

Significant and substantial opportunities to improve distributive justice and perceived organizational support



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ARTICLE INFO

Article history:

Received 20 December 2023

Received in revised form

1 May 2024

Accepted 4 June 2024

Keywords:

Distributive justice

Perceived organizational support

Organizational citizenship behavior

Organizational learning

Digital printing industry

ABSTRACT

The effectiveness of a company in achieving its objectives relies not only on technology, financial resources, and infrastructure but also on its human resources. This requires companies to operate in a more efficient, effective, and productive manner. In highly competitive environments, companies can ensure their survival by focusing on human resources management. This study aims to examine the impact of Distributive Justice (DJ) and Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB), both directly and indirectly through Organizational Learning (OL), within digital printing supplier companies. A total of 117 employees participated in this study, which employed a quantitative approach using questionnaires. The Structural Equation Model (SEM) and Smart-PLS were used for data analysis. The findings indicate that DJ and POS both positively influence OCB and OL. However, OL does not mediate the relationship between DJ or POS and OCB. A notable observation is that OL has not yet become essential for employees to enhance organizational performance or play a significant role in creating opportunities and adapting to the business environment.

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1. Introduction

A major digital printing supply company serves customers from Sumatra to Papua, offering products such as outdoor and indoor materials, ink, and machines (Zellars et al., 2002). The company's vision is to become the leading digital printing provider in Indonesia, catering to all needs within the sector. It is rapidly expanding and aims to consistently produce high-quality products and meet customer demands through effective marketing strategies. The company focuses on developing skilled employees by fostering a positive work environment to ensure customer satisfaction. Additionally, it seeks to strengthen relationships with customers through effective cooperation and communication (Mathis and Jackson, 2011; Newstorm, 2011). A good management control system can be assessed by the quality of human resources within the company.

Human resources are a crucial factor and determinant for achieving company goals (Zellars et al., 2002; Soelton et al., 2020; Soelton and Nugrahati, 2018). They are essential in influencing and realizing the company's vision, mission, and objectives. According to Mathis and Jackson (2011), Newstorm (2011), Robbins and Judge (2013), Spector and Fox (2002), and Soelton and Nugrahati (2018), poor human resource management leads to employee discomfort and reduces the perceived value of their work to the company. Therefore, effective human resource management is necessary to create a conducive work environment, enhance employee productivity, and advance the company (Mathis and Jackson, 2011; Robbins and Judge, 2013; Eisenberger et al., 2002). Organizational citizenship behavior (OCB) can also be predicted through irrational underlying activity patterns. OCB is employee behavior that is not formally mandated or required by a corporate organization but is essential for the effective functioning of the organization (Organ et al., 2006; Rohman et al., 2023). A very central role is the existence of a relationship between subordinates and their immediate supervisor, creating a relationship where many organizational activities arise (Colquitt, 2001; Colquitt et al., 2001; Soelton, 2023; Henderson et al., 2009; Soelton and Nugrahati,

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<https://doi.org/10.21833/ijaas.2024.06.016>

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2018). It is interesting to conduct research that investigates these relationships at work with a view to understanding and enhancing them (Eisenberger et al., 2002). Much of the consideration that decision-makers have given the treatment of subordinates when shapes the relationships among them and impacts various job-related outcomes, for example, commitment, task performance, and civic behavior (Mengue, 2000; Newstorm, 2011; Ng et al., 2006). Research on organizational behavior has paid great attention to OCB and its various factors (Jiang et al., 2012; Luthans, 2011). OCB can take different forms, which are recognized after considerable expansion within its theory (LePine et al., 2002; McShane and Glinow, 2015). These forms can be directed at various targets such as jobs, top management, supervisors, teams, and coworkers (Jiang et al., 2012; Nuzula and Nurmaya, 2020; Steiger, 2007).

