

# Engagement Organizational Justice on Altruism

Suharto SUHARTO<sup>1\*</sup>, Marhaban SIGALINGGING<sup>2</sup>, Ngalian NGALIMAN<sup>3</sup>,  
Durotun NASIKAH<sup>4</sup>

<sup>1, 2, 4</sup>Universitas Muhammadiyah Metro, Lampung, Indonesia

<sup>3</sup>Universitas Batam, Kota Batam, Kepulauan Riau, Indonesia

Email: hartoumm@gmail.com<sup>1</sup>, sigalinggingm1143@gmail.com<sup>2</sup>, ngalian@univbatam.ac.id<sup>3</sup>,  
durotunnasika82@gmail.com<sup>4</sup>

\*Corresponding Author

Received: 16.03.2022

Accepted: 11.06.2022

Published: 01.10.2022

DOI: 10.47750/QAS/23.190.20

## Abstract

*This study aims to examine how the effect of engagement on organizational justice that can lead to employee willingness to help other employees without coercion so as to make good cooperation and produce good performance. The research method used is the explanatory survey method. Sampling was carried out using Accidental Sampling with a minimum sample size of 220 respondents from the population in the public sector at rural credit banks in Lampung Province. The quality of the data obtained using the instrument was tested using validity, reliability, construct reliability and variance extracted. Before the data were analyzed, the Liliefors normal requirements, homogeneity, linearity and regression significance were tested. The data analysis technique used Structural Equation Modeling. The results of this study found that engagement has a direct positive effect on altruism, organizational justice has a direct positive effect on altruism, and engagement has a direct positive effect on organizational justice.*

**Keywords:** engagement, organizational justice, and altruism

## Introduction

Research on organizational citizenship behavior (OCB), has been discussed by (Çavuş & Develi, 2017); (Dong & Phuong, 2018); Eisenberg et al. (2018) as well as several other researchers. They say that the OCB construct can increase employee knowledge about the organization which in turn can create organizational justice and job satisfaction. The discussion about OCB is carried out based on the overall construct and no one has discussed it more specifically.

In contrast to previous studies, the construct of altruism in OCB will be discussed in depth in this study. Because indicators of altruism exist in the personality of an employee, it can be used to improve overall organizational performance (Jiang et al., 2017; Klotz et al., 2018). Another study conducted by Yang & Wei (2018); Luu (2019) said that leadership and workplace ostracism have a significant effect on organizational citizenship behavior (OCB). Because the attitude of a leader who is in the company organization is very influential on organizational citizenship behavior (OCB).

It is said by Hermaningsih & Kasuri (2018); Gerpott et al. (2019); Levy & Littmann (2017), that the engagement of an employee has a positive effect on altruism. This finding explains that not only engagement has a positive effect on altruism, but there is a mediating organizational justice variable that will indirectly affect the construct of organizational citizenship behavior (OCB).

This study examines the behavioral relationships created by organizations, namely engagement with organizational justice,

organizational justice against altruism, and engagement with altruism. This study is based on research conducted by Farid, et al. (2019); Deery et al. (2017) which states that employees are interested in organizational relationships and the sense of fairness that employees get towards altruism.

Discussions on the effect of engagement on altruism (Han & Yan, 2019) and organizational justice on altruism have some specific differences, but there are also some similarities (Moon, 2017; Carr & Maxwell, 2018; Rubino et al., 2018). However, in this case, we assume that employees who are related to the organization and are unable to create good relationships between fellow employees and leaders will hurt the attitudes or behavior of employees to help each other.

The relationship between fellow employees and the relationship with the leadership will have a significant impact on the attitude or behavior of employees to help each other without any coercion or orders (Barik & Kochhar, 2017). Another factor that has a negative impact or lack of willingness of employees to help each other is the perception of employees who feel there is a lack of justice in the organization.

Based on employee perceptions of justice obtained in the organization, if an employee feels that there is justice in the organization, it will create an attitude of employee willingness to help fellow employees to achieve organizational goals which will then create good teamwork (Dong & Phuong, 2018; Balven et al., 2018; Akram et al., 2020).

Altruism can be interpreted as an attitude taken by an employee to help each other without any coercion. This attitude of altruism will have a very good impact on the organization. The

attitude of mutual assistance possessed by employees without coercion will result in good cooperation between employees so that organizational goals can be achieved. According to (Tambe, 2014; Miao et al., 2018), altruism is a behavior to help fellow employees voluntarily. Another opinion says that altruism is a person's willingness to help or help others of their own accord (Trong Tuan, 2017).

## Literature Review

Engagement is the behavior of employees towards the organization regarding the relationship between employees and the organization. Engagement can be interpreted as employee involvement expressed in physical, mental, and emotional relationships with the organization where they work (Stoyanova & Iliev, 2017; Rasool et al., 2021). Within the organization, an employee can interact with other employees and create a climate of cooperation so that each employee can provide good performance to the organization.

