

***THE ROLE OF ORGANIZATIONAL JUSTICE IN FOSTERING
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A STUDY AT A
MULTINATIONAL BANK IN INDONESIA***

**PERAN KEADILAN ORGANISASI DALAM MEMPERKUAT PERILAKU
KEPEMILIKAN ORGANISASI: STUDI DI SEBUAH BANK
MULTINASIONAL DI INDONESIA**

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ABSTRACT

This study investigates the influence of organizational justice on organizational citizenship behaviour (OCB) among employees at PT Bank DBS Indonesia. Drawing on Social Exchange Theory, the research explores how perceptions of fairness in outcomes, procedures, and interpersonal interactions drive employees' willingness to go beyond formal job responsibilities. Using a quantitative survey method and Partial Least Squares Structural Equation Modeling (PLS-SEM), the study finds that organizational justice has a significant positive effect on both individual-directed OCB (OCBI) and organization-directed OCB (OCBO). These findings highlight the importance of fair treatment in promoting supportive, proactive, and loyal behaviors among employees—especially within the high-pressure, innovation-driven environment of digital banking. The study offers practical implications for managers in cultivating a fair workplace climate to foster employee engagement and long-term organizational success.

Keywords: Organizational Justice, Organizational Citizenship Behaviour (OCB), OCBI And OCBO, Bank, Employee Engagement

ABSTRAK

Penelitian ini mengkaji pengaruh keadilan organisasi terhadap perilaku kewarganegaraan organisasi (OCB) di kalangan karyawan PT Bank DBS Indonesia. Berlandaskan Teori Pertukaran Sosial, penelitian ini mengeksplorasi bagaimana persepsi keadilan dalam hasil, prosedur, dan interaksi antarindividu memengaruhi kesediaan karyawan untuk melampaui tanggung jawab pekerjaan formal. Menggunakan metode survei kuantitatif dan Model Persamaan Struktural Least Squares Parsial (PLS-SEM), penelitian ini menemukan bahwa keadilan organisasi memiliki pengaruh positif yang signifikan terhadap baik OCB yang ditujukan kepada individu (OCBI) maupun OCB yang ditujukan kepada organisasi (OCBO). Temuan ini menyoroti pentingnya perlakuan yang adil dalam mendorong perilaku yang mendukung, proaktif, dan loyal di kalangan karyawan—terutama dalam lingkungan perbankan digital yang bertekanan tinggi dan berorientasi pada inovasi. Studi ini menawarkan implikasi praktis bagi manajer dalam menciptakan iklim kerja yang adil untuk meningkatkan keterlibatan karyawan dan kesuksesan organisasi jangka panjang.

Kata Kunci: Keadilan Organisasi, Perilaku Kewarganegaraan Organisasi (OCB), OCBI Dan OCBO, Bank, Keterlibatan Karyawan

INTRODUCTION

In today's competitive business landscape, banks face the dual challenge of maintaining service excellence. Service excellence remains a critical differentiator in the banking industry, where customer trust, satisfaction, and loyalty are closely tied to the quality of human interactions. especially in areas such as customer service, complaint handling, and personalized financial

advising. Even in the digital era, frontline employees play a crucial role in shaping the customer experience and sustaining brand reputation. To consistently deliver such service quality, organizations must rely not only on formal job performance but also on employees' willingness to go beyond prescribed duties, such as showing initiative, helping colleagues, and demonstrating commitment without

being asked. These types of voluntary, extra-role behaviors are collectively known as Organizational Citizenship Behaviour (OCB) (Sofiah et al., 2014).

OCB refers to discretionary behaviors that are not part of the employee's formal job requirements but contribute positively to the functioning of the organization and the overall service experience (Sofiah et al., 2014). Common dimensions of OCB include altruism (helping others with work-related problems), conscientiousness (going beyond minimum role requirements), sportsmanship (tolerating less-than-ideal circumstances), courtesy (preventing problems for others), and civic virtue (responsible participation in organizational governance). As noted in various studies, including Monanu et al. (2014), OCB is essential in promoting organizational cohesion, enhancing productivity, and fostering a collaborative workplace climate, particularly when employees perceive fairness and justice in how they are treated.

In this study, OCB is divided into two dimensions: *Organizational Citizenship Behaviour–Individual (OCBI)* and *Organizational Citizenship Behaviour–Organizational (OCBO)*. OCBI includes behaviors that are directed toward helping or supporting other individuals in the workplace, while OCBO refers to actions that benefit the organization as a whole. Distinguishing between OCBI and OCBO is essential, as each dimension is influenced by different aspects of organizational justice and may exert distinct effects on individual and organizational performance (Podsakoff et al., 2000).