Research on OCB antecedents to employees is currently growing for advancement and theory development (Podsakoff et al., 2000; Patterson et al., 2005; Tepper et al., 2004; Soelton and Nugrahati, 2018). OCB is defined as employees' psychological attachment to their superiors and is directly related to employee values (Podsakoff et al., 2000; Organ et al., 2006; Robbins and Judge, 2013; Van Dyne et al., 2000; Zellars et al., 2002). On the other hand, supervisor support is not only a reason to enter into exchanging relationships with supervisors (Blau, 2017; Wong et al., 2006) but also important in building relationships, especially in the early stages of forming these relationships (Yang et al., 2009). Given the OCB theory, if a trustee does not regard the trustee as a trustworthy person, the trustee will not take part in the exchange practice community (Soelton et al., 2023).

Following the statement of OCB is the readiness of employees to take a role (position) that exceeds their main role in a company, so it is better known as extra-role behavior (Soelton, 2023; Soelton et al., 2023; Henderson et al., 2009). This extra role behavior is also called OCB (Soelton, 2023). work behavior that exceeds certain overall performance standards. Extra roles have an important meaning for companies because they refer to the behavior of employees associated with different companies and different colleagues. In addition, the behavioral quality of top employees affects the overall performance and effectiveness of the company overall performance, (Zellars et al., 2002; Van Dyne et al., 2000; Tepper et al., 2004).

The problem that occurs in this company is the lack of discipline, which can be seen from the number of employees who are late for dates and even permits every month, as well as some employees who do not carry out their duties and obligations to the fullest, resulting in a decrease in company income. Some employees do not want to help colleagues who have a lot of work, and there is no initiative to replace the work of colleagues who are absent for reasons other than the job description (Blakely et al., 2005). Numerous studies have explored the relationship between Distributive

Justice (DJ), Perceived Organizational Support (POS), and OCB. Researchers such as Byrne and Hochwarter (2008), Kurtessis et al. (2015), Linda et al. (2019), and Lestari and Ghaby (2018) found a strong connection between trust in supervisors and OCB. Similarly, studies by Nuzula and Nurmaya (2020), Rhoades and Eisenberger (2002), Rupp and Cropanzano (2002), Rifai (2005), and Chen et al. (2002) identified a positive relationship between DJ, POS, and OCB. However, there is limited empirical evidence on the mediating role of supervisory justice beliefs and supervisory support on OCB.

This study references prior research that yielded mixed results. For instance, Hatfield et al. (2013) found that management styles significantly influence organizational member behavior. Conversely, studies by Skarlicki et al. (2016), Nuzula and Nurmaya (2020), Robbins and Judge (2013), and Wong et al. (2006) indicated that organizational justice has a positive but insignificant effect on member behavior. Research by Byrne and Hochwarter (2008), Cropanzano et al. (2001), Cohen-Charash and Spector (2001), and LePine et al. (2002) showed that perceptions of organizational support positively and significantly impact OCB. In contrast, Hong and Kim (2002) reported a negative and insignificant effect of POS on member behavior. Additionally, Samuel et al. (2002) found that Organizational Learning (OL) positively and significantly affects organizational member behavior.

2. Literature review

2.1. OCB

In the opinion of Rohman et al. (2023), OCB is defined as the willingness of employees to take on responsibilities or roles that go beyond their primary job duties within a company, often referred to as extra-role behavior. This extra role behavior, also known as OCB (Hatfield et al., 2013), refers to work behavior that exceeds specific overall performance standards. Companies with superior personalities, as indicated by Robbins and Judge (2013), can exhibit higher work performance (Arief et al., 2023). Extra-role behavior holds significance for companies as it pertains to the work behavior of personnel toward the company and their colleagues (Blakely et al., 2005). Moreover, the effective mindset regarding extra-role behavior among employees can significantly impact the company's performance and effectiveness in meeting standards. The author emphasizes the need for further research, highlighting differences between past studies and ongoing research that focuses on respondents at the implementation level in the developing production services sector in Indonesia.

2.2. DJ

According to Colquitt et al. (2015), DJ pertains to the fair distribution of organizational outcomes such

as salaries, benefits, and bonuses. When individuals perceive a balance between their input and the outcomes they receive, they experience organizational justice, which encompasses DJ. [Neves and Caetano \(2006\)](#) identified dimensions and indicators of DJ, including Work Schedule, Salary Level, Workload, Rewards Received, and Job Responsibilities ([Blau, 2017](#); [DeConink, 2010](#)).