According to Al Shehri et al., (2017) explaining the notion of engagement is employee engagement as a new work context that describes a positive emotional and cognitive relationship by an employee to the output of their organization. Engagement can also mean employee involvement personified by a person's degree of positive thinking about the organization, and how proactive employees are when it comes to achieving organizational goals (Lapoint & Liprie-Spence, 2017; Li et al., 2021).

Organizational justice has an understanding, namely how an employee can be treated fairly in the organization. Organizational fairness is defined as employees' perception of whether or not they are treated fairly in an organization (Terzi et al., 2017; Unterhitze Berger & Bryde, 2019). This organizational justice is considered very important for employees so that employees will feel more compelled to complete their work because they feel fair in the organization. According to Sarfraz et al. (2018); Justice organization is defined as the distribution of rewards, resources, and information.

Employees must be treated fairly so that employees feel comfortable when doing their duties and work so that there are no obstacles to achieving organizational goals. Organizational justice can also be interpreted as a perception of something that is felt to be fair or unfair about the management's treatment of employees. This will affect employee behavior, namely the desire to leave work, employee job satisfaction, commitment to work, and involvement in work (Karam et al., 2019).

Altruism is one indicator of organizational citizenship behavior (OCB) which is defined as the willingness of individuals to help, help others without orders that require the individual to take action (Soeharto & Andriansyah, 2019). A simple definition of altruism is an attitude that refers to an individual helping others. This behavior refers to all voluntary behavior shown by an employee to help other workers who have just started work or help coworkers who have problems with work without anticipation ((Çavuş & Develi, 2017); Massoudiet al., 2020).

According to Organ (2018); Newman et al., (2017), mentions that altruism is behavior that supports people without having to function closely related to company operations. Altruism is a voluntary behavior in which An employee assists an individual with a specific problem in his/her duties under exceptional circumstances. Altruism consists of all voluntary behavior, specifically aimed at helping others in organizationally relevant issues or related to problems within the organization (Eisenberg

et al., 2018).

## Engagement and Altruism

Engagement is employee engagement stems from feeling that they are properly compensated for what they have done for the organization (Hoque et al., 2018; Sun & Bunchapattanasakda, 2019). Altruism is something related to activities to help and cooperate with friends or colleagues when someone is doing their job (Getahun, 2018).

H1: There is a positive direct effect of engagement on altruism

## organizational justice and altruism

organizational justice refers to individuals' perceptions of justice in organizations and also their behavior responses to these perceptions (Chegini et al., 2019; Kim & Chung 2019; Jang et al., 2021). Altruism is defined as individuals who engage in altruistic behavior having the ultimate intention to gain the interests of others at the expense of their interests (Yin et al., 2018).

H2: There is a direct influence positive organizational justice against altruism

## Engagement and Justice Organization

Engagement is the ability and willingness of employees to contribute to the success of the organization, particularly their willingness to give effort discretion, beyond what is normally required in their position to make the organization succeed (Vorina et al., 2017; Lee et al., 2020). Organizational justice is defined as the employee's perception of fairness that occurs in a certain place in the organization. Justice is shown when there is dedication and action from the management side of the view of employees through high morality by way of ethics, religion, or legal standards (Imamoglu et al., 2019; Cugueró-Escofet et al., 2019)

H3: There is a direct positive influence on engagement on organizational justice

## Research Methods

This research uses a quantitative approach, with a descriptive design. The research method used is an explanatory survey method, which aims to collect data on field objects by taking samples from the population in the public sector at Rural Banks in Lampung Province. The author chose the Rural Bank (BPR) industry, because this industry is the place where BPR Banks were founded which have the largest assets throughout Indonesia (Chou & Buchdadi, 2016; Sofyan, 2019). Questionnaires were used as the main data collection tool. Sampling was carried out using Accidental Sampling, namely sampling that was not guided by clear characteristics (Etika & Bala, 2017). The minimum number of samples is 220 respondents. The statistical study technique used an instrument requirements experiment using validity tests & reliability and continued using requirements analysis testing and hypothesis testing Structural Equation Modeling (SEM).

## Results And Discussion

Testing Requirements Analysis of

Normality Test.

The data normality test has the aim of knowing the distribution of data that is normally distributed or not normally distributed.

| Variable | Value | Value of Sig. | Conclusion |
|----------|-------|---------------|------------|
| $\xi_1$  | 0.05  | 0.050         | Normal     |
| $\eta_1$ | 0.05  | 0.157         | Normal     |
| $\eta_2$ | 0.05  | 0.062         | Normal     |

Table 1. Results of Normality Test for

Based on the table above, each value of the research variable, namely engagement ( $\xi_1$ ) has a significance value of 0.050, organizational justice ( $\eta_1$ ) has a significance value of 0.157, and altruism ( $\eta_2$ ) has a significance value of 0.062. From the research variables, the entire significance value of each variable is  $> 0.05$ , meaning that the data obtained are normally

distributed.

