

## The Influence of Distributive Justice, Procedural Justice, and Perceived Organizational Support on Organizational Citizenship Behavior (OCB): The Mediating Role of Employee Engagement and Moderating Transformational Leadership

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**Abstract.** This research investigates how distributive justice, procedural justice, and perceived organizational support influence Organizational Citizenship Behavior (OCB), with employee engagement serving as a mediating factor and transformational leadership acting as a moderating element. The study targeted employees working at the Secretariat of Banjarmasin City Government and utilized a quantitative research design. Data were gathered using a purposive sampling technique through questionnaires administered to 150 participants. The analysis was carried out using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach. The findings reveal that distributive justice, procedural justice, and organizational support perceptions significantly enhance both employee engagement and OCB. Additionally, employee engagement plays a crucial mediating role in the connection between these independent variables and OCB. Transformational leadership further moderates this relationship, amplifying the positive impact of employee engagement on OCB. These results highlight the importance of fair treatment and supportive work environments in fostering OCB, particularly when guided by transformational leadership. This study provides practical implications for public sector management to pay more attention to justice and support aspects as strategic efforts to improve employees' extra-role performance through OCB.

**Keywords:** *Distributive justice, procedural justice, perceived organizational support, employee engagement, transformational leadership, OCB.*

### INTRODUCTION

Organizational citizenship behavior or *Organizational Citizenship Behavior* (OCB) is a form of voluntary work behavior outside of the main task that makes a positive contribution to the effectiveness and efficiency of the organization. In the context of government agencies, such as the Banjarmasin City Government Secretariat, the implementation of OCB is becoming increasingly important in line with demands for excellent and accountable public services. Increasing OCB can support overall organizational performance, especially in facing complex challenges in the public sector.

Various factors have been identified as determining the emergence of OCB, including distributive justice, procedural justice, and perceptions of organizational support. Distributive justice relates to employees' perceptions of the fairness of

the work results they receive, while procedural justice concerns perceptions of the fairness of the decision-making process in the organization. Besides that, the perception of organizational support symbolizes the extent to which individuals feel that the organization appreciates their contribution and cares about their comfort. Then these three factors have the opportunity to create a safe work environment for the growth and development of positive behavior, including OCB.

However, the relationship between these factors and OCB is not direct, but can be influenced by psychological variables such as *employee engagement*. Employees who feel emotionally and cognitively involved in their work tend to show a proactive attitude and take initiative outside their formal roles. Apart from that, transformational leadership is also believed to have an important role in strengthening

the relationship between engagement and OCB. This leadership style is able to inspire, motivate and encourage positive changes in employee behavior.

Although there are many studies regarding the determinants of OCB, there is still limited research that integratively tests the role of mediation *employee engagement* and moderation *transformational leadership* in the relationship between organizational justice and organizational support for OCB, especially in the local government sector. Therefore, this research aims to fill this gap by developing a research model that combines distributive justice, procedural justice, and perceived organizational support as independent variables, employee engagement as a mediator, and transformational leadership as a moderator in influencing employee OCB.

## **LIBRARY SURVEY**

### **1.1 Distributive Justice**

Distributive justice refers to how individuals perceive the fairness of the results or compensation obtained from the organization. Colquitt and his colleagues (2001) state that this fairness is achieved when employee rewards are considered commensurate with the effort, contribution, or performance provided by the employee. Several previous studies revealed that perceptions of distributive justice can increase job satisfaction and commitment to the organization, which in turn encourages the emergence of organizational behavior. *Citizenship Behavior* (OCB) (Podsakoff et al., 2000).

### **1.2 Procedural Justice**

Meanwhile, procedural justice relates to fairness in the decision-making process, including aspects of consistency, openness and employee involvement in the process. When the process is judged to be fair, this fosters a sense of respect and strengthens trust in the organization. Previous research

shows a positive relationship between procedural justice and employee engagement and OCB behavior (Colquitt et al., 2001).

