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2023
2022
2021
2020
> Volume 3 Issue 4
> Volume 3 Issue 3
> Volume 3 Issue 2
> Volume 3 Issue 1
2019
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1. PLS-SEM to Predict the Relationship between Procedural Justice, Organizational Commitment, OCB, and Job Satisfaction MARIA, Siti; DARMA, Dio; SETYAWAN, Hery 1	https://doi.org/10.13106/jwmap.2020.Vol3.no3.1 PDF KSCI
2. Effects of Aesthetic Brands on the Brand Experience and Consumer Evaluation LEE, Jaemin 15	https://doi.org/10.13106/jwmap.2020.Vol3.no3.15 PDF KSCI
3. The Effect of Discount and Promotion towards Customer Purchase Intention in Online Shop HONGDIYANTO, Charly; HARTONO, Wendra; ONGKOWIJOYO, Gracia; SAPUTRA, Vio 21	https://doi.org/10.13106/jwmap.2020.Vol3.no3.21 PDF KSCI

4 Siti MARIA ¹, Hery SETYAWAN ², Dio Caisar DARMA ³ / *Journal of Wellbeing Management and Applied Psychology*, pp.x-x
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PLS-SEM to Predict the Relationship between Procedural Justice, Organizational Commitment, OCB, and Job Satisfaction



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Abstract

Human resource management has always been the most important part of any organization (corporate and government-owned). Until whenever improvement in human resource management is always the background of every problem that occurs in the organization. This study aims to examine the relationship of procedural justice and organizational commitment to OCB satisfaction and job satisfaction in the Public Works Office of Kutai Kartanegara Regency. Sampling involved the entire population, i.e. 109 informants. They are employees who have goods and services certificates. Hypothesis test carried out with the SEM-PLS model in two stages (outer model and inner model). After that, the survey data was used SMART PLS 3.0. Based on empirical findings, we find that procedural

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PLS-SEM to Predict the Relationship between Procedural Justice, Organizational Commitment, OCB, and Job Satisfaction1

Siti MARIA, Dio DARMA, Hery SETYAWAN

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초록

Human resource management has always been the most important part of any organization (corporate and government-owne

PLS-SEM to Predict the Relationship between Procedural Justice, Organizational Commitment, OCB, and Job Satisfaction

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Siti MARIA¹, Hery SETYAWAN², Dio Caisar DARMA³ [← Times New Roman, 11pt]

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Abstract [Times New Roman, Bold, 12pt]

Human resource management has always been the most important part of any organization (corporate and government-owned). Until whenever improvement in human resource management is always the background of every problem that occurs in the organization. This study aims to examine the relationship of procedural justice and organizational commitment to OCB satisfaction and job satisfaction in the Public Works Office of Kutai Kartanegara Regency. Sampling involved the entire population, i.e 109 informants. They are employees who have goods and services certificates. Hypothesis testing is carried out with the SEM-PLS model in two stages (outer model and inner model). After that, the survey data were processed using SMART PLS 3.0. Based on empirical findings, we find that procedural justice has a positive and significant effect on OCB, while organizational commitment does not. Procedural justice, organizational commitment, and OCB have had a positive and significant effect on job satisfaction. The novelty of the study lies in the originality value which describes the conditions in a government agency with different benchmarks (variables and indicators) from previous studies, so it is very interesting and varied. [← Times New Roman, 10pt], [Please provide abstract to reach about 200 words in total]

Keywords: Procedural justice, Organizational commitment, OCB, Job satisfaction, SEM-PLS [← Times New Roman, 10pt], [e.g. Financial Economics, Emerging Markets]

Major classifications: D63, L2, M14, J28

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1. Introduction

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Human resource management as an important instrument for organizational goals. Especially in the public sector, the big responsibility of the bureaucracy in providing services to the community should be supported by professional and competent apparatus in their fields (González & Tacorante, 2004; Boyne & Gould-Williams, 2003; Zainurossalamia et al., 2020).