### Homogeneity testing

To find out the sampled population has homogeneous or heterogeneous data, homogeneity testing is needed.

| Variable               | Value | Value of Sig. | Conclusion  |
|------------------------|-------|---------------|-------------|
| $\eta_1$ on $\xi_1$    | 0.05  | 0.071         | Homogeneous |
| $\eta_2$ above $\xi_1$ | 0.05  | 0.078         | Homogeneous |
| $\eta_2$ on $\eta_1$   | 0.05  | 0.068         | Homogeneous |

Table 2. Result of Homogeneity Test of

### Linearity Testing and Regression

The requirement to be able to proceed to the linearity and

regression testing phase which aims to determine the relationship between variables, it must be known that the variables form a linear line and the regression is significant or not.

| Variable            | Sig. Regression The |        | significance of regression | Lin's regression |        | Linearity Regression |
|---------------------|---------------------|--------|----------------------------|------------------|--------|----------------------|
|                     | fvalue              | ftable |                            | tvalue           | ttable |                      |
| $\eta_1$ on $\xi_1$ | 1.37                | 3.04   | Significant                | 4.03             | 1.65   | Linear               |
| $\eta_2$ on $\xi_1$ | 0.72                | 3.04   | Significant                | 9.24             | 1.65   | Linear               |
| $\eta_2$ above 1    | 0.95                | 3.04   | Significant                | 6.30             | 1.65   | Linear               |

Table 3. Linearity Test Results and regression

### Test Construct Reliability and Variance Extracted ( $\xi_1$ )

The manifest variable test was conducted to determine the construct's ability to variables measure exogenous latent( $\xi_1$ ).

Exogenous variables are variables that affect or are the cause of changes and the emergence of the dependent variable (endogenous), either positively or negatively. In this study, there is one exogenous variable, namely, ( $\xi_1$ ) is the engagement variable.

| Indicators | StdLoading | loading <sup>2</sup> std | Error | CR   | VE   |
|------------|------------|--------------------------|-------|------|------|
| X1         | 0.77       | 0.59                     | 0.41  | 0.59 | 0.85 |
| X2         | 0.84       | 0.71                     | 0.30  |      |      |
| X3         | 0, 84      | 0.71                     | 0.29  |      |      |
| X4         | 0.61       | 0.37                     | 0.63  |      |      |
| Total      | 3.06       | 2.38                     | 1.63  |      |      |

Table 4. Calculation of Construct Reliability and Variance Extracted ( $\xi_1$ )

Based on the results of the calculations in the table above, it can be seen that the value of the reliability construct is 0.59 less than 0.70 (CR  $< 0.70$ ) and the mean value of the extracted variance was 0.85 which was greater than 0.50 (VE  $> 0.50$ ) this

means that the four manifest variables have consistency in measuring the variable1.

# GENERAL MANAGEMENT

## Test Construct Reliability and Variance Extracted ( $\eta_1$ )

Testing of the manifest variables was conducted to determine the ability of the construct to measure endogenous latent variables ( $\eta_1$ ).

| Indicator | Std Loading | Std Loading <sup>2</sup> | Error | CR   | VE   |
|-----------|-------------|--------------------------|-------|------|------|
| Y1        | 0.82        | 0.67                     | 0.33  | 0.66 | 0.89 |
| Y2        | 0.82        | 0.67                     | 0.33  |      |      |
| Y3        | 0, 82       | 0.67                     | 0.33  |      |      |
| Y4        | 0.80        | 0.64                     | 0.36  |      |      |
| Total     | 3.26        | 2.66                     | 1.35  |      |      |

Based on the test results in the table above, it can be seen that the construction reliability value is 0.66, smaller than 0.70 ( $CR < 0.70$ ), and the average value of the extracted variance is 0.89 which is greater than 0.50 ( $VE > 0.50$ ) which means that the four dominant variables are in consistency in measuring variable 1.