2.3. POS

POS refers to the degree to which employees believe that the organization appreciates their contributions and prioritizes employee well-being ([Robbins and Judge, 2013](#)). According to [Robbins and Judge \(2013\)](#), perceptions of organizational support represent employees' views on the level of support provided by the organization and its willingness to assist employees ([Spector and Fox, 2002](#)).

2.4. OL

[Senge \(2010\)](#) posited that OL involves "identifying and rectifying errors." The concept of learning evolves from individual to OL as organizations must adapt to dynamic environments ([Spector and Fox, 2002](#)). [Marsick and Watkins \(2003\)](#) described OL as a culture that recognizes the significance of learning in the success of a business or enterprise ([Yang et al., 2009](#)).

3. Research hypothesis and realization

3.1. The effect of DJ on OCB

According to [Hatfield et al. \(2013\)](#), [Ladebo \(2008\)](#), and [Nuzula and Nurmaya \(2020\)](#), DJ had a positive and significant impact on OCB.

H1: DJ affects OCB.

3.2. The effect of POS on OCB

[Linda et al. \(2019\)](#), [Wong et al. \(2006\)](#), [Chen et al. \(2002\)](#), and [Yilmaz \(2020\)](#) discovered that POS has a positive and significant impact on the behavior of organizational members. Additionally, it is found that perceptions of organizational support have a positive and significant influence on the behavior of organizational members.

H2: Perceptions of organizational support influence OCB ([Linda et al., 2019](#)).

3.3. The effect of DJ on OL

Early retirement can create a perception of unfairness among employees who have worked longer in lower positions with lower salaries compared to those who have worked for a shorter time in higher positions with higher wages. In such

situations, it is important for companies to consider the perception of justice felt by each employee ([Cohen-Charash and Spector, 2001](#); [Blakely et al., 2005](#); [Claudia, 2018](#); [Dekoulou and Trivellas, 2014](#)).

H3: DJ affects OL.

3.4. The effect of POS on OL

When employees feel support from the organization, they will be more willing to share their knowledge with others, which in turn will create a learning environment and learning organization. From this perspective, organizational support is essential for all organizations. POS is an important element for all employees and organizational sustainability ([Linda et al., 2019](#); [Wong et al., 2006](#); [Chen et al., 2002](#); [Yilmaz, 2020](#); [Rhoades and Eisenberger, 2002](#)).

H4: Perceptions of organizational support influence OL

3.5. The effect of OL on OCB

OL involves offering learning opportunities to employees and gathering and analyzing information to enhance employee performance. Research by [McShane and Glinow \(2015\)](#), [Podsakoff et al. \(2000\)](#), [Patterson et al. \(2005\)](#), and [Mengue \(2000\)](#) indicated that OL positively and significantly impacts the behavior of organizational members ([McShane and Glinow, 2015](#)).

H5: OL influences OCB.

3.6. The distributive effect of justice on OCB mediated by learning organization

Early retirement raises the possibility of a perception of injustice that will be felt by employees who have worked for a longer period in a low position and have a lower salary compared to employees who have worked for a shorter period in a high position and have a higher salary. Companies must pay attention to the perception of justice felt by each employee because this will continue to trigger and motivate employee OCB toward the company ([Hatfield et al., 2013](#); [Ladebo, 2008](#); [Nuzula and Nurmaya, 2020](#); [Samuel et al., 2002](#)).

H6: DJ affects OCB through OL.

3.7. The effect of DJ on OCB mediated by learning organizations

One of the factors influencing OCB is organizational support, which refers to employees' perception of how much the organization values their contributions and cares about their well-being ([Hatfield et al., 2013](#); [Ladebo, 2008](#); [Nuzula and Nurmaya, 2020](#)). Employees who perceive high

levels of organizational support are more likely to identify themselves as integral members of the organization, leading to the development of positive relationships and perceptions of the organization (Kurtessis et al., 2015).

