

The Effect of Procedural Justice, Distributive Justice, Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior in Pariaman, West Sumatera, Indonesia

Diane Mary^{1*}, Hilda Mary², Lusiana², Ronny Andri Wijaya²

¹Universitas Bung Hatta, Indonesia

²Universitas Putra Indonesia YPTK, Indonesia

*hildamary@upiptk.ac.id

Received 02 February 2016; Revised 17 March 2016; Accepted 21 June 2016

Abstract

Procedural justice, distributive justice, job satisfaction and organizational commitment has proven influence the incidence of extra-role behavior in a public organization. This research presents the correlation of procedural justice, distributive justice, job satisfaction, and organization's commitment to organizational citizenship behavior variables. The population in this research directly sampled with a total 71 peoples ranging from leaders to the staff level within the Region Secretary of Pariaman. The research method is quantitative with data collection through questionnaire. Furthermore, the data obtained were processed using SPSS version 17. From the analysis, we can conclude that there are positive and significant effects of procedural justice and organizational commitment on organizational citizenship behavior on Regional Secretariat of Pariaman. The results showed that the independent variables of the political perception of 59,7%, the balance of 40,3% determined by other variables that not studied. Suggestions that writers can convey, in order to enhance distributive justice, procedural justice, job satisfaction and organizational commitment can be acquired through commitment, consistency, intense communication, discussion, work culture, performance and reward; and it also necessary to develop and increase self-employees through formal education, technical training, structural and functional, seminars, discussions, lectures, and procurement of books relating to the implementation of tasks in order to achieve its objectives effectively and efficiently.

Keywords: Procedural justice; Distributive justice; Job satisfaction; Organizational commitment; Organizational citizenship behavior.

1. Introduction

Human resources (HR) are the most important factor in achieving success. Human resources in Indonesia generally are still considered have low quality, especially those who working in Government Agencies. The number of indisciplinary cases that occurred in government agencies is evidence of poor quality of human resources in Indonesia, especially on the issue of mentality and work culture. The indisciplinary action will give an impact on the organization, where it might decrease the organization performance. This current era of globalization demands high organizational performance in order to be able to survive in the midst of a very tight competition between organizations. Its need to make any changes in Internal of the organization in order to compensate to the external changes that occurs. The willingness of employees to participate in the organization usually depending on the goals that they want to achieves by joining the organization. Employee contributions to the organization will be higher if the organization can provide the wishes of the employees. The willingness of employees to contribute to the workplace is strongly influenced by the organization's ability to meet the goal of employee expectations.

Organizational Citizenship behavior (OCB) is a term that is used to identify the behavior of the employee so that he can be called as a "good member" [32]. This behavior tends to see employees as social beings that are not selfish. This behavior may appear as a member of the organization is satisfied if they can do something more for the organization. Members that feel satisfied when doing more contribution for the organization only occur if employees have a positive perception to the organization. OCB In other words is the behavior of employees who voluntarily carry out or assist a job outside of their main tasks. Practically, OCB is important to improve the efficiency, effectiveness, and creativity of the organization through its contribution in the transformation of resources, innovation, and adaptability [36]. Some examples of the importance of OCB in an organization include: the emergence of measures aimed to protecting the organization and its assets; the emergence of constructive suggestions aimed to the improvement of the organization; the appearance of willingness to make informal personal training which will increase the additional responsibility, the creation of a good climate within the organization and with the environment surrounding the organization and also the emergence of activities of mutual assistance [6]. The OCB appears on the organization caused by the influence of the variables of procedural justice, distributive justice, job satisfaction and organizational commitment. From these variables can be seen clearly, concisely and precisely some influence OCB in Organization, so that the variables that become the formation of OCB can be known comprehensively and can do further research. Procedural justice is a justice that is capable evidenced by officials in the implementation of procedures established by the organization consistently and continuously [39]. The concept of organizational justice where the individual was treated fairly in the workplace is a distributive justice; it's a kind of justice that perceived fairness of how the award and the resources are distributed across the organization. This concept relates to compensation and a close relation to justice. Job satisfaction is an emotional state that is happy or positive emotions derived from the assessment of a person's job or work experience [23]. A positive emotional state may arise when employees appreciated in implementing programs and activities that have been planned in the budget year and have positive thinking towards the tasks given by the organization and have a high sense of responsibility to the organization. Satisfaction in carrying out the work, especially the results obtained have meaning and significance to the employee individual satisfaction.

Organizational commitment is a concept that uses to determine the employee commitment toward the organization and it also can be called as work commitment which always gets attention by the manager; loyalty is crucial and expected of any self-employees. Work commitment or organizational commitment is a condition that is felt by employees that can lead to a strong positive behavior towards the organization of its work. Luthans in [23] defined organizational commitment as a strong desire to maintain a certain organization members, a strong will to maintain the organization's name and the confidence and acceptance of the values and goals of the organization.