## Test Construct Reliability and Variance Extracted ( $\eta_2$ )

Testing manifest variables were conducted to determine the ability of the construct to measure endogenous latent variables ( $\eta_2$ ).

| Indicator | Std Loading | std loading <sup>2</sup> | Error | CR   | VE   |
|-----------|-------------|--------------------------|-------|------|------|
| Y5        | 0.81        | 0.66                     | 0.34  | 0.61 | 0.86 |
| Y6        | 0.83        | 0.69                     | 0.31  |      |      |
| Y7        | 0, 77       | 0.59                     | 0.41  |      |      |
| Y8        | 0.72        | 0.52                     | 0.48  |      |      |
| Total     | 3.13        | 2.46                     | 1.54  |      |      |

Table 6. Calculation of Construct Reliability and Variance Extracted ( $\eta_2$ )

Based on the test results in the table above, it can be seen that the value of the reliability construct is 0.61 less than 0.70 ( $CR < 0.70$ ) and the mean value of the extracted variance was 0.86 which was greater than 0.50 ( $VE > 0.50$ ) this means that the four manifest variables have consistency in measuring the variable1.

## T-value Coefficient Calculation Results

After analysis of test requirements, the next step is to calculate and test each path coefficient as shown in the following table:

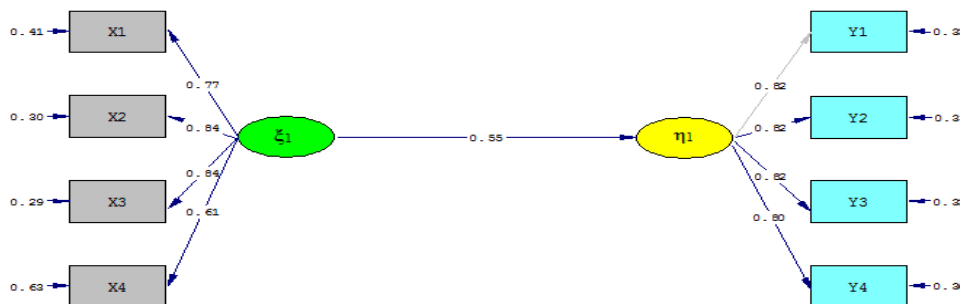
| No. | Variable                | Path coefficient ( $\xi_1$ and $\eta$ ) |        | of of          | Conclusion  |
|-----|-------------------------|---|--------|----------------|-------------|
|     |                         | SLF *                                   | tvalue |                |             |
| 1   | $\eta_1$ on $\xi_1$     | 0.55                                    | 7.33   | H0 is rejected | Significant |
| 2   | $\eta_2$ on $\xi_1$     | 0.57                                    | 6.81   | H0 is rejected | Significant |
| 3   | $\eta_2$ above $\eta_1$ | 0.20                                    | 2.54   | H0 is rejected | Significant |

Table 7. Path Coefficient Results

## coefficient sub-structure Line 1

model path coefficient analysis was found, namely, the sub-

structure 1 is expressed in equation form  $\eta_1 = \gamma_{11}\xi_1 + \zeta_1$ . This test will give the decision to test hypothesis 1.



Chi-Square=88.23, df=51, P-value=0.00094, RMSEA=0.058

Figure 1. The coefficient of Sub-Structure Line 1

Based on test results from a sub-structure 1, the path coefficient obtained ( $\gamma_1\xi_1$ ) of 0.55 and a value of  $t_{value} = 7.33 > table (0.05: 220) = 1.65$ , then  $H_0$  is rejected and the path coefficient  $\gamma_1\xi_1$  significantly.

**Coefficient of Sub-Structure Line 2**

model path coefficient analysis was found, namely, the sub-structure 1 is expressed in equation form  $\eta_2 = \gamma_2\xi_1 + \beta_2\eta_1 + \zeta_2$ . This test will give a decision for testing hypotheses 2 and 3.