H7: Perceptions of organizational support influence OCB through OL.

4. Method research

The design of this research begins with identifying problems in research locations, formulating problems, and developing basic theories to strengthen the foundation of each variable. So, the sampling technique in this study is a saturated sample, namely a sample treatment where all members of the population are used as samples. This study used a quantitative approach where the survey was conducted using a questionnaire method with the Partial Least Square (PLS) methodology. The

population in this study was 117 employees of a digital printing supplier company. Finally, Fig. 1 is presented to better understand the model used in this research, as well as to understand the process of identifying the influence between variables.

5. Results and discussion

5.1. Results

Based on the data in Table 1, out of 117 respondents, there were 38 males and 29 females. The largest group of respondents was aged 26-40 years, with 27 people, while the smallest group was those over 40 years old, with 15 people. For education levels, 30 respondents had a bachelor's degree (S1), while the smallest group, with 17 respondents, had a high school or vocational school education.

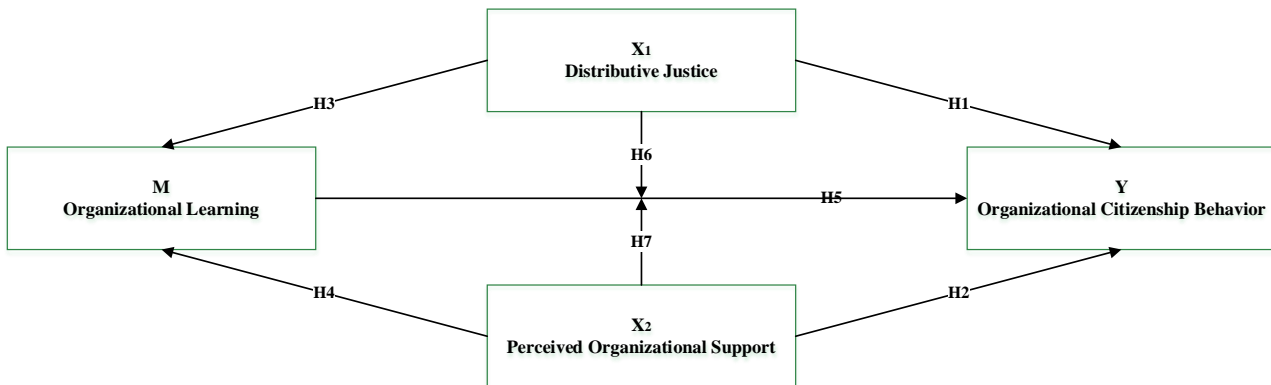


Fig. 1: Conceptual framework

Table 1: Characteristics of respondents

Gender	Age	Education level	Work period
Male (78)	18 - 25 (45)	Senior high school (34)	<1 (4)
Female (39)	26 - 40 (51)	Diploma (40)	2 - 5 (24)
	>40 (21)	S1 (43)	6 - 9 (43)
			10 - 13 (25)
			>14 (21)

In the discussion below, we test the R-squared value (Goodness of Fit/GoF). To evaluate this model using PLS, we start by observing the R2 for each latent variable. According to Steiger (2007), an R2 value of 0.75 is considered strong, 0.50 is moderate, and 0.25 is weak. The relevance of the predicted value (Q-squared) is measured as 0.02 for small, 0.35

for medium and 0.35 for large. We test the GOF/Goodness of Fit model using Predictive Relevance (Q2) on the inner model. The Q2 value must be greater than zero to indicate that the model has predictive relevance. For more details, Table 2 provides an explanation of the empirical assessment results in this research.