Public Works Office of Kutai Kartanegara Regency in realizing its vision and mission, must be in line with a work program that is measurable, efficient, and has accountability as a form of accountability for the budget used. Apart from a good work program, human resource support is absolutely necessary for realizing any work program that has been planned.

The Public Works Office of the Kutai Kartanegara Regency has a relatively good source of human resources. It is said like that, seen from the aspect of education, suitability with needs, and a description of the work in the department because it is the capital to carry out the responsibilities given. The spearhead in an organization is human resources who are able to

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achieve success with various uniqueness and basic handling. However, some deficiencies will have an impact on optimizing the achievement of agency goals based on initial planning (Purwadi et al., 2020; Darma et al., 2020).

For the Public Works Office of Kutai Kartanegara Regency, employees are a very valuable agency asset and must be managed properly, in order to make an optimal contribution. Several things that must be the main concern of agencies are organizational citizenship behavior (OCB) and employee job satisfaction. This needs to be done because they often feel uncomfortable, underappreciated, the development of all their potential has not been fully channeled, so employees automatically do not focus and fully concentrate on their responsibilities (Maria et al., 2020).

The organization's view of procedural justice is no longer seen as a closed system but has shifted to an open system that must be able to respond and accommodate various changes in order to achieve procedural justice. Procedural justice is related to the perception of fairness through procedures used as a process to reach a decision (Wijayanti et al., 2020; Olsen & Johnson, 2003; Faradila et al., 2020).

Based on preliminary observations made, it is known that the intensity of procedural justice at the Public Works Office of Kutai Kartanegara Regency is also called the fair process effect because perceptions of the fairness of the process have an impact on increasing acceptance of the outcome (even when the outcome has undesirable implications). What happened at the Public Works Office of the Kutai Kartanegara Regency was the result of not having proceeded with procedural justice as it should have been. Various constraints that are taken into consideration in evaluating employees regarding the fairness or failure of certain procedures are more likely to be grouped into two factors (social and structural). It can be seen that procedural fairness and organizational commitment are antecedents that have an influence on OCB and employee job satisfaction. This indicates that if procedural justice and organizational commitment have increased, it will have an impact on changes in OCB and employee job satisfaction. For that, we need to discuss the extent of the influence of procedural justice and organizational commitment on OCB and job satisfaction of employees at the Public Works Office of Kutai Kartanegara Regency.

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2. Background of literature

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2.1. Organizational behavior and human resource management

The organization is an individual environment with various scopes (regularity manifested in a hierarchical arrangement, work, duties, authority and responsibility, reward system, and control. The interaction of individuals with an organization results in individual behavior within the organization (Bodle & Nadler, 2013).

The formation of organizational behavior is like the order of behavior of each individual in it. Individual behavior has a contribution such as effort, skills, abilities, time, and loyalty. In addition, the organization is also an individual stimulant, because there are tangible forms of reward and things that cannot be touched (Moorhead & Griffin, 2013).

The human resource management process can be influenced by the external environment. Human resource management planning is a process carried out by managers with the assurance that they have the right people and time to complete a number of task loads effectively and efficiently (Robbins & Coulter, 2009).

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2.2. Procedural justice

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Procedural justice reflects a perceived similarity in decision making. Procedural justice is fostered when the authorities adhere to the rules of a fair process. Either rule by voting or giving employees change through the expression of their opinions and views during the process. Procedural justice is the perception of the participation process to achieve a result by focusing on several criteria to meet the criteria including consistency, accuracy, procedure, and freedom (Colquitt et al., 2013; Tabassum et al., 2013).

Procedural justice is defined as the perceived fairness of the processes and procedures used to allocate decisions. Procedural justice as something that is felt from the process by which organizational decisions are made. The people in it care deeply about how to make decisions fairly and are motivated so that others accept their decisions as fair. Procedural justice reflects perceptions, employees' views of the fairness of all processes, and decision procedures in an organization which include the obligation to pay rewards, evaluation, promotion, and disciplinary action (Kreitner & Kinicki, 2010; Greenberg, 2010).