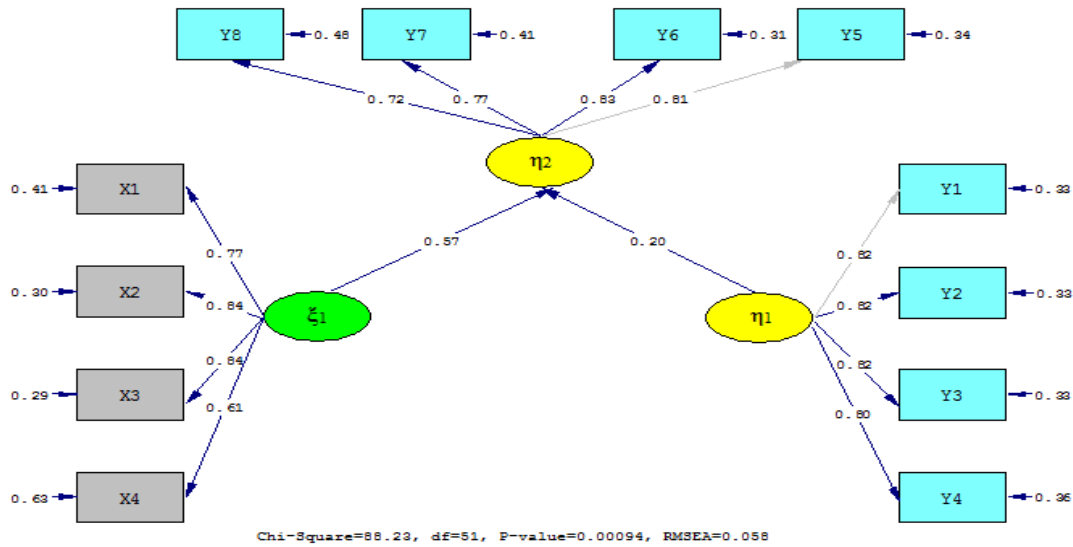


Figure 2. Coefficient of Sub-Structure Line 2

Based on test results from a sub-structure 2, the path coefficient obtained ( $\gamma_2\xi_1$ ) of 0.57 and a value of  $t_{value} = 6, 81 > table (0.05: 220) = 1.65$ , then  $H_0$  is rejected and the path coefficient  $\gamma_2\xi_1$  significantly. The path coefficient ( $\beta_2\eta_1$ ) of 0.20 and a value of  $t_{value} = 2.54 > table (0.05: 220) = 1.65$ , then  $H_0$  is rejected and the path coefficient  $\beta_2\eta_1$  significantly.

Based on the results of the calculation of the path coefficient and  $t_{value}$  for hypothesis testing purposes, it shows that the standardized loading factor value of all path coefficients is greater than 0.05 and the  $t_{value}$  is 1.65, so  $H_0$  is rejected and three lines are significant. The diagram standardized solution for each variable can be shown in Figure 3, as follows:

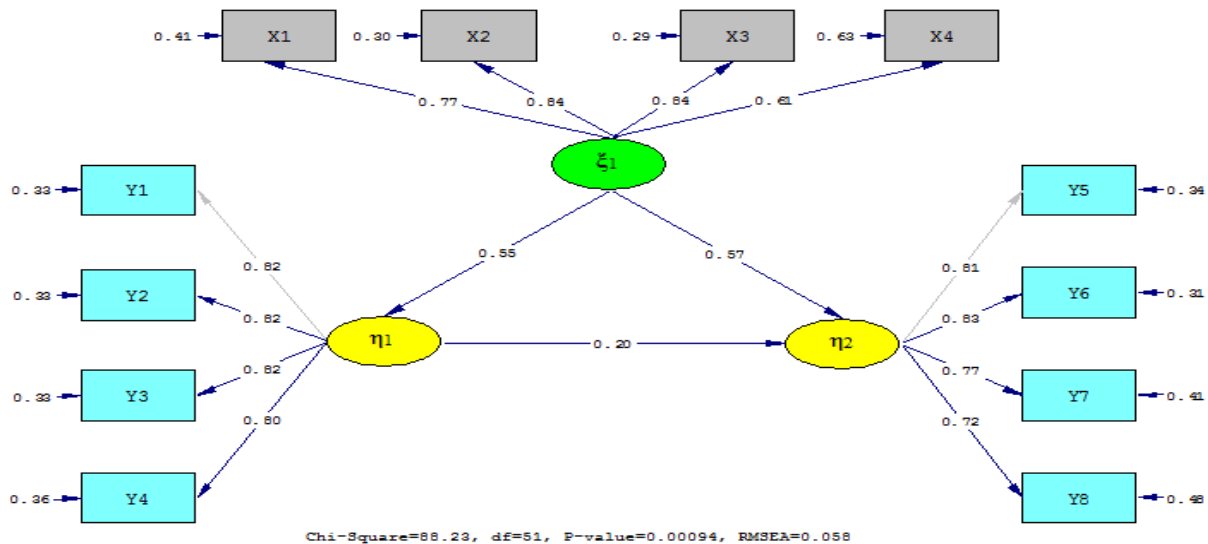
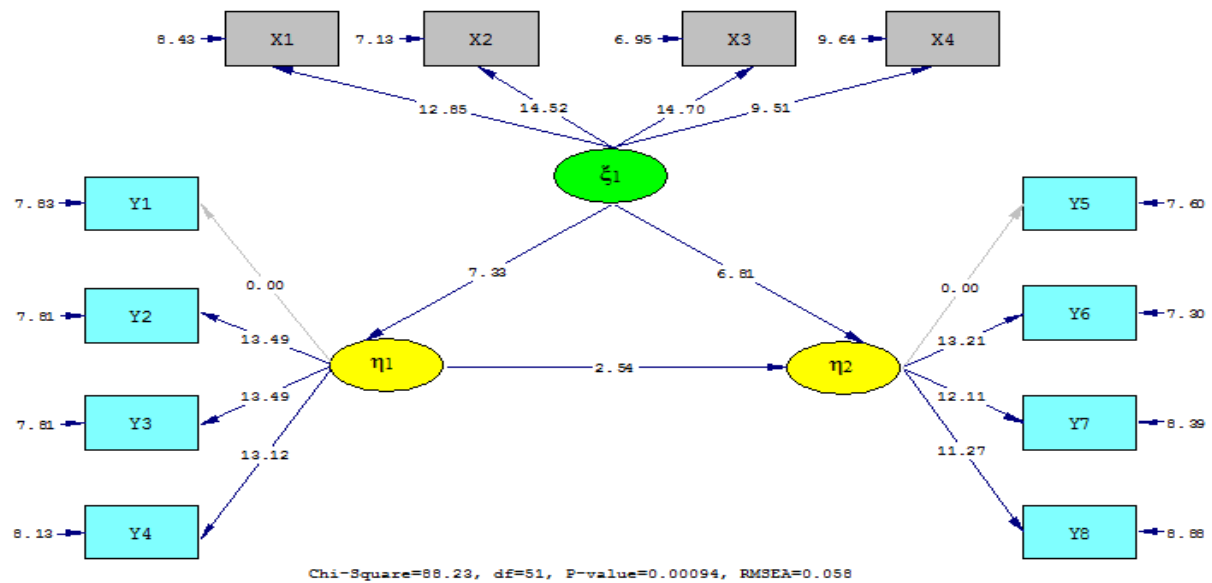