Table 2: The goodness of fit model

Variable	AVE	Composite reliability	Cronbach's alpha	R-squared
DJ	0.612	0.884	0.834	-
POS	0.689	0.897	0.849	-
OCB	0.511	0.919	0.903	0.723
OL	0.506	0.923	0.911	0.506

The structural model indicates that the variable for OCB is strong, with a value above 0.67, while the OL variable is moderate, with a value above 0.33. The model examining the influence of the independent latent variables (DJ, POS, and OL) on

OCB gives an R-squared value of 0.723. This means that 72.3% of the variability in OCB can be explained by these three constructs, while the remaining 27.7% is explained by other variables not studied. OL has an R-squared value of 0.506, indicating that

50.6% of its variability can be explained by DJ and POS, with the remaining 49.4% explained by other variables not studied. Table 3 and Fig. 2 provide further details on the significance of these empirical assessment results. The measurement model analysis tests the reliability and validity of each dimension and the indicators used to measure each variable previously established. This analysis involves evaluating the discriminant validity by checking that the square root of the Average Variance Extracted (AVE) is greater than 0.5 and that the loading factors are above 0.5. It also includes assessing construct validity and Cronbach's Alpha, ensuring composite reliability is more than 0.70. The R2 (R-squared) value indicates a strong model. Thus, the proposed model is supported by empirical research and identified as accurate. An AVE value greater than 0.5 confirms that each variable in the model meets the discriminant validity standard. Composite reliability and Cronbach's Alpha values above 0.7 indicate that each variable is reliable. The measurement results from the dimensional model-based indicators show that each indicator in Table 2 is valid, with most loading values above 0.50.

5.2. Discussion

5.2.1. The effect of DJ on OCB

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 2.544, an original sample value of 0.364, and a P value of 0.011. The T-statistic value is greater than the T-table value of 1.96, the original sample value indicates a positive value, and the P value indicates less than 0.05.

These results indicate that DJ has a positive and significant effect on OCB. Employees prefer to work in a fair environment. When an employee feels treated fairly by the company, of course, the employee tends to work well, perhaps even beyond the work for which he is responsible. The justice felt by employees increases OCB. The findings of this study align with previous research by Hatfield et al. (2013), Ladebo (2008), and Nuzula and Nurmaya (2020), which suggest that DJ has a positive and significant impact on the behavior of social organizations (Hatfield et al., 2013).

Table 3: Testing the direct effect and mediating test

	Original sample	Standard deviation	T-statistics	P values	Remarks
KD -> OCB	0.364	0.143	2.544	0.011	Positive- significant
KD -> OL	0.384	0.132	2.899	0.004	Positive- significant
OL -> OCB	0.263	0.133	1.973	0.020	Positive- significant
PDO -> OCB	0.402	0.109	3.683	0.000	Positive- significant
PDO -> OL	0.386	0.125	3.092	0.002	Positive- significant
KD ->OL -> OCB	0.078	0.057	1.366	0.173	Not mediated
PDO ->OL-> OCB	0.063	0.049	1.278	0.202	Not mediated