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2.3. Organizational commitment

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Organizational commitment has been identified as a critical factor in employee behavior in order to be work-related so that they can understand the problem. There are three complementary factors in organizational commitment, namely a strong belief in the goals and values of the organization, a desire to spend a lot of effort, and a strong desire to maintain membership (Bakshi et al., 2009; Porter et al., 1974).

There are three separate dimensions of organizational commitment (affective commitment, ongoing commitment, and normative commitment). Affective commitment describes emotional feelings for the organization and beliefs through its values. Sustainable commitment reflects the economic value that is felt when staying in an organization, compared to leaving the organization. Meanwhile, normative commitment includes the obligation to stay in the organization for moral or ethical reasons (Meyer & Allen, 1991).

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2.4. Organizational citizenship behavior (OCB)

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Very large individual contribution to OCB exceeds the demands of the role in the organization and makes the achievement of good performance. OCB involves several behaviors such as helping others, volunteering for extra tasks, obeying applicable rules, and several procedures in the workplace. This behavior illustrates the added value of organizational subjects and is the most important part of prosocial behavior, namely positive social behavior and means helping (Aldag & Reschke, 1997).

OCB is an individual attitude or behavior that is independent, not directly or explicitly related to the reward system, and can improve the effective functioning of the organization. OCB can be found as an alternative explanation for the satisfaction hypothesis based on performance (Mehboob & Bhutto, 2012; Dyne & Soon, 1998).

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2.5. Job satisfaction

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Job satisfaction is considered a positive emotional state and is the result of evaluating one's work experience. The dimensions of job satisfaction include the job itself, salary, recognition, supervision, cooperation, and good relations with colleagues, and opportunities for growth (Mathis & Jackson, 2006).

Job satisfaction describes a pleasant condition, work experience, and a person's positive emotional feelings towards his job. Job satisfaction arises as a result of employees' perceptions about how much their job is to provide things that are considered important and interesting. If the job can provide attractively, then they will be satisfied with the job. On the other hand, they will be dissatisfied with their work (Davis, 1981; Wexley & Yukl, 2003).

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2.6. Conceptual framework and hypotheses

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The conceptual framework is an important part of this section because it includes four formal theories used from other concepts and previous empirical findings. The following is the study conceptual framework summarized in Figure 1.

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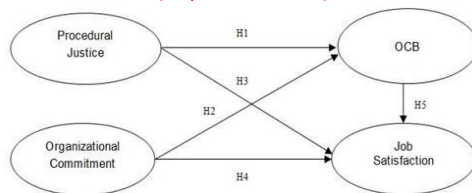


Figure 1: Variable framework

This is used in order to strengthen the relationship between these ideas in this study. A conceptual framework is needed to support qualitative research in the social and behavioral sciences (Kivunja, 2018; Philipsen, 2018; Shepherd & Suddaby, 2017).

In various scientific reasoning, hypotheses are made with assumptions that are for testing purposes. The theories used are a set of principles to explain phenomena or previous empirical findings based on data. The hypothesis is a provisional

conjecture designed by the researcher and described in reference to these considerations (Gasparyan et al., 2019). Based on the explanation of the background of the problem, the research objectives, and several supporting theories, the hypothesis to be developed is as follows:

- H1: It is suspected that procedural justice has a positive and significant effect on OCB.
- H2: It is suspected that organizational commitment has a positive and significant effect on OCB.
- H3: It is suspected that procedural justice has a positive and significant effect on job satisfaction.
- H4: It is suspected that organizational commitment has a positive and significant effect on job satisfaction.
- H5: It is suspected that OCB has a positive and significant effect on job satisfaction.

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3. Methods

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3.1. Study design

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The study is survey-based because in practice it uses primary data (obtained through informants), so they will provide verbal and written responses in response to the questions given. Sources of data were obtained from the results of collecting information that gave his perception of the basic objectives of this study.