Figure 3. Path Diagram Standardized Solution

According to Figure 3, the standard solution of the path diagram, in addition to the direct effect, has a summation (indirect effect). between exogenous variables ( $\xi_1$ ) and endogenous variables ( $\eta$ ). The output of the linear structural relationship based on the total standard effect, shows that: (1) The effect value of 1 and 1 is the same as the effect value of

each variable because it is not influenced by the variable. Other variables (intermediary variable), (2) (indirect indirect effect) 1 to 2 to 1 is  $0.55 \times 0.20 = 0.11$ , because the other variable (intermediate variable) is 10.20, and the total effect is  $0.11 + 0.20 = 0.31$ .

# GENERAL MANAGEMENT



## Overall Model

Based on the results of the SEM test with LISREL, the results

of the test Fit of the goodness of fit in Structural Equation Modeling (SEM) can be seen in the following table:

| No | Index          | Result  | Recommended Value | Conclusion   |
|----|----------------|---------|-------------------|--------------|
| 1  | Probability X2 | 0.00094 | <0.05             | Marginal Fit |
| 2  | X2/df          | 1.73    | <5                | Good fit     |
| 3  | RMSEA          | 0.058   | <0.08             | Good fit     |
| 4  | AGFI           | 0.90    | <0, 90            | Good fit     |
| 5  | GFI            | 0.94    | >0.90             | Good fit     |
| 6  | CFI            | 0.99    | >0.90             | Good fit     |
| 7  | NFI            | 0.97    | >0.90             | Good fit     |
| 8  | NNFI           | 0.98    | >0.90             | Good fit     |
| 9  | IFI            | 0.99    | > 0.90            | Good fit     |
| 10 | RFI            | 0.96    | 0.90              | Good fit     |
| 11 | ECVI           | 0.65    | <5                | Good fit     |

Table 8. Summary of Goodness of Fit Test Results )

From Lisrel's output, the overall fit model using test 2 (chi-square) gives a weighted least squared chi-square value of 141.65 and a p-value of 0.00094 <0.05, so it can be said that the 2 test results are consistent with suitable. Furthermore, the value of 2 is compared with the degrees of freedom ( $\chi^2/df$ ) as  $88.23/51 = 1.73 < 0.05$ , so it can be said that by controlling for the variable (represented by the number of degrees of freedom pressure), the model has a good fit. this is good. The next test is that the RMSEA shows less than 0.08, so that a suitable model can be obtained. In addition, the test results of AGFI, GFI, CFI, NFI, NNFI, IFI, RFI and ECVI can all exceed 0.90, so the model has a good fit.

Positive Direct Effect of Variable  $\xi_1$  on Variable  $\eta_1$

Hypothesis 1 has a positive direct effect of  $\xi_1$  on  $\eta_1$ . The results of this study indicate that there is a direct positive effect of variable  $\xi_1$  on variable  $\eta_1$  with a value of  $tvalue > ttable$  i.e.  $7.33 > 1.65$ , it can be concluded that hypothesis 1 is accepted.

Positive Direct Effect of Variable  $\xi_1$  on Variable  $\eta_2$

Hypothesis 2 There is a direct positive effect of  $\xi_1$  on  $\eta_2$ . The

results of this study indicate that there is a direct positive effect of variable  $\xi_1$  on variable  $\eta_2$  with  $tvalue > ttable$  i.e.  $6.81 > 1.65$ , it can be concluded that hypothesis 2 is accepted.

