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

by Siti Maria

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

Siti MARIA [1], Dio DARMA [2], Hery SETYAWAN [3]

[1] First Author. Lecturer, Department of Management, Faculty of Economics and Business, Mulawarman University, Samarinda, 75117, Indonesia. Email: siti.maria@feb.unmul.ac.id

[2] Second Author. Researcher, Department of Management, Sekolah Tinggi Ilmu Ekonomi Samarinda, Samarinda, 75242, Indonesia. Email: diocaisar@stiesam.ac.id

[3] Corresponding Author. Master Student, Department of Management, Faculty of Economics and Business, Mulawarman University, Samarinda, 75117, Indonesia. Email: hery.bmsda.123456@gmail.com

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 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 that describes the conditions in a government agency with different benchmarks (variables and indicators) from previous studies, so it is very interesting and varied.

Keywords: Procedural justice, Organizational commitment, OCB, Job satisfaction, SEM-PLS

JEL Classifications: D63, L2, M14, J28

1. Introduction

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

Public Works Office of Kutai K3artanegara 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 necessary for realizing any work program planned.

The Public Works Office of the Kutai Kartanegara Regency has a relatively good source of human resources. It is said 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 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. It should manage 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 view of procedural justice is not regarding 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 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 the procedural justice. Various constraints that taken into consideration in evaluating employees regarding the fairness or failure of certain procedures are more likely to group into two factors (social and structural). 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.

2. Background of literature

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 resources management process can influence on 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).

2.2. Procedural Justice

Procedural justice reflects a perceived similarity in decision-making. Procedural justice fostered when the authorities adhere to the rules of a fair process. Either rules 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 can define as the perceived fairness of the processes and procedures used to allocate decisions. Procedural justice as something that felt from the process by which organizational decisions 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 that include the obligation to pay rewards, evaluation, promotion, and disciplinary action (Kreitner & Kinicki, 2010; Greenberg, 2010).

2.3. Organizational Commitment

Organizational commitment has 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 feeling for the organization and beliefs through its values. Sustainable commitment reflects the economic value that 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).

2.4. Organizational Citizenship Behavior (OCB)

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 add 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. It can improve the effective functioning of the organization. OCB can see as an alternative explanation for the satisfaction hypothesis based on performance (Mehboob & Bhutto, 2012; Dyne & Soon, 1998).

2.5. Job Satisfaction

Job satisfaction is considering 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 feeling towards his job. Job satisfaction arises as the result of employees' perceptions about how much their job is to provide things that are 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).

2.6. Conceptual Framework and Hypotheses

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.
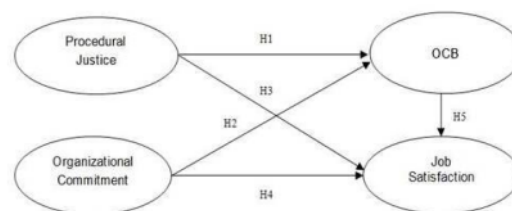

Figure 1: Variable Framework

This used strengthen the relationship between these ideas in this study. A conceptual framework needed to support qualitative research in the social and behavioral sciences (Kivunja, 2018; Philipsen, 2018; Shepherd & Suddaby, 2017).
In various scientific reasoning, hypotheses are come 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 suspected that procedural justice has a positive and significant effect on OCB.
H2: It suspected that organizational commitment has a positive and significant effect on OCB.
H3: It suspected that procedural justice has a positive and significant effect on job satisfaction.
H4: It suspected that organizational commitment has a positive and significant effect on job satisfaction.
H5: It suspected that OCB has a positive and significant effect on job satisfaction.

3. Methods

3.1. Study Design

The study is survey-based because, in fact, it uses primary data (obtained through informants), so they will provide verbal and written responses in response to the questions given. Source of data 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 – 7
Dependent	Organizational Citizenship Behavior	OCB	6	1 – 7
	Job Satisfaction	JS	5	1 – 7

To interpret the concept of each variable, variables measured, so that the empirical indicators are clear and understandable as shown in Table 1.

3.2. Population and Sample

Generally, sampling cannot apply to spatial sampling, because the data is very dependent. Meanwhile, classical sampling requires researchers to be independent. The statistical method for sampling in principle 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 based on the minimum number of samples used as informant units, the size should not be less than 30 (Yu et al., 2020).

3.3. Data Collection

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 a score as in Figure 2.

□	□	□	□	□	□	□
1	2	3	4	5	6	7

Very Weak   *Very Strong*
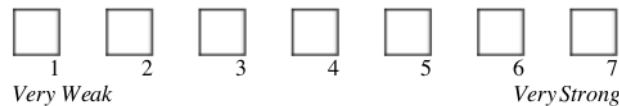
Figure 2: Likert Scale Interval

3.4. Analysis Model

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 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 adapted.