Table 1: Dimensions for variable sizes

Types	Variables	Code	Indicators	Scale
Independent	Procedural Justice	PJ	7	1 – 7
	Organizational Commitment	OC	5	1 – 5
Dependent	Organizational Citizenship Behavior	OCB	6	1 – 7
	Job Satisfaction	JS	5	1 – 7

To interpret the concept of each variable, a variable measure is made in this study, so that the empirical indicators are clear and understandable (see Table 1).

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3.2. Population and sample

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Generally, sampling cannot be applied to spatial sampling, because the data is very dependent. Meanwhile, classical sampling requires researchers to be independent. The statistical method for sampling, in principle, is designed on a sample with a large population that is homogeneous from discrete items (Laycock & Krouse, 2016; de Gruijter & ter Braak, 1990; Allen, 2017).

The population in this study were all employees at the Public Works Office of Kutai Kartanegara Regency, consisting of 415 permanent employees and 90 honorary employees.

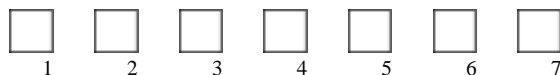
The sample is a portion of the entire individual who is the object of study. In order for the number of samples used to be representative of the population, we use samples based on certain conditions. The sample in question is the overall population, namely 109 informant units from all employees of the Public Works Office of Kutai Kartanegara Regency (East Kalimantan Province, Indonesia). They are employees who have certificates of goods and services (standard of expertise). This is also based on the minimum number of samples used as informant units, the size should not be less than 30 (Yu et al., 2020).

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3.3. Data collection

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With regard to the measurement scale in the preparation of the questionnaire, we used a Likert scale through closed questions and saw attitudes from a negative state to a positive level (Sullivan & Artino, 2013; Robinson, 2014; Joshi et al., 2015). To get data based on indicators in variables, questions on indicators with a scale of 1-7 to get data that are interval and given a score as in Figure 2.



Very Weak Very Strong

Figure 2: Likert scale interval
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3.4. Analysis model

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After the survey data were processed using questionnaire tabulations, we used the Structural Equation Modeling Partial Least Square (SEM-PLS), model. PLS is an SEM equation model which is an alternative approach that shifts from a covariance-based to a variant-based SEM approach. PLS can simultaneously analyze the constructs formed with reflective and formative indicators (Ghozali & Latan, 2012; Wijayanti & Darma, 2019). To simplify the presentation of the analysis, the SMART PLS 3.0 program was used.

The value of the model in PLS begins by looking at the R-square for each dependent latent variable. The interpretation of the R-square value consists of three parts, namely 0.67 (strong), 0.33 (moderate), and 0.19 (weak). Besides looking at the R-square value, this model is also evaluated to calculate the prediction of the relevance of the Q-square in the constructive model. This test is conducted to determine the prediction capability with a blindfolding procedure. If the values obtained are 0.02 (small), 0.15 (moderate), and 0.35 (large), it can only be done for endogenous constructs with reflective indicators (Chin, 1998). The basic equation model of the inner model is made with the following equation:

$$D = \beta_0 + \beta\eta + \Gamma\zeta + \zeta \tag{1}$$

$$D_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{jb} \zeta_b + \zeta_j \tag{2}$$

The outer model is the link between the indicator and its latent variable. This model is used to evaluate the indicator reflective model, including reliability, construct reliability, average variance extracted (AVE), and discriminant validity. The three measurements are grouped in convergent validity to measure the magnitude of the correlation between constructs and latent variables (Chin, 2010).