This research aimed to identify factors that could be expected to affect the Organizational Citizenship Behavior (OCB) at the Regional Secretariat of Pariaman. From the identification of the problems, it could be define that the problem of this study can be formulated in the form of questions as follows:

- a. How does the influence of procedural justice to organizational citizenship behavior on Regional Secretariat of Pariaman?
- b. How does the influence of distributive justice on organizational citizenship behavior in the Regional Secretariat of Pariaman?
- c. How does the influence of job satisfaction on organizational citizenship behavior in the Regional Secretariat of Pariaman?
- d. How does the influence of organizational commitment on organizational citizenship behavior in the Regional Secretariat of Pariaman?

Based on the description of the background studies, this paper presents the effect of procedural justice, distributive justice, job satisfaction and organizational commitment to organizational citizenship behavior in pariaman, west sumatera, Indonesia.

The rest of this paper is organized as follow. Section 2 describes analysis on existing works. Section 3 describes proposed methodology. Section 4 presents results and following by discussion. Finally, the conclusion of this work is presented in Section 5.

2. Literatur Review

Organizational citizenship behavior (OCB) is included in the individual contributions exceeds the demands of the role in the workplace and in-reward by the acquisition of task performance. OCB involves some behaviors include help others, to volunteer for extra duties, adherence to the rules and procedures in the workplace. These behaviors describe the “value-added of employee” and are one of prosocial behavior, which is a positive social behavior, constructive and meaningful help [1] OCB's basic personality reflects the characteristics/traits predisposing employee as cooperative, helpful, caring, and sincere. The Basic attitudes indicating that, employees are involved in OCB in order to reply organizational action. Although OCB is often not detected by the award system, but there is evidence that showed an individual that indicated OCB has a better performance and received a higher performance evaluation [23].

From the definitions above it can be concluded that the organizational citizenship behavior (OCB) is a kind of voluntary behavior, it is not an act that is forced by other, and it's done merely for organization needs. And the individual's behavior as a kind of satisfaction is based on performance, not instructed formally. And it do not relate directly and openly with the formal reward system.

2.1. Organizational Citizenship Behavior (OCB) Dimentions

The OCB term was first proposed by Organ [36] which suggests five primary dimensions of OCB, namely altruism, civic virtue, conscientiousness, courtesy, dan sportmanship. Altruism is behavior helped other employees without any coercion on the task that is closely related to organizational activity. Civic virtue, show voluntary participation and support for organizational functions both professionally and social nature. Its mean, the employee acts as a support to all activities of the organization without being forced and not in under pressure, but they did it just as a professional employee. Conscientiousness contains about the performance of the prerequisite role that exceed minimum standards. Courtesy is the behavior that relieves or helps in finding problems solution relating to the work that is faced by colleagues, and do good and respectful to others. Sportmanship, it emphasis on how to be a positive minded employee, that could construct a positive attitude toward the problems in the workspace, such as not to stick on a small and trivial problems and not would like to sound a causeless protest.

2.2. Organizational Justice

Organizational justice related to the fairness and ethic on screening of individuals within the organization [44]. Morrison and Robinson [28] stated that justice will affect employee perceptions. They explained that based on the employee work assessment, it found that employee performance will quite influenced by his perception about how the organization they they working at treat them. Bruckner [8] explains that people expect a justice because they will affect people, and social identity/psychological needs. Perceptions about good justice will bring more confidence to the people. Literature on organizational justice defines justice as essentially consists of three components: Division of justice, procedural justice and interactional justice.

2.3. Procedural Justice

Procedural fairness related to justice procedures used to make a decision [23]. Procedural Justice is a justice that can be evidenced by officials in the implementation of procedures that was established by the organization consistently and continuously. The main points that need to be focused in this case is how to ensure the procedural justice could be established and provide space or opportunity for officials to make a decision about the employee [39]. A procedure may be

accepted as justice if the warring parties in making a decision are given the opportunity to give them the impression that decisions will be taken based on the involvement of all employees in making the provision of alternative actions.

2.4. Distributif Justice

Distributif Justice is the belief that one should "get what is worth obtainment" [23]. Distributive justice is the perceived fairness of how resources and rewards are distributed throughout the organization, for example the employees to make a judgment on the fairness of the amount of the increase in their salaries. Distributif justice is a concept that focuses on how people respond to unfair treatment from the organization, or the unjust distribution of the gifts and resources. Jasso in Rivai [37] states that distributive justice is the development of sociological theory as a theory to explain the nature of social comparison. The logic of the theory of distributive justice is derived from the functional relationship between the results and the contribution of input compared to some standard of comparison.

2.5. Job Satisfaction

Job satisfaction is defined as the general attitude of individuals towards work [38], while Locke in Luthan [23] provides a comprehensive definition of job satisfaction include reaction or attitude of cognitive, affective, and evaluative and he stated that job satisfaction is an emotional state that is happy or positive emotions derived from the assessment of a person's job or work experience. Job satisfaction is a result of the employee's perception of how good a job they give to the items that considered important and frequently studied.