Positive Direct Effect of Variable  $\eta_1$  on Variable  $\eta_2$

Hypothesis 3 There is a direct positive effect of  $\eta_1$  on  $\eta_2$ . The results of this study indicate that there is a direct positive effect of variable  $\eta_1$  on variable  $\eta_2$  with  $tvalue > ttable$  i.e.  $2.54 > 1.65$ , then it can be concluded that hypothesis 3 is accepted.

## Conclusions

After analyzing the research, it can be concluded that engagement has a positive direct effect on organizational justice. The study's findings may mean that if each of the individuals do who exist in the organization can maintain a significant relationship with the organization, and are committed to the goals of the organization, then the attitude that will arise within each employee is a matter which is owned by the employees tend to be fair when treating other employees. A fair attitude when giving various decisions related to the progress of

the organization, at the same time will create an agreement to jointly achieve organizational goals. Organizational justice has a direct positive effect on altruism. The results of this study explain that if the distribution of rewards, resources, and sharing of information in the decision-making process is accepted fairly by employees, it is hoped that a caring attitude will arise in each employee's self to jointly complete organizational tasks. The desire to help voluntarily fellow employees will arise which in turn will benefit the organization as a whole.

The engagement has a direct positive effect on Altruism. This conclusion means that if employees' behavior towards the organization can form mental and emotional attachments as well as in the form of physical relationships, then the desire to act and help each other towards other employees will arise. Various obstacles that may occur in the decision-making process, can be resolved together without management intervention. Under these conditions, organizational goals will be achieved through collective strength and will improve the overall performance of the organization.