If the AVE root value of each construct is greater than the correlation value between constructs, then the model is said to have good discriminant validity. The measurement is used to measure the reliability of the latent variable component score and the results are more conservative than the composite reliability. It is recommended that the AVE value should be greater than 0.50 (Fornell & Larcker, 1981). The formula for calculating AVE is:

$$AVE = \frac{\sum \lambda_i^2}{\lambda_i^2 + \sum_i \text{var}(\epsilon_i)} \tag{3}$$

Where, λ_i is component loading to indicator and $\text{var}(\epsilon_i) = 1 - \lambda_i^2$

Meanwhile, composite reliability measures a construct and can be evaluated in two kinds (internal consistency and Cronbach's alpha). The equation for composite reliability is arranged as follows:

$$PC = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i^2) + (\sum_i \text{var}(\epsilon_i))} \tag{4}$$

Where, λ_i is component loading to indicator and $\text{var}(\epsilon_i) = 1 - \lambda_i^2$

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4. Results

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This section describes the results of proving the hypothesis, then continues with a discussion based on the phenomena and study problems. Based on the questionnaires distributed to 109 informants, 105 questionnaires were returned to the researcher, 3 questionnaires were filled in but not all questions were answered, and 1 questionnaire was not answered at all.

Convergent validity is fulfilled if the score obtained is that there are two different instruments measuring the same concept with a high correlation. An indicator that has convergent validity is that it has an outer loading factor above 0.70.

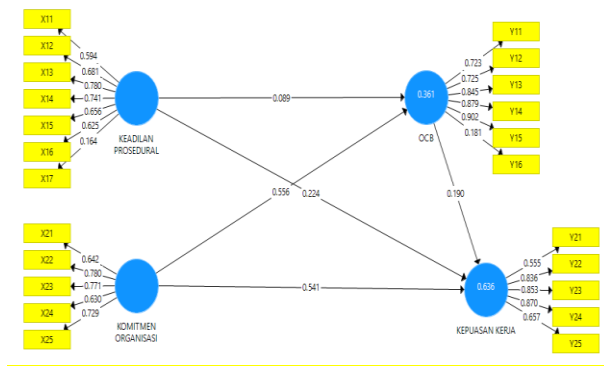


Figure 3: Convergent validity

The loading factor value of 0.50 - 0.60 can still be tolerated with a t-statistic value above 1.96 or a p-value <0.05 (Hair et al., 2011). Further test results are shown in Figure 3 and Table 2.

Table 2: Convergent validity test results

Indicators	Variables	PJ	OC	OCB	JS	Noted
PJ1	AJPJ	0.594				Valid
PJ2		0.681				Valid
PJ3		0.780				Valid
PJ4		0.741				Valid
PJ5		0.656				Valid
PJ6		0.625				Valid
PJ7		0.164				Not Valid
OC1	OC		0.642			Valid
OC2			0.780			Valid
OC3			0.771			Valid
OC4			0.630			Valid
OC5			0.729			Valid
OCB1	OCB			0.723		Valid
OCB2				0.725		Valid
OCB3				0.845		Valid
OCB4				0.879		Valid
OCB5				0.902		Valid
OCB6				0.181		Not Valid
JS1	JS				0.555	Valid
JS2					0.836	Valid
JS3					0.853	Valid
JS4					0.870	Valid
JS5					0.657	Valid

Source: Own tabulations

From these results, it can be seen that the measurement of each variable has an outer loading ranging from 0.164 to 0.902. This explains that the indicator is below the tolerance value ($n < 0.5$), so it must be removed. By doing so, it is expected that all indicators as construct measures have been proven to have convergent validity.

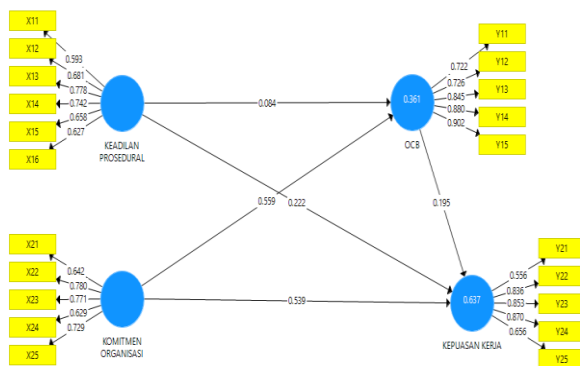


Figure 4: Convergent validity of changes

Of the 23 indicators used, as many as 2 indicators in 2 variables had convergent validity values under the provisions, so that some indicators had to be removed. Each of these indicators is X1.6 (0.164) in PJ and 1 indicator from OCB, is Y1.6 (0.181). The calculation result after the indicator with $n > 0.50$ has been deleted based on Figure 4.