KD: Knowledge dissemination; PDO: Perceived development opportunities

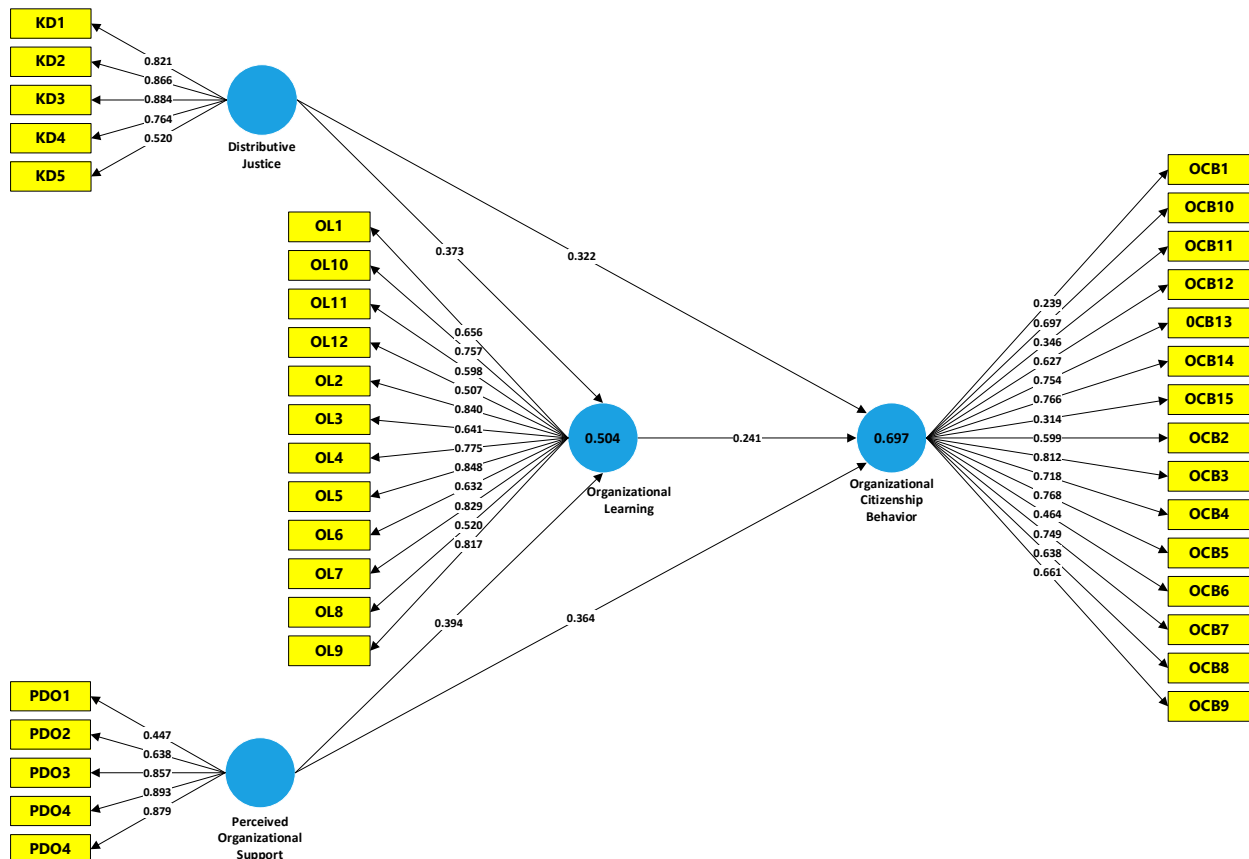


Fig. 2: Bootstrapping test results

5.2.2. The effect of POS on OCB

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3.683, an original sample value of 0.402, and a P value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value indicates a positive value, and the P value indicates less than 0.05. These results indicate that perceptions of organizational influence have a positive and significant effect on OCB.

The high perception of organizational support among workers leads them to believe that the organization values their contributions and prioritizes employee welfare. Studies by [Linda et al. \(2019\)](#), [Wong et al. \(2006\)](#), [Chen et al. \(2002\)](#), and [Rhoades and Eisenberger \(2002\)](#) demonstrated that perceptions of organizational support positively and significantly impact the behavior of organizational members ([Linda et al., 2019](#)). Additionally, it is also found that perceptions of organizational support have a positive and significant effect on the behavior of organizational members.

5.2.3. The effect of DJ on OL

Based on the hypothesis testing in this study, the results showed a T-statistic value of 2.899, an original sample value of 0.384, and a P value of 0.004. Since the T-statistic value is greater than the T-table value of 1.96, the original sample value is positive, and the P value is less than 0.05, these results indicate that DJ has a positive and significant effect on the learning organization. The research also highlights that early retirement may create a perception of unfairness among employees who have worked longer in lower positions with lower salaries compared to those with shorter tenure in higher positions with higher salaries. In this situation, it is crucial for the company to address the fairness perceptions of all employees.

This study aligns with previous research by [Cohen-Charash and Spector \(2001\)](#), [Blakely et al. \(2005\)](#), [Claudia \(2018\)](#), and [Dekoulou and Trivellas \(2014\)](#), indicating that DJ has a significant positive impact on OL. OL involves providing learning opportunities to employees and analyzing information to enhance employee performance. Another crucial aspect of learning organizations is the culture and practices that promote learning, which manifests as behavioral structures.