### **1.3 Perception of Organizational Support**

Perceived Organizational Support (POS) is an individual's perception of the extent to which the organization cares about and values their contributions (Eisenberger et al., 1986). High POS increases employee loyalty, motivation, and desire to contribute more to the organization through extra-role behavior such as OCB.

### **1.4 Employee Engagement**

Employee engagement is a positive psychological condition characterized by enthusiasm, emotional attachment, and full concentration at work (Schaufeli et al., 2006). Engagement plays an important role as a mediating mechanism because it can bridge the influence of the work environment on positive work behavior such as OCB.

### **1.5 Transformational Leadership**

Transformational leadership inspires followers through vision, motivation, and individual attention. Bass & Avolio (1994) stated that transformational leaders can increase work morale and stimulate innovative behavior and OCB. In this context, transformational leadership functions as a moderating variable that can strengthen the influence of engagement on OCB.

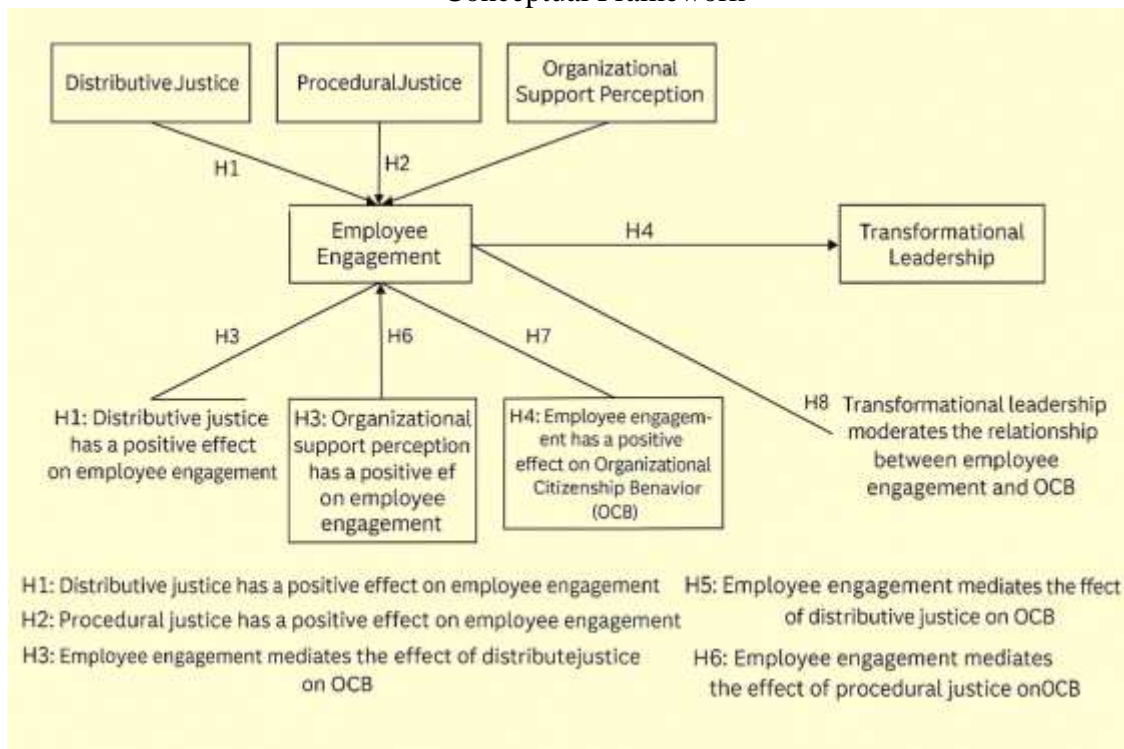
## **Thinking Framework and Hypothesis**

Based on the literature review, the following framework was developed:

- Distributive justice, procedural justice, and perceived organizational support are predicted to have a positive influence on employee engagement and OCB.
- Employee engagement acts as a mediator in the relationship between these three variables and OCB.

- Transformational leadership moderates the relationship between employee engagement and OCB.