Table 3: Convergent validity testing after invalid indicators were issued

Indicators	Variables	PJ	OC	OCB	JS
PJ1	PJ	0.593			
PJ2		0.681			
PJ3		0.778			
PJ4		0.742			
PJ5		0.658			
PJ6		0.627			
OC1	OC		0.642		
OC2			0.780		
OC3			0.771		
OC4			0.629		
OC5			0.729		
OCB1	OCB			0.722	
OCB2				0.726	
OCB3				0.845	
OCB4				0.880	
OCB5				0.902	
JS1	JS				0.556
JS2					0.836
JS3					0.853
JS4					0.870
JS5					0.656

Source: Own tabulations

Discriminant validity is intended to test that a construct accurately measures only the construct to be measured, not other constructs. The discriminant validity of the measurement model is assessed based on the measurement of cross-loading with the construct.

Table 4: Testing cross loadings

Indicators	PJ	OC	OCB	JS
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Indicators	PJ	OC	OCB	JS
PJ1	0.594	0.080	-0.002	0.169
PJ2	0.681	0.244	0.104	0.236
PJ3	0.780	0.458	0.356	0.468
PJ4	0.741	0.372	0.195	0.388
PJ5	0.656	0.279	0.302	0.434
PJ6	0.625	0.103	0.129	0.199
PJ7	0.164	0.067	-0.034	-0.013
OC1	0.333	0.642	0.213	0.387
OC2	0.430	0.780	0.461	0.458
OC3	0.184	0.771	0.593	0.458
OC4	0.214	0.630	0.325	0.367
OC5	0.393	0.729	0.437	0.836
OCB1	0.391	0.364	0.723	0.391
OCB2	0.415	0.462	0.725	0.506
OCB3	0.215	0.513	0.845	0.482
OCB4	0.112	0.526	0.879	0.474
OCB5	0.252	0.547	0.902	0.540
OCB6	0.130	0.094	0.181	0.022
JS1	0.473	0.394	0.407	0.555
JS2	0.393	0.729	0.437	0.836
JS3	0.402	0.581	0.470	0.853
JS4	0.466	0.657	0.580	0.870
JS5	0.270	0.446	0.312	0.657

Source: Own tabulations

Referring to Table 4, the correlation of the constructs of each latent variable on the indicator is greater than the other latent variables. Thus, it can be concluded that the model has met the discriminant validity.

The second assessment is through AVE, composite reliability (CR), and Cronbach's alpha (CA). AVE values are 0.50 and higher, indicating an adequate level of convergent validity. That is, the latent variable explains more than half of the variance of the indicator. Meanwhile, the achievement of composite reliability and Cronbach alpha is said to be good, if the value is above 0.70 (recommended). Good composite reliability and Cronbach alpha show that discriminant validity has been achieved.

Table 5: AVE and reliability

Matrix	PJ	OC	OCB	JS
CA	0.874	0.765	0.813	0.790
Rho_A	0.833	0.791	0.844	0.807
CR	0.910	0.837	0.873	0.839
AVE	0.670	0.508	0.839	0.466

Source: Own tabulations

The CR and CA output results all have values of more than 0.60 indicating that discriminant validity has been achieved, so it can be stated that all latent variables have a good level of reliability. Meanwhile, the three variables (PJ, OC, and OCB) had AVE performance above 0.50 and only JS had a score below the requirement, namely 0.466 (inadequate convergent validity).