2.6. Organizational Commitment

Luthans [23] interpreted organizational commitment as a strong desire to remain as members of any particular organization; the desire to strive suit the organization; and certain beliefs, and acceptance of the values and goals of the organization. In other words, this is an attitude that reflects the employee loyalty towards the organization and ongoing process in which the members of the organization expressed their interest for the organization, its success and sustainable progress. Organization's Commitment Attitude is determined by variables of age, position in the organization, and disposition such as the effectiveness of the positive or negative, or attribution of internal or external control; as well as the organizational variables job design, value, support, and leadership styles.

3. Hypothesis Development and Methodology

To be able to formulate the hypothesis in this research, it first needs to put forward theoretical framework that is mainly derived from the results of previous studies.

3.1. Procedural Justice and OCB

Alotaibi [2] found that there is a positive relationship between procedural justice with OCB behaviors. If the consideration that made by an employee about the justice procedures have meet the wishes of employees, such as the decision who receives a promotion, how salary increases to be provided, and how the payment of allowances to be allocated, then the OCB in employee behavior is likely to be present it self. Other studies also showed a positive relationship between procedural justice to all dimensions of OCB developed by Menguc in [27]. Based on the research results as mentioned earlier, it can be argued a hypothesis as follows:

H1: procedural justice positive significant effect on OCB employee Regional Secretariat of Pariaman

3.2. Distributive Justice and OCB

Research by Farh *et al.* [12] found a positive relationship between organizational justice (procedural and distributive) with OCB behaviors. They use detailed classifications to look at the relationship of organizational justice and OCB, OCB behaviors that appear more powerful impact for male employees than female employees. Alotaibi (2001) [2] have examined the relationship between the variables in distributive justice and OCB. The research found a positive relationship between the variables in distributive justice and OCB. If the organization has put the resources and rewards according to the proportion, then allow the emergence of a significant OCB defining behavior as well. Organ in <http://english.amikom.ac.id> [17] theoretical basis of the relationship between distributive justice and OCB by using equity theory and Blau's distinction (1964 <http://english.amikom.ac.id>) in the form economic exchange and social exchange. The better the quality of the relationship, then both sides will be satisfied there by increasing the OCB. This shows that distributive justice is closely related to employee satisfaction. In other words, if the economic exchange would impact on satisfaction with the external aspects of the work, the social exchange will have an impact on the general aspects of job satisfaction. Based on these opinions, it can be argued hypothesis is as follows:

H2: distributive justice positive significant effect on OCB employee Regional Secretariat of Pariaman

3.3. Job Satisfaction and OCB

In the study done by Dana in [10] suggests the relationship between job satisfaction and OCB employee showed a significant positive correlation, meaning that the higher the value of an employee satisfaction will be better the OCB employee. This relationship can be explained that the behavior of employees will carry out duties in excess of the prescribed formal obligations, if he gets a sense of satisfaction in this work. In Alotaibi study [2] also found a positive effect between the variables on job satisfaction and OCB behavior, so I can put forward a hypothesis as follows:

H3: Job Satisfaction positive effect on employee OCB Regional Secretariat of Pariaman

3.4. Organizational Commitment and OCB

Based on regression analysis of the correlation coefficient between organizational commitment and organizational citizenship behavior conducted by Dana [10] showed a positive relationship. Meaning that the higher the value of the organization's commitment of an employee, the higher the value of the employee organizational citizenship behavior, although the magnitude of the effective contribution of the organization's commitment to organizational citizenship behavior of employees is small. In the research Alotaibi [2] states that there is a positive influence between the variables on organizational commitment and OCB behaviors, so the authors propose the following hypothesis:

H4: Organizational Commitment positive effect on employee OCB Regional Secretariat of Pariaman

Figure 1 presents proposed research framework. This research is a case study, in which generalizations limited to environmental organizations that studied object of this research is the Regional Secretariat Pariaman employees totaled 71 people conducted quantitatively. The primary data obtained directly from respondents or data source. Ways to obtain primary data that is through a questionnaire conducted by distributing a list of questions about the matter to be investigated to employees. The list of questions contains questions about the subject matter of research is Organizational Citizenship Behavior (OCB), procedural justice, distributive justice, job satisfaction and organizational commitment. This study secondary data obtained from reference books, the book list of personnel, and other sources that are relevant to this study.

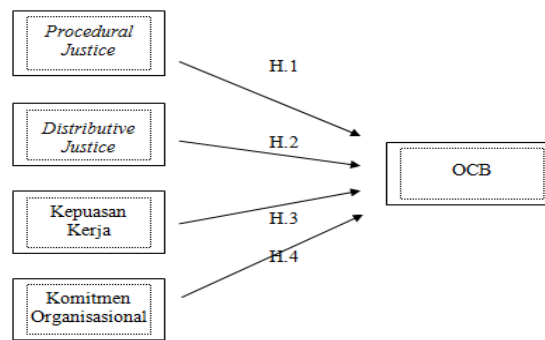


Figure 1: Research Framework

3.5. Variables Measurement

3.5.1. Organisational Citizenship Behavior

The OCB is the behavior of the extra role of employees outside their respective sectors (intra-role) with dimensions of altruism (behavior helped other employees without any coercion on the tasks that are closely related to the operations of organizational), civic virtue (voluntary participation and support for the functions of the organization, both professionally and social nature), conscientiousness (the performance of the prerequisite role that exceeds the minimum standard), courtesy (alleviate behavioral problems related to employment faced by others), Sportsmanship (taboos make relieve or issues that damage despite feeling annoyed with less than ideal work situation). Employees who have high OCB is employees at every opportunity tends to help colleagues and do things that are best for the organization voluntarily without regard to the formal reward. Measuring instrument used for this variable is by using a questionnaire developed by Morrison (1994), which consists of 18 items of questions, each item receipts scale of 5 (five) alternative answers i.e. Strongly Agree (value 5), Agree (4 points), Neutral (value 3), Disagree (score 2), and Strongly Disagree (score 1)