OCB in this study is measured using the framework developed by Organ (1988), which later classified by

Williams and Anderson (1991) into two main dimensions: OCBI and OCBO. OCBI includes indicators like *altruism*, the willingness to assist others with work-related issues, and *courtesy*, proactive efforts to prevent interpersonal problems through respectful communication. Meanwhile, OCBO encompasses behaviors that benefit the organization as a whole, including conscientiousness (exceeding minimal job expectations with discipline), sportsmanship (tolerating less-than-ideal situations without complaining), and civic virtue (responsible participation in organizational life). Together, these dimensions foster a harmonious, collaborative, and productive work environment. Numerous studies have consistently demonstrated that OCB is widely recognized as being shaped by organizational justice.

Organizational justice refers to the fair and just manner in which organizations treat their employees, as perceived by those employees. It encompasses three primary dimensions: *distributive justice*, which relates to the fairness of outcomes and resource distributions (e.g., pay, promotions); *procedural justice*, which concerns the fairness of the processes used to determine those outcomes; and *interactional justice*, which focuses on the fairness of interpersonal treatment and the communication of decisions. The concept of organizational justice is grounded in Social Exchange Theory (SET), which posits that relationships, particularly between individuals and organizations, are built on reciprocal exchanges (Blau, 1964; Cropanzano & Mitchell, 2005).

In the workplace, when employees perceive fairness in outcomes (distributive justice), decision-making processes (procedural

justice), and interpersonal treatment (interactional justice), they are more likely to reciprocate with positive attitudes and behaviors, such as increased job satisfaction, commitment, and Organizational Citizenship Behaviour (OCB). These perceptions form an implicit “psychological contract,” in which fair treatment fosters trust and motivates employees to go beyond formal job expectations. Conversely, perceived injustice may weaken this relationship, leading to reduced motivation, disengagement, or even counterproductive work behavior.

Greenberg (1990) further argues that procedural justice, in particular, plays a critical role in shaping employees’ trust in the organization and their willingness to accept outcomes, even when those outcomes are not personally favorable. Overall, organizational justice is a central mechanism through which employees evaluate their relationship with the organization, influencing not only how they feel, but also how they choose to act within the workplace.

According to the findings of Yaakobi and Weisberg (2020), employees’ perceptions of fairness, particularly in the dimensions of distributive, procedural, and interactional justice, significantly influence their likelihood to engage in voluntary, extra-role behaviors such as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. When employees feel fairly treated in terms of rewards, decision-making processes, and interpersonal respect, they are more motivated to reciprocate through positive attitudes and behaviors that benefit both coworkers and the organization. Their study confirms that each component of organizational justice is positively correlated with all dimensions of OCB, thereby reinforcing

justice as a critical antecedent to employee citizenship behaviors.

This paper fills the gap by investigating the influence of organizational justice on OCB, with a focus on PT Bank DBS Indonesia. This bank was selected as the research site due to its distinctive positioning as a multinational bank. As a subsidiary of DBS Group, headquartered in Singapore, the bank has consistently received accolades such as “Asia’s Best Bank” and “Safest Bank in Asia,” reflecting its high-performance standards and progressive work culture. Despite achieving a remarkable employee engagement rate of 94% in 2023, the bank reported a voluntary turnover rate of 5.9% in 2024, suggesting the presence of issues related to employee experience, particularly in how fairness is perceived and translated into behavior.

Moreover, the bank's workforce is dominated by younger generations (millennials and Gen Z), who are known to value fairness, transparency, and purpose-driven work environments. These factors make DBS Indonesia an ideal setting to explore the nuanced relationship between organizational justice and OCB.

Specifically, this study aims to analyze the influence of organizational justice on organizational citizenship behaviour among employees of PT Bank DBS Indonesia, specifically focusing on two key dimensions: individual-directed OCB (OCBI) and organization-directed OCB (OCBO). By examining these relationships, the research seeks to understand how fairness perceptions shape employees’ discretionary behaviors that support both their colleagues and the broader organization.

RESEARCH METHODS

This study employed a quantitative explanatory research design using a cross-sectional survey approach to examine the relationship between organizational justice and organizational citizenship behaviour (OCB) among employees at the head office of PT Bank DBS Indonesia. The population consisted of both permanent and contract employees who had worked for a minimum of one year. Data were collected using a structured online questionnaire adapted from validated instruments by Moorman (1991) and Williams & Anderson (1991). The instrument used a five-point Likert scale and underwent pre-testing to ensure its validity and reliability. Sampling was conducted using purposive techniques, resulting in 116 valid responses. Descriptive statistics were processed using SPSS, while inferential analysis was conducted through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 software.