5.2.4. The effect of POS on OL

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 3.092, an original sample value of 0.386, and a P value of 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value indicates a positive value, and the P value indicates less than 0.05. These results indicate that perceived organizational influence has a positive and

significant effect on OL. Companies need to support the implementation of learning organization and knowledge management. When employees feel support from the organization, they will be more willing to share their knowledge with others, which in turn will create a learning environment and learning organization. From this viewpoint, organizational support is crucial for all organizations. POS plays a vital role in continuously empowering both employees and the organization. Studies by [Linda et al. \(2019\)](#), [Wong et al. \(2006\)](#), [Chen et al. \(2002\)](#), and [Rhoades and Eisenberger \(2002\)](#) demonstrated that perceptions of organizational support have a positive and significant impact on OL ([Rhoades and Eisenberger, 2002](#)).

5.2.5. The influence of OL on OCB

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 1.973, an original sample value of 0.263, and a P value of 0.020. The T-statistic value is greater than the T-table value of 1.96, the original sample value indicates a positive value, and the P value indicates less than 0.05. These results indicate that OL has a positive and significant effect on OCB. This research shows that OL can foster OCB because it encourages strategic thinking, which allows employees to broaden their perspectives and achieve more than just individual roles. The findings of this study are consistent with previous research by [McShane and Glinow \(2015\)](#), [Podsakoff et al. \(2000\)](#), [Patterson et al. \(2005\)](#), and [Mengue \(2000\)](#) indicating that OL has a positive and significant impact on behavior of organizational members ([Matin et al., 2010](#)).

5.2.6. The effect of DJ on OCB through OL

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 1.366, an original sample value of 0.078, and a P value of 0.173. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P value shows more than 0.05. These results indicate that OL is not able to mediate DJ to the behavior of organizational citizens. In other words, DJ's efforts to foster OCB are not affected by the leadership's efforts to help all members of the organization discover novel approaches to enhance organizational effectiveness. This includes indicators such as acquiring new knowledge, facilitating learning processes, and utilizing knowledge. This concept is supported by research conducted by [Hatfield et al. \(2013\)](#), [Ladebo \(2008\)](#), [Nuzula and Nurmaya \(2020\)](#), and [Samuel et al. \(2002\)](#).

5.2.7. The effect of POS on OCB through OL

Based on the hypothesis testing in this study, the results obtained were a T-statistic value of 1.278, an

original sample value of 0.063, and a P value of 0.202. The T-statistic value is smaller than the T-table value of 1.96, the original sample value indicates a positive value, and the P value indicates more than 0.05. These results indicate that OL is not able to mediate perceptions of organizational support for OCB. POS is the extent to which workers believe that the organization values their contributions and cares about the welfare of their employees. The presence of an organization can enhance the social behavior of each employee. Nonetheless, this is not impacted by the presence of a dynamic concept that evolves from individual learning to OL, driven by the necessity for organizations to adjust to changing environments. This notion is supported by studies by Hatfield et al. (2013), Ladebo (2008), and Nuzula and Nurmaya (2020).

6. Conclusion

This study highlights the critical role of OCB in organizations, especially in the industrial distribution sector and large-scale offices and industries globally. The findings suggest that better DJ in companies leads to better OCB among employees and improves OL.

For digital print suppliers, a higher perception of organizational support in the workplace correlates with higher levels of positive OCB and better OL. Improved OL within a company enhances the OCB of employees. However, OL does not mediate the effect of DJ or POS on OCB among employees of digital printing supply companies.

An interesting finding is that OL has not yet become essential for employees in improving organizational performance or creating opportunities to adapt to the business environment. Organizations need to seek alternative solutions for continuous development because a consistently positive mindset toward the company is not always effective. Company managers should pursue developments that achieve organizational goals with diverse performance from all types of employees.

Future research by the author suggests that if companies implement DJ and POS and continuously improve all aspects with constant supervision, it will lead to enhanced employee performance, teamwork, and individual improvement, ultimately boosting overall company performance.

Compliance with ethical standards

Ethical considerations

This study adhered to ethical standards as per the Helsinki Declaration. Informed consent was obtained from all participants, and their confidentiality was maintained. Ethical guidelines were followed according to the policies of Universitas Mercu Buana.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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