3.5.2. Procedural Justice

Procedural justice (procedural justice) is a justice that is capable evidenced by officials in the implementation of procedures established by the organization consistently and continuously. This theory was developed by Lund and Tyler (1988) in Ivancevich, Konopaske and Matteson (2006: 161). Measuring tool used is a questionnaire developed by Tang, Li-Ping, and Pinda J. Sarsfield Baldwin (1996) ^[42] consisting of 6 items of questions, each item receipts scale of 5 (five) alternative answers i.e. Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (score 2), and Strongly Disagree (score 1).

3.5.3. Distributive Justice

Distributive justice (distributive justice) is the perceived fairness of how resources and rewards are distributed throughout the organization. Digunaka measurement tool is a questionnaire developed by Tang, Li-Ping, and Pinda J. Sarsfield Baldwin (1996) ^[42], which consists of 5 items of questions, each item receipts scale of 5 (five) alternative answers i.e. Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (score 2), and Strongly Disagree (score 1).

3.5.4. Job Satisfaction

Job Satisfaction is defined as the satisfaction derived by an employee on the job he has done. How big is the job satisfaction of employees to be based on how satisfied employees are satisfied with the few items of questions questionnaire developed by Brayfield and Rothe [7], which consists of

19 items of questions, each item receipts scale of 5 (five) alternative answers i.e. Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (value 2), and Strongly Disagree (score 1).

3.5.5. Organization Commitment

Organizational commitment is a reflection of how a person identifies himself with the organization and bound by its objectives. Organizational commitment consists of the affective component (desire), kontinuans (benefit considerations) and normative (liabilities). Measuring instrument used for this variable is by using a questionnaire developed by O'Reilly and Chatman [33], which consists of 12 items of questions, each item receipts scale of 5 (five) alternative answers i.e. Strongly Agree (value 5), Agree (value 4), Neutral (value 3), Disagree (score 2), and Strongly Disagree (score 1)

3.6. Analysis

3.6.1. Validitas Test

This research uses convergent validity. Valid question whether an item is tested by calculating the coefficient of correlation of each item with the total score of all items of questions. An item is said to be a valid question if the item has a correlation coefficient of at least 0.3 [41].

3.6.2. Reliabilitas Test

The research used a technique in which a reliable internal consistency reliability failure of a istrumen viewed through the extent to which items the question is homogeneous and reflect the same underlying construct. Hermawan [16] stated that Alpha Crobach as a reliability test technique is widely used. Hair *et al.* [14] stated that the reliability of the minimum acceptable Cronbach Alpha ranged from 0.6 to 0.7.

3.6.3. Normality Test

The research used the Kolmogorov-Smirnov test to see if the data from each of the variables has a distribution close to normal distribution. H0 which states that the distribution of the study variables do not follow a normal distribution is rejected if the significance value/calculated value is greater than the value of Alpha.

3.6.4. Test Hypothesis

This research uses multiple linear regression analysis. This analysis is to determine how much influence the independent variable on the dependent variable using the equation proposed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e.$$

where

- Y = Organization Citizenship Behavior
- a = Constanta
- X_1 = Procedural Justice
- X_2 = Ditributive Justice
- X_3 = Job Satisfaction
- X_4 = Organization Commitment
- b_1 = Coefficient regresi dari X_1
- b_2 = Coefficient regresi dari X_2
- b_3 = Coefficient regresi dari X_3
- b_4 = Coefficient regresi dari X_4
- e = error

4. Results and Discussions

4.1. Respondent

Description of survey respondents is about the characteristics of survey respondents to determine the identity of respondents in greater depth and to know the average answer given to assist in the analysis of quantitative data and discussion. Civil Servants are grouped by age can be seen in Table 1 below:

Table 1: Respondent Distribution

No	Age	Amount of Employee	Percentage
1	Genital Status: male	46	64,7
	Female	25	35,3
2	age: < 25	14	19,7
	26-35	27	38,1
	36-45	16	22,5
	>46	14	19,7
3	Marital Status : marriage	53	74,6
	Not marriage	18	25,4
4	Numbers of children: 0	29	40,8
	1	6	8,5
	2	20	28,2
	>2	16	22,5
5	Educational Baground: Senior High School	29	40,8
	Diploma	8	11,3
	College	34	47,9
6	Working Period: 0-5 years	42	59,1
	6-10 years	7	9,9
	11-20 years	4	5,6
	>20 years	18	25,4
7	Amount of Monthly Salary: > 1 million	2	2,8
	1-1,5 million	14	19,7
	1,5-2 million	27	38,1
	>2 million	28	39,4
Quantity		71	100

The demographics of the respondents indicate that most respondents are young and productive. This period is a period of self-development for someone to show its potential. Then in terms of marriage, most of the respondents were married. Such status will also increase the sense of responsibility in carrying out the duties and workload. In terms of education, most respondents of this study is a scholar. Judging from the quality of the existing resources of sufficient quality in carrying out the work, but in terms longtime majority of respondents ranged from 1 to 5 years. This indicates that most respondents to the Regional Secretariat of Pariaman have little work experience disbandingkan with respondents who have long served.