To ensure measurement accuracy, the study included construct validity tests using Average Variance Extracted (AVE), composite reliability, and Cronbach's Alpha. Discriminant validity was assessed through the HTMT ratio, all of which met the recommended thresholds. The analytical framework followed a step-by-step model-building process involving the development of both the outer model (measurement) and the inner model (structural relationships). These steps allowed the researchers to test the influence of organizational justice on OCB dimensions (OCBI and OCBO) and assess the model's explanatory and predictive power using R^2 and Q^2 values.

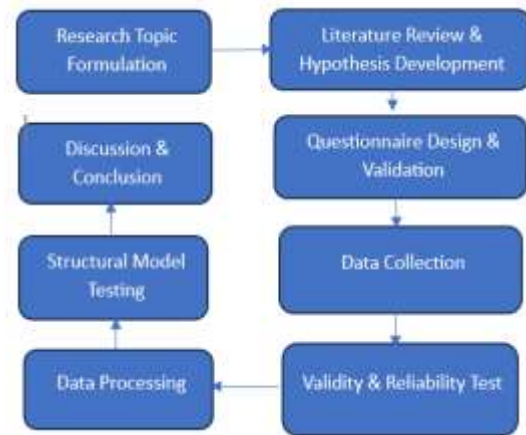


Figure 1. Research Flowchart

Source: Researcher's own data (2025)

The research steps are illustrated through a flowchart in Figure 1, outlining the process from topic formulation, literature review, and data collection to hypothesis testing and conclusion. In addition, the conceptual framework visually demonstrates the hypothesized relationships, with organizational justice as the independent variable influencing both OCBI and OCBO as the dependent variables, as seen in Figure 2.



Figure 2. Research Model

Source: Researcher's elaboration (2025)

RESULTS AND DISCUSSIONS

The respondents in this study consisted of 116 employees of PT Bank DBS Indonesia, primarily based at the Jakarta headquarters. Of the total, 58.6% were female and 41.4% male, reflecting the bank's relatively balanced gender composition. Details of respondent distributions based on gender is presented in Figure 3.

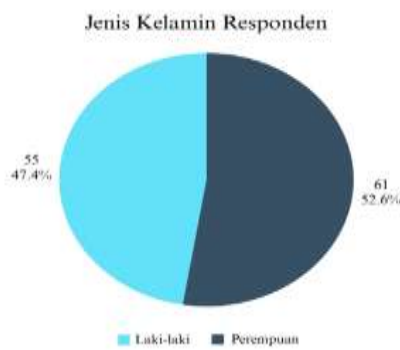


Figure 3. Gender Distribution of Respondents

Source: Researcher's own data (2025)

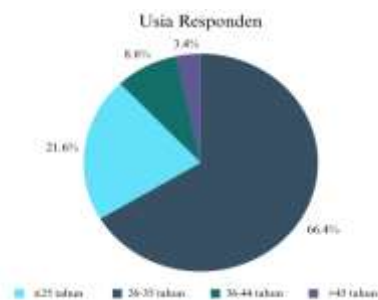


Figure 4. Age Group Distribution of Respondents

Source: Researcher's own data (2025)

In terms of age, as seen in Figure 4 the majority (approximately 70%) were between 26–35 years old, aligning with the bank's millennial-dominated workforce. Most respondents (over 90%) held at least a bachelor's degree, and the employment status distribution showed 67.2% were permanent employees and 32.8% were contract-based. Additionally, a majority of respondents (52.6%) had worked at the bank for more than 3 years, indicating a substantial level of organizational familiarity and experience among participants.

Variable Dimension	Mean	Category
Organizational Justice	4.22	High
OCBI	4.34	High
OCBO	4.25	High

Figure 5. Descriptive Statistics of Main Research Variables

Source: Researcher's own data (2025)

The descriptive statistical analysis, as seen in Figure 5, reveals that the overall perception of organizational justice among employees at PT Bank DBS Indonesia is high, with a mean score of 4.22 on a five-point Likert scale. This suggests that employees generally feel fairly treated in terms of outcomes, procedures, and interpersonal interactions within the organization. Similarly, both dimensions of organizational citizenship behaviour (OCB) also scored high: OCBI had a mean of 4.34, while OCBO had a mean of 4.25. These results indicate that employees are not only supportive of their colleagues but also demonstrate strong commitment and responsibility toward organizational goals. The consistency in high scores across all variables reflects a positive organizational climate where fairness and voluntary engagement are prevalent.