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 evaluated to calculate the prediction of the relevance of the Q-square in the constructive model. This test 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 made with the following equation:

$$\eta = \beta_0 + \beta\eta + \Gamma\xi + \zeta \qquad (1)$$

$$\eta_j = \sum_i \beta_{ji}\,\eta_i + \sum_i \gamma_{jb}\,\xi_b + \zeta_j \qquad (2)$$

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 classified 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 said to have good discriminant validity. The measurement 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:

$$AVE = \frac{\Sigma\lambda_i^2}{\lambda_i^2 + \Sigma_i \operatorname{var}(\varepsilon_i)} \qquad (3)$$

Where, λ_i is component loading to indicator and var (ε_i) = 1- λ_i^2

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

$$pc = \frac{(\Sigma\lambda_i)^2}{(\Sigma\lambda_i^2) + (\Sigma \operatorname{var}(\varepsilon_i))} \qquad (4)$$

Where, λ_i is component loading to indicator and var (ε_i) = 1- λ_i^2

4. Results

This section describes the results of proving the hypothesis, and 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 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.
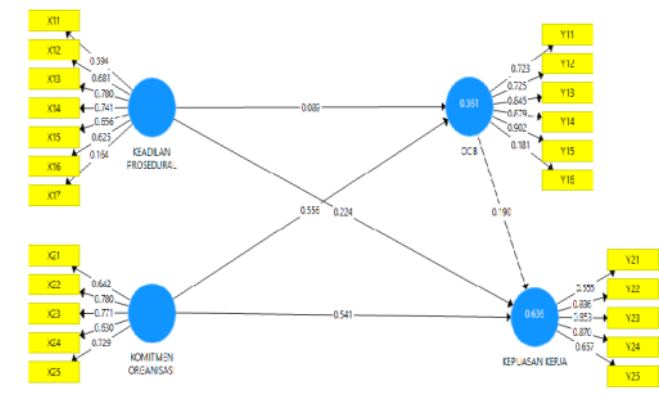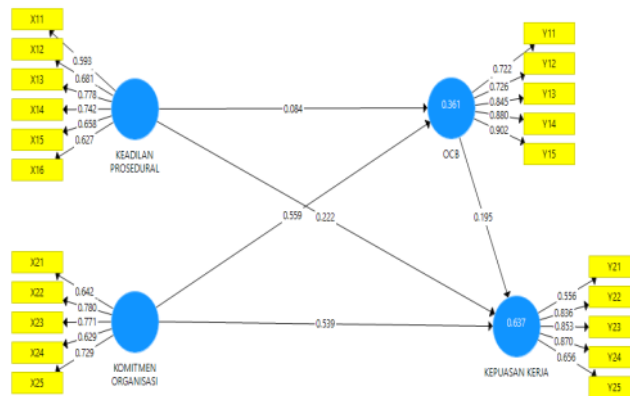
Figure 3: Convergent Validity

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 er al., 2011). Further, test results presented in Figure 3 and Table 2.

Table 2: Convergent Validity Test Results

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

Source: Own tabulations

From these results, 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 expected that all indicators as construct measures 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 deleted based on Figure 4.

Table 3: Convergent Validity Testing after Invalid Indicators Issued

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

Source: Own tabulations

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

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Table 4: Testing Cross Loadings

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	0164	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, 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 said to be good, if the value is above 0.70 (recommended). Good composite reliability and Cronbach alpha show that discriminant validity has 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 achieved, so it can state 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 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 evaluated with respect to R^2 and Stone-Geisser's Q^2 (predictive relevance model). Q^2 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) positioned as an independent. The R^2 value is 0.625, so it is interpreting that procedural justice and organizational commitment are able to explain the variation of OCB by 62.50%, and the remaining 37.50% influenced by other factors outside the model.

Structural model 2 that 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 R^2 value is 0.347 and it explained that procedural justice, organizational commitment, and OCB explain the variations in job satisfaction reaching 34.70%. The remaining 65.30% influenced by other factors not explained in the model. Thus, Q^2 predictive relevance for the structural model calculated as follows:

$$Q^2 = 1 - (1 - R^2{}_1)(1 - R^2{}_2) \qquad (5)$$
$$Q^2 = 1 - (1 - 0.347)(1 - 0.625) \qquad (6)$$
$$Q^2 = 1 - (0.347)(0.625) \qquad (7)$$
$$Q^2 = 0.783 \qquad (8)$$

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
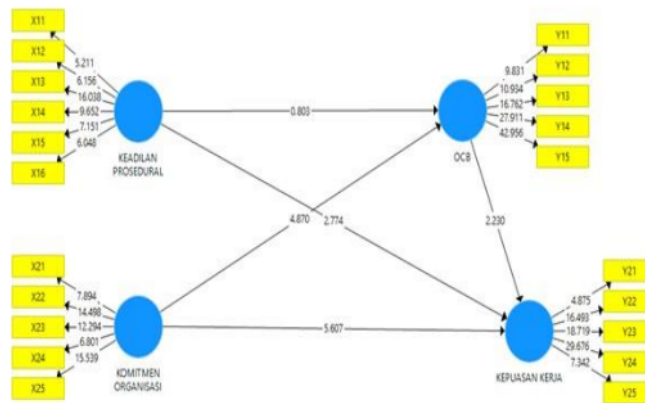
Figure 5: Model Path Trajectories

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.

5. Discussions

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 significant. 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 confirm 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 commitments 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 & Lesha, 2013; Ćulibrk. et al., 2018; Eliyana et al., 2019; Leite et al., 2014).

The empirical gap regarding the effect of OCB on employee job satisfaction has 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.

6. Conclusions and Limitations

The implementation of procedural justice has a positive and significant effect on OCB. Consistency in implementing regulations regarding job transfer has 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 built, then all employees will feel satisfied, because this is in accordance with the expectations desired by them. In addition, employees at the Kutai Kartangera 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 desired is not in accordance with reality, then there is a gap in the employee. In future studies, to be able to expand the population, location, and object of research, so that the research results are more comprehensive and can vary.

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