4.2. Validity Test

Table 2: Validitas Test

Variable	Number of question	Valid Item
OCB	18	16
Procedural Justice	6	6
Distributive Justice	5	5
Job Satisfaction	19	13
Organization Commitment	12	11

From Table 2 above, the data processing can be seen that there are three variables that grain item question Invalid variable OCB 2 item item questions the grains of items 10 and 11, the variable job satisfaction 6 item questions the grain item 4, 7, 9, 11, 12, 17 and variable “Organizational Commitment” 1 item questions the grain item 1. Item question is invalid because it has the value of $r < 0.3$ (r is the correlation between the question items in total). As for variable “Procedural Justice and Distributive Justice” valids question all of the grain item.

4.3. Reliabilitas Test

Table 3: Reliability Test

Variable	Cronbach Alpha	Description
OCB	0.870	Reliable
Procedural Justice	0.832	Reliable
Distributive Justice	0.904	Reliable
Job Satisfaction	0.855	Reliable
Organization Commitment	0.731	Reliable

If we refer to Table 3 above, it appears that all the variables have a value of Cronbach's Alpha greater than 0.6. This means that all of the variables i.e. procedural justice, distributive justice, job satisfaction, organizational commitment and OCB are reliable. So that all of the variables feasible hypothesis testing.

4.4. Normality Test

Table 4: Normality Test

Variable	Asymp.Sig	Alpha	Description
OCB	0.377	0.05	Normal
Procedural Justice	0.242	0.05	Normal
Distributive Justice	0.128	0.05	Normal
Job Satisfaction	0.765	0.05	Normal
Organization Commitment	0.389	0.05	Normal

Table 4 above, based on testing of normality to the five variables, it is larger Asymp.Sig value of $\alpha = 5\%$. For OCB variable Asymp.Sig value for 0377, this means $0377 > 0.05$. It can be concluded that the OCB variable data were normally distributed. Similarly, the variable procedural justice ($0242 > 0.05$), variable distributive justice ($0128 > 0.05$), variable job satisfaction ($0765 > 0.05$) and variable organizational commitment ($0389 > 0.05$) also normally distributed data.

4.5. Hypothesis Test

Table 5: Regression Analysis

No	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
1.	(Constant)	22.125	8.122		2.724	0.008
2.	Procedural Justice	0.384	0.163	0.181	2.352	0.022
3.	Distributive Justice	0.250	0.291	0.124	0.857	0.395
4.	Job Satisfaction	0.116	0.179	0.087	0.651	0.517
5.	Organization Commitment	0.805	0.257	0.436	3.126	0.003

From Table 5, the regression equation above shows that the variable of procedural justice berslope generate positive regression coefficient of 0.384, which indicates that procedural justice has a positive influence on OCB. This means that the fair procedure of an organization that will lead to better the OCB employee Regional Secretariat of Pariaman, West Sumatera, Indonesia. For the second independent variable, namely distributive justice are also found positive berslope regression coefficient of 0.250, which indicates that distributive justice has a positive influence on OCB. This means that the fair distribution of reward an organization that will lead to better the OCB employee Regional Secretariat of Pariaman.

For three independent variables namely job satisfaction was also found positive berslope regression coefficient value of 0,116, which indicates that job satisfaction has a positive influence on OCB. That is the more satisfied employees to their work will lead to better the OCB employee Regional Secretariat of Pariaman. For the fourth independent variable organizational commitment was also found positive berslope regression coefficient of 0.805, which indicates that organizational commitment has a positive influence on OCB. Means the better the organizational commitment of employees will lead to better the OCB employee Regional Secretariat of Pariaman. The four independent variables analyzed in this study shown that the larger variables affect the dependent variable (OCB) is variable organizational commitment, followed by a variable procedural justice, distributive justice and a further variable variable job satisfaction.

4.6. t Test

Table 6: t Test Statistic

Variable	Coefficient	t-stat	Sig	Conclusion
Procedural Justice	0.384	2.352	0.022	Significant
Distributive Justice	0.250	0.857	0.395	Not Significant
Job Satisfaction	0.116	0.651	0.517	Not Significant
Organization Commitment	0.805	3.126	0.003	Significant

From Table 6, based on the results of hypothesis testing to 1 for variable obtained value of procedural justice Significant 0022 with an alpha of 5% ($p \leq 0.05$) it can be concluded that H_0 refused and H_1 accepted. Thus justice procedural variables significantly influence the OCB. Based on the test results can be accepted statistical models H_1 .

