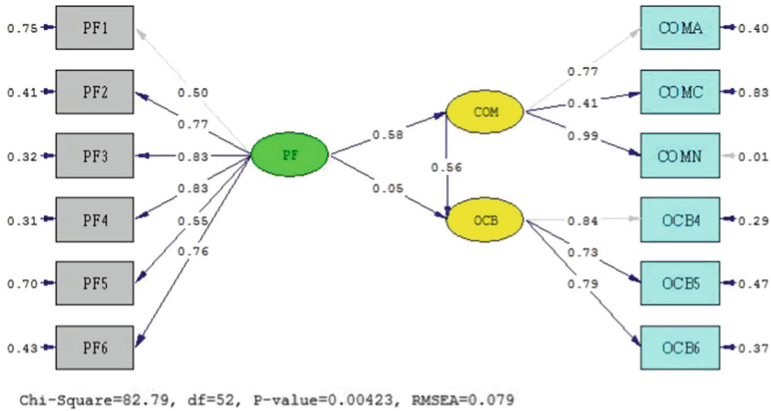


Fig. 2. Structural Model - Standardized Loading Factor

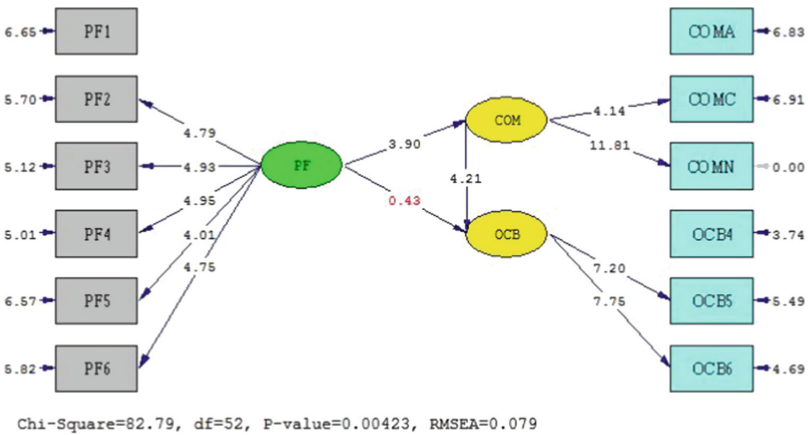


Fig. 3. Structural Model t-Value

Based on Fig. 2, Fig. 3, and Table 4, it can be seen that all hypotheses are supported except for Hypothesis 1. The results of this study indicate that (H1) Procedural Fairness (PF) has a positive but not significant effect on Organizational Citizenship Behavior (OCB); (H2) PF has a positive and significant effect on Organizational Commitment.

(COM); (H3) COM has a positive and significant effect on OCB, and (H4) COM fully mediates the effect of PF on OCB. Meanwhile, in Table 5, it can be concluded that the model and data have a medium goodness-of-fit level because the GoF value is < 0.90.

Table 4. Summary of Hypothesis Testing

Hip.	Efek	Koefisien Jalur	Arah Hub.	Nilai-t (>1.96)	Sig.	R ²	Mediasi	Ha
H1	PF-OCB	0.05	(+)	0.43	Tidak	0.18	-	Tidak Didukung
H2	PF-COM	0.58	(+)	3.90	Ya	0.34	-	Didukung
H3	COM-OCB	0.56	(+)	4.21	Ya	0.31	-	Didukung
H4	PF- COM-OCB	H1 < H2*H3 0.05 < 0.58*0.56 0.05 < 0.32	-	-	-	-	Full	Didukung

Table 5. Summary of Model Fit Test

<i>Degree of Freedom</i>	<i>Chi-Square</i>	<i>Sig</i>	<i>RMSEA</i>	<i>CFI</i>	<i>GFI</i>	<i>Goodness of Fit</i>
52	82.79	0.0423	0.079	0.97	0.87	Medium Fit

6 Discussion

Research related to organizational citizenship behavior (OCB) has been widely carried out in various fields of science (Podsakof et al., 2000). However, no previous research has examined OCB in the context of women's social organizations, in this case, the Tamansiswa Women's Organization (OWT). This organization is interesting to study because, for nearly 100 (one hundred) years, Tamansiswa women have sincerely donated their devotion to become members and administrators of the organization. Thus, this research contributes practically.

While empirically, the results of this study indicate that procedural fairness (PF) has a positive but not significant effect on organizational citizenship behavior (OCB), organizational commitment (COM) fully mediates the effect of PF on OCB, which means that hypothesis 1 is not supported while hypotheses 2, 3, and 4 are supported. The first hypothesis is not supported because OCB is voluntary employee behavior that has nothing to do with the reward system (Alotaibi, 2003). While OCB is unaffected by PF, COM is, as PF has perceived justice in the procedure used to decide award distribution or determine results.

Organizational members prefer PF as a formal method of organizational decision-making because the higher the level of procedural justice, the more valued and valued they feel; that the organization supports them so that more social exchange relations occur between members of the organization and that they feel relatively procedurally treated so that COM increases, making the members of the organization feel that the organization is part of COM can be seen as an attitude indicator in which individuals

perceive themselves in social exchange relationships at a high level of quality and are closely related to the dimensions of sacrifice and obedience. Therefore, individuals with solid COM will try to help others achieve goals, find the best ways and methods to improve the quality of work voluntarily without reward, and help form a sense of belonging, group cohesiveness, work ethics, and retain employees.

7 Conclusion

This study has four main objectives: namely, to determine the effect of procedural fairness (PF) on organizational citizenship behavior (OCB), the effect of PF on organizational commitment (COM), the influence of COM on OCB; as well as the role of OCB in mediating the effect of PF on OCB. The results of this study indicate that the entire hypothesis is “accepted” except for hypothesis 1, PF has a positive but insignificant effect on OCB. While hypotheses 2, 3, and 4 were declared “accepted,” namely, that PF had a significant positive effect on COM, COM had a significant positive effect on OCB, and COM fully mediated the influence of PF on OCB.

OCB is an essential factor in organizations because OCB as social capital can reflect relationships between individuals in the organization and is likened to a lubricant for organizational machinery so that it increases organizational effectiveness (Podsakof et al., 2000; Khan & Rashid, 2012). This research has two implications: practical implications for the Tamansiswa Women’s Organization (OWT) and empirical implications for further research. This research can be used for OWT as a fundamental consideration in the decision-making process, especially in formulating organizational policies. The results of this study indicate that procedural fairness (PF) has a positive but not significant effect on organizational citizenship (OCB). In contrast, organizational commitment (COM) fully mediates the effect of PF on OCB. This means that OCB in the body of OWT is positively and significantly influenced by COM, while PF influences COM. Thus, the higher the PF, the higher the COM, and the higher the COM, the higher the OCB in the OWT body. It can be concluded that OWT can increase the effectiveness of OCB by increasing COM and building COM through PF. Subsequent research can be conducted on organizations with the same characteristics and different non-profit organizations by examining how other forms of justice, namely distributive justice, interactional justice, and overall justice or fairness, are implemented in the OCB. Besides that, research on each dimension of COM can also be carried out, considering that COM has three dimensions, namely Affective, Continuance, and Normative, both partially and simultaneously.

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