#### Conceptual Framework



#### Research Hypothesis:

- **H1:** Distributive justice has a positive effect on *employee engagement*.
- **H2:** Procedural justice has a positive effect on *employee engagement*.
- **H3:** Perception of organizational support has a positive effect on *employee engagement*.
- **H4:** *Employee engagement* positive influence on *Organizational Citizenship Behavior (OCB)*.
- **H5:** *Employee engagement* mediates the influence of distributive justice on OCB.
- **H6:** *Employee engagement* mediates the influence of procedural justice on OCB.
- **H7:** *Employee engagement* mediates the influence of perceived organizational support on OCB.

- **H8:** Transformational leadership moderates the relationship between *employee engagement* and OCB.

#### RESEARCH METHODS

##### 4.1 Research Design

In this research design, a quantitative approach is applied with a causality design. The main aim of the research is to identify relationships between variables through data analysis techniques *Structural Equation Modeling (SEM)* based *Partial Least Squares (PLS)*. This research evaluates the direct and indirect influence of distributive justice, procedural justice, and perceptions of organizational support on organizational citizenship behavior (*Organizational Citizenship Behavior/OCB*), with employee engagement as a mediating variable and transformational leadership style as a moderating variable.

##### 4.2 Population and Sample

The population in this study were all employees at the Banjarmasin City Government Secretariat. The research sample was taken using purposive sampling, with the criteria being employees who had worked for at least 1 year and were directly involved in decision making or organizational activities. The number of samples taken was 150 respondents.

#### 4.3 Research Instruments

This research uses an instrument, namely a questionnaire consisting of five main parts, each to measure:

1. Distributive Justice (using scale from Colquitt et al., 2001)
2. Procedural Justice (using scale from Colquitt et al., 2001)
3. Perceived Organizational Support (using scale from Eisenberger et al., 1986)
4. Employee Engagement (using a scale from Schaufeli et al., 2006)
5. Organizational Citizenship Behavior (OCB) (using the scale from Podsakoff et al., 2000)
6. Transformational Leadership (using scale from Bass & Avolio, 1994)

A 5-point Likert scale was used to measure all variables in this

Criteria: loading value > 0.7 is considered valid.

Construct	Indicator	Outer Loading
Distributive Justice (KD)	KD1	0.812
	KD2	0.845
	KD3	0.779
Procedural Justice (KP)	KP1	0.801
	KP2	0.872
	KP3	0.834
Perception of Org Support. (POST)	POS1	0.893
	POS2	0.861
	POS3	0.814
Employee Engagement (EE)	EE1	0.875
	EE2	0.891
	EE3	0.869
OCB	OCB1	0.811
	OCB2	0.823
	OCB3	0.792

questionnaire, from 1 (strongly disagree) to 5 (strongly agree).

#### 4.4 Data Analysis Techniques

The data that has been collected is then analyzed using the Structural Equation Modeling (SEM) method with an approach *Partial Least Squares* (PLS). The PLS approach was chosen because it was considered effective in testing the relationship between complex latent variables and was able to accommodate data that was not normally distributed. This analysis process is carried out with the help of SmartPLS software.

#### 4.5 Validity and Reliability Test

"Validity testing is carried out using convergent and discriminant validity approaches, while reliability is tested using Cronbach's Alpha and Composite Reliability calculations to ensure the internal consistency of the research instruments used."

### RESEARCH RESULTS

#### 5.1 Measurement Model Test (Outer Model)

##### a. Outer Loading Value (indicator of the construct)

Construct	Indicator	Outer Loading
Transformational Leadership (KT)	KT1	0.874
	KT2	0.899
	KT3	0.887

#### b. Convergent Validity (AVE) and Construct Reliability

Construct	AVE	CR	Cronbach's Alpha
Distributive Justice (KD)	0.672	0.854	0.763
Procedural Justice (KP)	0.702	0.876	0.798
Perception of Org Support. (POST)	0.748	0.893	0.827
Employee Engagement (EE)	0.776	0.907	0.852
OCB	0.659	0.845	0.763
Transformational Leadership (KT)	0.793	0.913	0.861

All AVE values > 0.5 and CR > 0.7, meaning they are valid and reliable.