For the second independent variable, that variable distributive justice generate positive berslope regression koefiisien value of 0.250 indicating that the variable distributive justice positive effect on OCB. Based on the results of hypothesis testing to 2 for the variable values obtained distributive justice Significant 0395 with an alpha of 5% ($p \leq 0.05$), so the decision is accepted and The hypothesis H_2 H_0 rejected. It can be concluded that the variable distributive justice does not affect the OCB. Thus the second hypothesis proposed in this study can not be accepted at the 95% confidence level. For the third independent variable, that variable job satisfaction generates

positive berslope regression koefisien value of 0.116 indicating that the variable job satisfaction has positive influence on OCB. Based on the results of hypothesis testing to 3 for variable job satisfaction obtained significant value 0.517 with an alpha of 5% ($p \leq 0.05$), so the decision is accepted and H3 Ho rejected. It was concluded that job satisfaction variables did not affect the OCB. Thus the third hypothesis proposed in this study can not be accepted at the 95% confidence level. For the fourth independent variable, that variable organizational commitment generates positive value berslope koefisien regression of 0.805, this indicates that the variable organizational commitment has positive influence on OCB. Based on the results of hypothesis testing to 4 to variable organizational commitment 0.003 Significant values obtained with alpha of 5 % ($P \leq 0.05$), so the decision was rejected and H4 Ho accepted. It was concluded that the variables significantly influence the organizational commitment OCB. Thus the fourth hypothesis proposed in this study can be received at the 95% confidence level.

4.7. Discussion

After doing research for each variable that is independent variables: procedural justice (X_1), distributive justice (X_2), job satisfaction (X_3) and organizational commitment (X_4) while the dependent variable is the organizational citizenship behavior (Y), then the next will be tested the effect of each independent variable on the dependent variable as follows:

4.7.1. *The Influence of Procedural Justice on OCB*

Results of testing the hypothesis 1 (H-1) showed a significant relationship between procedural justice on OCB employee at the Regional Secretariat of Pariaman. Procedural fairness refers to the fairness of the organization's processes and procedures used for decision making and resource allocation. OCB person in carrying out the duties of justice is affected by an organization's procedures. Similarly, employees of the Regional Secretariat of Pariaman, the fair procedures of an organization, the better OCB.

4.7.2. *The Influence of Distributive Justice on OCB*

Results of testing the hypothesis 2 (H-2) showed no significant influence of distributive justice on OCB employee at the Regional Secretariat of Pariaman. The estimated coefficients obtained 0.250 with a significance value equal to 0.395, not statistically significant at alpha of 0.05. Thus the second hypothesis can not afford acceptable.

4.7.3. *The Influence of Job Satisfaction on OCB*

Results of testing the hypothesis 3 (H - 3) showed no significant effect between job satisfaction for the employee OCB Regional Secretariat of Pariaman. The estimated coefficients obtained 0.116 with a significance value equal to 0.517, not statistically significant at alpha of 0.05. Thus the third hypothesis can not be accepted. Although the model is rejected job satisfaction variables can not be eliminated because statistically it is not significant but it has meaning to the OCB.

4.7.4. *The Influence of Organizational Commitment on OCB*

Results of testing the hypothesis 4 (H4) showed a significant relationship between organizational commitment to employee OCB the Regional Secretariat of Pariaman. The estimated coefficients obtained 0,384 with significant value equal to 0.022, statistically significant at alpha of 0.05. Thus the H1 model can be accepted. Organizational commitment is a condition in which the employees are very interested in the goals, values, and goals of the organization. Commitment to the organization means more than just formal membership, because it includes organizations like the attitude and willingness to seek a high level of effort for the benefit of the organization for the achievement of objectives. Similarly, employees of the Regional Secretariat of Pariaman, the better the organizational commitment of employees, the better OCB her.

5. Conclusion

This paper studied the effect of procedural justice, distributive justice, job satisfaction and organizational commitment to organizational citizenship behavior in Pariaman, West Sumatera, Indonesia. The conclusion of this work is presented as follows:

- a. Based on the results of research conducted there are variables that significantly influence the organizational citizenship behavior, namely variable procedural justice, which means that the higher the procedural justice of an organization, the higher the OCB behaviors given employees of the organization.
- b. Although at this time the behavior of organizational citizenship behavior on Regional Secretariat Pariaman already quite good but required to be improved towards better like to consider the factors that influence the behavior of OCB on Regional Secretariat of Pariaman. In accordance with the results of this study, factors that should be a concern for the Regional Secretariat Pariaman is an increase in procedural justice and organizational commitment.
- c. In addition to the variable procedural justice, organizational commitment variables have a significant effect on the Regional Secretariat of Pariaman, in other words the higher the higher organizational commitment OCB which it causes. The level of organizational commitment factor is decisive for the formation of employee OCB behaviors, so it can be used as a focus for local government to be improved so as to give rise to OCB good behavior.
- d. Organizational citizenship behavior of local governments is urgently needed due to the nature of the government agencies that are basically serving the community and requires the involvement of all employees for the success of government programs, especially at certain moments that require employees to be ready to do whatever is ordered by the leadership.
- e. Expected in subsequent studies further develop this research by adding other variables for example the interaction of superiors and subordinates, personality, job embeddedness and others so as to reduce bias the results.