The main evaluation criteria for the structural model in SEM-PLS are based on the R-square value (R^2) and the level and significance of the path coefficients. Since the aim of the PLS-SEM approach is oriented to explaining the variance of endogenous latent variables, the R^2 level must be high. In this study, the structural model was evaluated with respect to R^2 and Stone-Geisser's Q^2 (predictive relevance model). Q^2 is based on R^2 of all independent variables.

Table 6: Coefficient R^2

Variables	R Square	R Square Adjusted
OCB	0.361	0.347
JS	0.637	0.625

Source: Own tabulations

Structural model 1 places OCB (Y1) as the dependent variable, while procedural justice (X1) and organizational commitment (X2) are positioned as an independent. The R² value is 0.625, so it is interpreted that procedural justice and organizational commitment are able to explain the variation of OCB by 62.50%, and the remaining 37.50% is influenced by other factors outside the model.

Structural model 2 which places job satisfaction (Y2) as the dependent variable, procedural justice (X1), organizational commitment (X2), and job satisfaction (Y1) as independent variables. The results show that the R² value is 0.347 and it is explained that procedural justice, organizational commitment, and OCB explain the variations in job satisfaction reaching 34.70%. The remaining 65.30% is influenced by other factors that are not explained in the model. Thus, Q² predictive relevance for the structural model is calculated as follows:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2) \tag{5}$$

$$Q^2 = 1 - (1 - 0.347) (1 - 0.625) \tag{6}$$

$$Q^2 = 1 - (0.653) (0.375) \tag{7}$$

$$Q^2 = 0.783 \tag{8}$$

The result of the calculation shows that the predictive relevance value is 78.30%. This value is a prediction with a large category (Tenenhaus et al., 2005; Henseler, 2010). Furthermore, the structural model evaluated in this study consists of eleven path parameter coefficients that explain the relationship between the independent variables and the dependent as shown in Table 7.

Table 7: Summary of path coefficients

Relationship	Original Sample	Sample Mean	Std. Deviation	T Statistics	P Values
PJ → OCB	0.222	0.231	0.080	2.774	0.006
OC → OCB	0.084	0.088	0.105	0.803	0.422
PJ → JS	0.539	0.537	0.096	5.607	0.000
OC → JS	0.559	0.566	0.115	4.870	0.000
OCB → JS	0.195	0.195	0.087	2.230	0.026

Source: Own tabulations

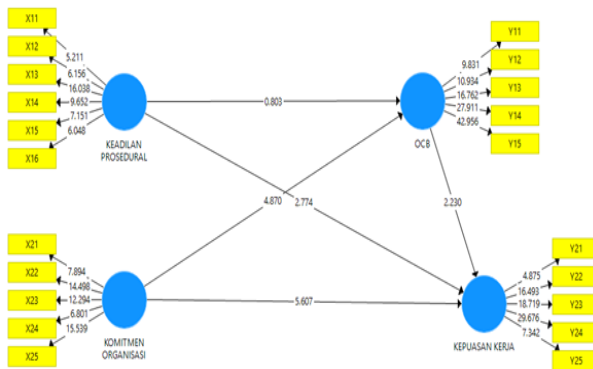


Figure 5: Model path trajectories

Table 7 represents the test path coefficient parameters, t statistic, and p-value. There are four path coefficients that have a

significant effect and only 1 with path coefficients that have no significant effect. The estimation result of the structural model with the PLS Algorithm shows the path coefficient value between the construct variables, as shown in Figure 5. The results of the structural model estimation through the PLS Algorithm estimation show the t-statistic test (>1.96) and p-value (<0.05) between the construct variables.

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5. Discussions

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Procedural justice has a positive and significant value on OCB. Empirical findings show that the relationship between the measured variable and the theoretical variable generally supports previous studies that the relationship is unidirectional (both positive and significant). As a result of the structural equation model analysis, the findings have supported the proposed hypothesis that procedural justice will have a positive and significant impact on OCB of employees in the Public Works Office of Kutai Kartanegara Regency.