### 5.2 Structural Model Test (Inner Model)

#### a. Nilai R-Square (R<sup>2</sup>)

Endogenous Variables	R-Square
Employee Engagement (EE)	0.621
OCB	0.687

The R<sup>2</sup> value indicates that the model has moderate to strong predictive ability.

#### b. Path Coefficient and Significance Test (Bootstrapping)

Relationship Between Variables	Path Coefficient	t-Statistic	p-Value	Information
KD → EE	0.288	3.221	0.001	Significant
KP → YES	0.224	2.871	0.004	Significant
POS → EE	0.391	4.589	0.000	Significant
YES → OCB	0.452	5.127	0.000	Significant
EE × KT → OCB (Moderation)	0.163	2.114	0.035	Significant

#### c. Mediation Test (Indirect Effect)

Mediation Pathway	Indirect Effect	t-Statistic	p-Value	Mediation
KD → EE → OCB	0.130	2.971	0.003	Significant
KP → EE → OCB	0.101	2.487	0.013	Significant
POS → EE → OCB	0.177	3.820	0.000	Significant

### 5.3 Interpretation of Results

- Three independent variables (KD, KP, POS) have a positive and significant effect on employee engagement.
- Employee engagement has a significant effect on OCB.
- Employee engagement mediates the relationship between KD, KP, and POS on OCB.

- Transformational leadership moderates the relationship between EE and OCB, strengthening the influence of engagement on OCB behavior.

## DISCUSSION

The research results show that distributive justice, procedural justice, and perceptions of organizational support have a positive and significant influence on employee engagement. This finding is in line with organizational justice theory and findings from Colquitt et al. (2001), which states that perceptions of fair treatment from the organization can increase employees' emotional attachment and commitment to work and institutions.

Perception of organizational support is the most dominant factor in shaping employee engagement. This strengthens the study of Eisenberger et al. (1986) that when employees feel supported, they will show loyalty and high work morale.

Furthermore, employee engagement has been proven to have a positive effect on Organizational Citizenship Behavior (OCB). Employees who are emotionally and cognitively involved in their work tend to be willing to help coworkers, be proactive, and contribute more than expected. This supports the attachment theory by Schaufeli et al. (2006), who mentioned engagement as a predictor of extra-role behavior such as OCB.

The role of employee engagement as a mediator has also proven to be significant in bridging the influence of justice and organizational perceptions on OCB. This means that to increase OCB, organizations need to create a fair and supportive environment first, which then increases employee engagement.

Interestingly, transformational leadership was found to moderate the relationship between employee engagement and OCB. When leaders demonstrate transformational characteristics—such as providing inspiration, individual attention, and moral

support—then the influence of engagement on OCB becomes stronger. These findings support the Bass & Avolio (1994) model and emphasize the importance of leadership style in encouraging positive employee behavior.

## CONCLUSIONS AND IMPLICATIONS

### Conclusion

This research concluded that:

1. Distributive justice, procedural justice, and perceptions of organizational support have a positive and significant influence on employee engagement.
2. *Employee engagement has a significant effect on Organizational Citizenship Behavior (OCB).*
3. *Employee engagement* mediating the influence of distributive justice, procedural justice, and perceived organizational support on OCB.
4. Transformational leadership moderates the relationship between *employee engagement* and OCB positively.

### Managerial Implications

- Public organizations, especially the Banjarmasin City Government, need to build systems that guarantee fairness in distribution and work procedures, as well as strengthening perceptions of support for employees.
- Training and development of a transformational leadership style must be part of the HR development strategy.
- Increasing employee engagement is the key to encouraging productive volunteer work behavior.

### Limitations and Suggestions for Further Research

- This research is limited to local government agencies, so generalizations to other sectors need to be done with caution.
- Future research is recommended to develop the role of other factors such as organizational climate, personal values, or work culture as additional contextual variables.

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