Acknowledgement

The authors would like to thank Universitas Putra Indonesia “YPTK” Padang for supporting this research.

References

- [1] Aldag, R., Renschke, W., *Employee Value Added*, New-York, Center for Organizational Effectiveness Inc, 1997,
- [2] A. Alotaibi, Antecedents of Organizational Citizenship Behavior: A Study of Public Personnel in Kuwait. *Public Personnel Management*, vol 30, Issue 3, 2001.
- [3] K. Aquino K, RW Griffeth, DO Allen and PW Horn. Integrating Justice Constructs Into Turnover Process; A Test of a Referent Cognitions Model. *Academy of Management Journal*, Vol 40 issue 5, 1208—1227, 1997.
- [4] R.J. Bies, and D.L. Shapiro, *Interactional Justice: Communication criteria of fairness*. In R.J. Lewicki, B.H. Sheppard, and M.H. Bazerman (Eds), *Research on negotiation in organizations*, vol 1, 43-55. 1988.
- [5] W. C. Borman, & S. J. Motowidlo. Expanding The Criterion Domain to Include Elements of Extra-role Performance. In N. Schmitt, & W. C. Borman, (editors). *Personnel Selection in Organizations*, 1993.
- [6] Brahmana, S. Sunardi, dan H. Sofyandi. *Transformation Leadership dan Organizational Citizenship Behavior di UTAMA*”, Group Research Report, Faculty of Business and Management University Widyatama. 2007.
- [7] A.H. Brayfield, and H.F. Rothe. An Index of Job Satisfaction. *Journal of Applied Psychology*, 35: 305-318. 1951,

- [8] Bruckner. Making Sense of Procedural Fairness: How High Procedural Fairness Can Reduce or Heighten the Influence of Outcome Favourability”. *Academy of Management Review*, Vol 27 issue 1, 58—76. 2002.
- [9] Celluci, J. Anthony, and L. David, D. Vries. Measuring Managerial Satisfaction: A Manual for The *MJSQ Technical Report II*, Centre for Creative Leadership questionnaire 1978.
- [10] Dana, and M. Hasanbasri. *Relations Job Satisfaction and Organizational Commitment with Organizational Citizenship Behavior (OCB) in Health Polytechnic Banjarmasin*. Master Tesis Universitas Gajah Mada, Yogyakarta, Indonesia, 2007.
- [11] Farh, Jiing-Lih. P.C. Early, , Lin, Shu-Chi. *Impetus for Action: A Cultural Analysis of Justice and Organizational Citizenship Behavior in Chinese Society*. *Administrative Science Quaterly*; Sep. 1997; 42,3; ABI/INFORM Global pg. 421
- [12] R. Folger. *Distributive and procedural justice in the workplace*. *Social Justice Research*, issue 1, 143-159. 1977.
- [13] I. Gozali. *Applications Multivariate Analysis Using SPSS Program*. Malang: Badan Penerbit Universitas Diponegoro. 2001.
- [14] F.J. Hair, R.E. Anderson, R.L Tatham, & W.C. Black. *Multivariate Data Analysis, 5th edition*. Prentice Hall International Inc 1998.
- [15] D. Hardaningtyas. *Effect of Emotional Intelligence and Attitudes On Against Organizational Culture Organizational Citizenship Behavior (OCB) Employees PT (Persero) Pelabuhan Indonesia III*. Master Tesis, Universitas Airlangga Surabaya, 2004.
- [16] A. Hermawan. *Paradigm Quantitative Business Research: A Practical Guide for Students S1, S2 and S3 Concentration Marketing, Human Resources, Finance and Operations Management*. Jakarta: Grassindo, 2006.
- [17] <http://english.amikom.ac.id/2009/06/17/organizational-citizenship-behaviors/>
- [18] <http://www.ahmadheryawan.com/kolom/94-kolom/3293-keadilan-komutatif-dan-distributif.pdf>
- [19] C. Hui, S.K Simon, K.S Kenneth. Instrumental Values of Organizational Citizenship Behavior: a field quasi-experiment. *Journal of Applied Psychology*, Vol. 85 issue 5, 822-828, 2000.
- [20] JM Ivancevich, R Konopaske and MT Matteson. *Organizational Behavior and Management*, issue 7, Jilid I, Jakarta: Erlangga. 2006.
- [21] Kuntjoro, S.Z.. *Organizational Commitment*, NEWS and WACANA, Official Website of Indonesian Civil Servants Corps Sub-Unit of the National Nuclear Energy Agency Serpong. http://www.batan.go.id/korpri-serpong/arsip/wacana_Commitment.html. 2009.
- [22] G.S. Leventhal, J. Karuza, and W.R. Fry. Beyond fairness: A theory of Allocation preferences”. In G. Mikula (Ed.). *Justice and social interaction*, 167-218 New York: Springer-Verlag. 1980.
- [23] F. Luthan. *Organizational Behaviour*” issue 10, 2006.
- [24] SS Masterson, K Lewis, BM Goldman and MS Taylor. Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment on Work Relationships. *Academy of Management Journal*, Vol 43 issue 4, 738—748, 2000.
- [25] L. Maureen Ambrose and R. Cropanzano. A Longitudinal Analysis of Organizational Fairness: An Examination of Reactions to Tenure and Promotion Decisions: *Annual of Applied Psychology* 88, issue 2, 266-75, 2003.
- [26] D.B. Mc Farllin, and P.D. Sweeney. Does having a say matter only if you get your way ? Intrumental and value-expressive effects of employee voice”. *Basic and Applied Social Psychology*, issue 18, 289-303. 1996.
- [27] B. Menguc. An Empirical Investigation of a Social Exchange Model of Organizational Citizenship Behaviors Across Two Sales Situations: A Tukish Case. *Journal of Personal Selling & Sales Management*, Vol XX, issue 4, 205-214, 2000.
- [28] EW Morrison and SL Robinson. When Employees Feel Betrayed: A Model of How Psychological Contract Violation Develops. *Academy of Management Review*, Vol 22 issue 1, 226—256. 1997.
- [29] Turnley, W.H. and Feldman, D.C., 1999. The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human relations*, 52(7), pp.895-922.