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) approach, as recommended by Hair et al. (2021), to ensure that each construct in the model measures a distinct concept. The HTMT values between Organizational Citizenship Behaviour–Organizational (OCBO), Organizational Citizenship Behaviour–Individual (OCBI), and Organizational Justice (OJ) were all well below the 0.90 threshold, indicating strong discriminant validity. Specifically, the HTMT value between OCBO and OCBI was 0.282, between OCBO and OJ was 0.367, and between OCBI and OJ was 0.476. These results, as seen in Figure 6, confirm that the three constructs are empirically distinct, supporting the robustness of the measurement model and providing a valid basis for further structural analysis.

Variable	HTMT Value
OCBO - OCBI	4.22
OCBO - OJ	4.34
OCBI - OJ	4.25

Figure 6. HTMT Value of Main Variables

Source: Researcher's own data (2025)

To assess the internal consistency of the constructs, this study used Cronbach's Alpha, a commonly applied reliability coefficient. Based on Hair et al. (2017), a Cronbach's Alpha value above 0.60 indicates acceptable reliability. The results showed that all constructs met the minimum threshold: Organizational Justice scored 0.841, OCBI scored 0.706, and OCBO scored 0.824, all falling within the reliable range. These values confirm that the measurement instruments used for the study's key variables are internally consistent and dependable for further analysis.

Variable	Cronbach's Alpha (≥ 0.60)
OJ	0.841
OCBI	0.706
OCBO	0.824

Figure 7. Cronbach's Alpha Value of Main Variables

Source: Researcher's own data (2025)

The hypothesis testing using path coefficients reveals that Organizational Justice (OJ) significantly influences both dimensions of Organizational Citizenship Behaviour. Specifically, as seen in Figure 8, OJ has a positive and significant effect on OCBI, with a path coefficient of 0.375, a T-statistic of 3.837, and a p-value of 0.000, indicating that employees who perceive fair treatment in the organization are more likely to demonstrate helpful and cooperative behaviors toward their coworkers. Furthermore, OJ also exerts a positive and significant effect on OCBO, with a path coefficient of 0.308, a T-statistic of 2.815, and a p-value of

0.005. This suggests that fairness perceptions not only foster interpersonal cooperation but also motivate employees to exhibit loyalty, organizational involvement, and adherence to rules and policies. Both hypotheses are accepted, supporting the theoretical proposition that organizational justice plays a key role in encouraging extra-role behaviors across individual and organizational levels.

Variable	Original Sample (O)	Sample Mean (M)	Std. Deviation (STDEV)	T-Statistics	P-Values
OJ \rightarrow OCBI	0.375	0.379	0.098	3.837	0.000
OJ \rightarrow OCBO	0.308	0.314	0.109	2.815	0.005

Figure 8. Original Sample, T-Statistic dan P-Value

Source: Researcher's own data (2025)

The findings of this study highlight the critical role of perceived organizational justice in fostering both interpersonal and organizational forms of discretionary behavior. For managers, this suggests that promoting fairness—particularly in decision-making processes (procedural justice) and in day-to-day interpersonal interactions (interactional justice)—can significantly enhance positive employee behaviors such as cooperation, initiative, and loyalty. By ensuring transparency, involving employees in decisions, and treating them with respect, organizations can create a supportive culture that encourages OCBI, such as helping coworkers and preventing conflict.

Additionally, the significant impact of justice on OCBO implies that fair treatment also promotes stronger alignment with organizational values, rule adherence, and participation in corporate initiatives. Therefore, managers should not only implement fair HR policies but also communicate them clearly and consistently. In fast-paced industries like digital banking, where service excellence depends heavily on employee initiative and

engagement, cultivating a fair work environment is essential not only for performance but also for employee retention and long-term organizational resilience.

CONCLUSION AND SUGGESTION

This study concludes that organizational justice significantly influences both individual-directed and organization-directed organizational citizenship behaviours (OCBI and OCBO) among employees at PT Bank DBS Indonesia. Employees who perceive fairness in outcomes, procedures, and interpersonal treatment are more likely to engage in voluntary behaviors that support their coworkers and contribute to organizational goals. These findings reinforce the theoretical perspective that fairness perceptions serve as key psychological mechanisms driving extra-role behavior in the workplace.

From a practical standpoint, the study suggests that managers should invest in building a fair organizational climate by strengthening transparency, inclusiveness in decision-making, and respectful interpersonal interactions. Enhancing procedural and interactional justice, in particular, may result in a more cooperative, committed, and proactive workforce. Future research may consider including generational differences, organizational culture, or leadership style as moderating factors, and extend the study across various sectors to broaden generalizability.

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