Organizational commitment has a positive and insignificant value for OCB. Empirical findings indicate that the relationship between the measured variable and the theoretical variable generally supports previous studies that the relationship is unidirectional (both positive), but the effect is not insignificant. As a result of the structural equation model analysis, the findings do not support the proposed hypothesis that organizational commitment will have a positive and significant impact on employee OCB in the Public Works Office of Kutai Kartanegara Regency.

Procedural justice has a positive and significant value on job satisfaction. Empirical findings show that the relationship between the measured variable and the theoretical variable generally supports previous studies that the relationship is unidirectional (both positive and significant). As a result of the structural equation model analysis, the findings have supported the proposed hypothesis that procedural justice will have a positive and significant impact on job satisfaction of employees at the Public Works Office of Kutai Kartanegara Regency.

Organizational commitment has a positive and significant value on job satisfaction. Empirical findings show that the relationship between the measured variable and the theoretical variable generally supports previous studies that the relationship is unidirectional (both positive and significant). As a result of the structural equation model analysis, the findings have supported the proposed hypothesis that organizational commitment will have a positive and significant impact on employee job satisfaction at the Public Works Office of Kutai Kartanegara Regency.

OCB has a positive and significant value on job satisfaction. Empirical findings show that the relationship between the measured variable and the theoretical variable generally supports previous studies that the relationship is unidirectional (both positive and significant). As a result of the structural equation model analysis, the findings have supported the proposed hypothesis that OCB will have a positive and significant impact on employee job satisfaction at the Public Works Office of Kutai Kartanegara Regency.

Various studies that present the relationship between procedural justice and OCB can be confirmed that procedural justice has a positive and significant influence on OCB (Ali, 2016; Daniel, 2016; Zeinabadi & Salehi, 2011). Meanwhile, Al-Zu'bi (2010), Gillet et al. (2013), and Ismail et al. (2011) emphasize that procedural justice has a positive and significant effect on job satisfaction.

Bakan et al. (2013), Claudia (2018), and Naiemah et al. (2017) discussed the relationship between organizational commitment to OCB. The conclusion of their study reveals that organizational commitment has a positive and significant effect on OCB. The positive and significant relationship also occurs from an organizational commitment to job satisfaction has been confirmed through previous empirical findings (Sohail et al., 2014; Suma & Leshya, 2013; Čulibrk. et al., 2018; Eliyana et al., 2019; Leite et al., 2014).

The empirical gap regarding the effect of OCB on employee job satisfaction has been explained by previous studies by Lestari & Ghaby (2018), Pavalache-Ilie (2014), and Pivi & Hassan (2015). They explained that OCB had a positive and significant impact on employee job satisfaction.

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6. Conclusions and limitations

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The implementation of procedural justice has a positive and significant effect on OCB. Consistency in implementing regulations regarding job transfer has been implemented in accordance with regulations concerning the management of civil servants in Indonesia, thus having an impact on OCB. Meanwhile, organizational commitment has a positive but

insignificant effect on OCB. Lack of emotional ties and a sense of belonging among employees at the Public Works Office of Kutai Kartanegara Regency, has resulted in the minimal organizational commitment of these individuals.

Procedural justice, organizational commitment, and OCB have a positive and significant effect on job satisfaction. Employees who have a high commitment to the organization, of course, will be happy to work with colleagues in the same office. They also do not hesitate to carry out additional tasks outside of their main job.

If an organization gives and carries out the commitments that have been built, then all employees will feel satisfied, because this is in accordance with the expectations desired by them. In addition, employees at the Kutai Kartanegara Regency Office who have job satisfaction, of course, really like and handle every job opportunity they get, even though the job is not their job and responsibility.

An organization, in an effort to achieve its mission, must be able to pay attention to OCB and employee job satisfaction with consideration of their hopes and needs. If what is desired is not in accordance with reality, then there is a gap in the employee. In future studies, it is suggested to be able to expand the population, location, and object of research, so that the research results are more comprehensive and can be varied.

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