- [30] Morrison, W. Elizabeth. Row Definition and Organizational Citizenship Behavior: The Importance of The Employee's Perspective. *Academy of Management Journal*, Vol. 37, issue 6, 1543-1567. 1994.
- [31] BP Niehoff and RH Moorman. Justice as a Mediator of the Relationship between Methods of Monitoring and Organisational Citizenship Behaviour". *Academy of Management Journal*, Vol 36 issue 3, 527—556. 1993.
- [32] F. Novliadi. *Organizational Citizenship Behavior employees in terms of Perceived Quality Interaction - Tops Bottoms and Perceived Organizational Support*. Psychology Studies Program Faculty of Medicine, University of North Sumatra. 2007.
- [33] C. O'Reilly, and J. Chatman. Organizational Commitment and Psychological Attachment: The Effect of Compliance, Identification and Internalization of Prosocial Behavior. *Journal of Applied Psychology*, 71. 492-499, 1986.
- [34] Abrams, D., Ando, K. and Hinkle, S., 1998. Psychological attachment to the group: Cross-cultural differences in organizational identification and subjective norms as predictors of workers' turnover intentions. *Personality and Social psychology bulletin*, 24(10), pp.1027-1039.
- [35] D.W. Organ. Organizational Citizenship Behavior: It's Construct Clean-up time. *Human Performance*, Vol. 10: 85-97, 1997.
- [36] D.W. Organ. The Motivational Basis of Organizational Citizenship Behavior. In *Research in Organizational Behavior*, Vol 12. Barry M. Staw dan Lawrence L Cumming, Eds. Greenwich, CT: JAI Press, 43-72. 1988.
- [37] Rifai, H.A. *A Test of The Relationships Among Perceptions of Justice, Job Satisfaction, Affective Commitment and Organizational Citizenship Behavior*. Gadjah Mada International Journal of Business, Vol. 7, issue 2, 131-154. 2005.
- [38] Robins, and P. Stephen. *Prilaku Organization, Edisi Kesepuluh*, San Diego State University: PT. Intan Sejati Klaten. 2006.
- [39] R.L., Hyung. *An Empirical Study of Organizational Justice as a Mediator of The Relationships Among Leader-Member Exchange and Job Satisfaction, Organizational Commitment, and Turnover Intentions in The Lodging Industry*. PhD Dissertation The Faculty of The Virginia Polytechnic Institute and State University, 2000.
- [40] M Schminke, ML Ambrose and TW Noel. The Effect of Ethical Framework on Perceptions of Organisational Justice. *Academy of Management Journal*, Vol 40 1190—1207. 1997.
- [41] Sugiyono. *Research Bisnis Method, issue 6*. Bandung: Alfabeta. 2006.
- [42] Tang, Li-Ping, and J. Pinda. Distributive and Procedural Justice as Related to Satisfaction and Commitment. *SAM Advanced Management Journal*, 25-31, 1996
- [43] Tang, Li-Ping, and J. Pinda. Distributive and Procedural Justice as Related to Satisfaction and Commitment. *SAM Advanced Management Journal*, 25-31. 1996.
- [44] BC Tatum, R Eberlin, C Kottraba and T Bradberiy. Leadership, Decision Making and Organisational Justice". *Management Decision*, Vol 41 issue 10, 1006—1016, 2003.
- [45] S.Y. Todd, Kent, Aubrey. Direct and Indirect of Task Characteristics on Organizational Citizenship Behavior". *North American Journal of Phychology*. Vol. 8, issue. 2, 253-268, 2006.
- [46] K.C. Wooten. Justice is asjustice does: Organizational justice from an OD Theory and change perspective. *Symposium presentation at the Academy of Management Annual Meeting Cincinnati, Ohio*". 1996.