### Conflict Of Interest

The author declares that there is no conflict of interest for this publication

### Reference

- [1] Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*, 5(2), 117–129. <https://doi.org/10.1016/j.jik.2019.10.001>.
- [2] Al Shehri, M., McLaughlin, P., Al-Ashaab, A., & Hamad, R. (2017). The Impact of Organizational Culture on Employee Engagement in Saudi Banks. *Journal of Human Resources Management Research*, 2017, 1–23. <https://doi.org/10.5171/2017.761672>.
- [3] Balven, R., Fenters, V., Siegel, D. S., & Waldman, D. (2018). Academic Entrepreneurship: The Roles of Identity, Motivation, Championing, Education, Work-Life Balance, and Organizational Justice. *Academy of Management Perspectives*, 32(1), 21–42. <https://doi.org/10.5465/amp.2016.0127>.
- [4] Barik, S., & Kochar, A. (2017). Antecedents and consequences of employee engagement: A literature review. *International Journal of Latest Technology in Engineering, Management & Applied Science*, 6(4), 33-38.
- [5] Carr, J. D., & Maxwell, S. R. (2017). Police officers' perceptions of organizational justice and their trust in the public. *Police Practice and Research*, 19(4), 365–379. <https://doi.org/10.1080/15614263.2017.1387784>
- [6] Çavuş, M. F., & Develi, A. (2017). Ethical Climate and Organizational Citizenship Behaviour. *International Journal of Human Resource Studies*, 7(1). <https://doi.org/10.5296/ijhrs.v7i1.10561>.
- [7] Chegini, Z., Janati, A., Asghari-Jafarabadi, M., & Khosravizadeh, O. (2019). Organizational commitment, job satisfaction, organizational justice and self-efficacy among nurses. *Nursing Practice Today*, 6(2), 86-93.
- [8] Chou, T.-K., & Buchdadi, A. D. (2016). Bank Performance and Its Underlying Factors: A Study of Rural Banks in Indonesia. *Accounting and Finance Research*, 5(3). <https://doi.org/10.5430/afr.v5n3p55>.
- [9] Cugueró-Escofet, N., Ficapal-Cusí, P., & Torrent-Sellens, J. (2019). Sustainable Human Resource Management: How to Create a Knowledge Sharing Behavior through Organizational Justice, Organizational Support, Satisfaction and Commitment. *Sustainability*, 11(19), 5419. <https://doi.org/10.3390/su11195419>.
- [10] Deery, S., Rayton, B., Walsh, J., & Kinnie, N. (2016). The Costs of Exhibiting Organizational Citizenship Behavior. *Human Resource Management*, 56(6), 1039–1049. <https://doi.org/10.1002/hrm.21815>.
- [11] Dong, L. N. T., & Phuong, N. N. D. (2018). Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior in Higher Education Institutions: A Research Proposition in Vietnam. *The Journal of Asian Finance, Economics and Business*, 5(3), 113–119. <https://doi.org/10.13106/jafeb.2018.vol5.no3.113>.
- [12] Eisenberg, A., Davidova, J., Ignatjeva, S., & Michaelsson, A. R. (2021). ASSESSING THE INTERRELATIONS BETWEEN ORGANIZATIONAL LEARNING CULTURE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE PUBLIC SECTOR. *Tiltai*, 80(2), 85–98. <https://doi.org/10.15181/tbb.v79i2.1779>.
- [13] Etikan, I. (2017). Sampling and Sampling Methods. *Biometrics & Biostatistics International Journal*, 5(6). <https://doi.org/10.15406/bbij.2017.05.00149>.
- [14] Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' Perceptions of CSR, Work Engagement, and Organizational Citizenship Behavior: The Mediating Effects of Organizational Justice. *International Journal of Environmental Research and Public Health*, 16(10), 1731. <https://doi.org/10.3390/ijerph16101731>
- [15] Gerpott, F. H., Van Quaquebeke, N., Schlamp, S., & Voelpel, S. C. (2017). An Identity Perspective on Ethical Leadership to Explain Organizational Citizenship Behavior: The Interplay of Follower Moral Identity and Leader Group Prototypicality. *Journal of Business Ethics*, 156(4), 1063–1078. <https://doi.org/10.1007/s10551-017-3625-0>
- [16] Alamirew Getahun, D. (2018). Common Leadership Practices and Organizational Citizenship Behavior: A study of North West Region Ethiopian Electric Power Corporation. *Management Today*, 8(2), 145–158. <https://doi.org/10.11127/gmt.2018.06.04>..
- [17] Han, Z., Wang, Q., & Yan, X. (2019). How Responsible Leadership Motivates Employees to Engage in Organizational Citizenship Behavior for the Environment: A Double-Mediation Model. *Sustainability*, 11(3), 605. <https://doi.org/10.3390/su11030605>.
- [18] Herminingsih, A., & Kasuri, R. (2018). Personality, Relation to Job Satisfaction and Organizational Citizenship Behavior. *EUROPEAN RESEARCH STUDIES JOURNAL*, XXI(Issue 3), 371–377. <https://doi.org/10.35808/ersj/1068>
- [19] Hoque, A. S. M. M., Awang, Z. B., Siddiqui, B. A., & Sabiu, M. S. (2018). Role of Employee Engagement on Compensation System and Employee Performance Relationship among Telecommunication Service Providers in Bangladesh. *International Journal of Human Resource Studies*, 8(3), 19. <https://doi.org/10.5296/ijhrs.v8i3.13081>
- [20] Imamoglu, S. Z., Ince, H., Turkan, H., & Atakay, B. (2019). The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance. *Procedia Computer Science*, 158, 899–906. <https://doi.org/10.1016/j.procs.2019.09.129>.
- [21] Jang, J., Lee, D. W., & Kwon, G. (2019). An Analysis of the Influence of Organizational Justice on Organizational Commitment. *International Journal of Public Administration*, 44(2), 146–154. <https://doi.org/10.1080/01900692.2019.1672185>.
- [22] Jiang, W., Zhao, X., & Ni, J. (2017). The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior. *Sustainability*, 9(9), 1567. <https://doi.org/10.3390/su9091567>.
- [23] Karam, E. P., Hu, J., Davison, R. B., Juravich, M., Nahrgang, J. D., Humphrey, S. E., & Scott DeRue, D. (2018). Illuminating the 'Face' of Justice: A Meta-Analytic Examination of Leadership and Organizational Justice. *Journal of Management Studies*, 56(1), 134–171. <https://doi.org/10.1111/joms.12402>.
- [24] Kim, S. J., & Chung, E. K. (2019). The effect of organizational justice as perceived by occupational drivers on traffic accidents: Mediating effects of job satisfaction. *Journal of Safety*

- Research, 68, 27–32. <https://doi.org/10.1016/j.jsr.2018.11.001>.
- [25] Klotz, A. C., Bolino, M. C., Song, H., & Stornelli, J. (2017). Examining the nature, causes, and consequences of profiles of organizational citizenship behavior. *Journal of Organizational Behavior*, 39(5), 629–647. Portico. <https://doi.org/10.1002/job.2259>.
- [26] Lapoint, P. A., & Liprie-Spence, A. (2017). Employee Engagement: Generational Differences in the Workforce. *Journal of Organizational Psychology*, 17(5).
- [27] Lavy, S., & Littman-Ovadia, H. (2016). My Better Self. *Journal of Career Development*, 44(2), 95–109. <https://doi.org/10.1177/0894845316634056>.
- [28] Lee, J. Y., Rocco, T. S., & Shuck, B. (2019). What Is a Resource: Toward a Taxonomy of Resources for Employee Engagement. *Human Resource Development Review*, 19(1), 5–38. <https://doi.org/10.1177/1534484319853100>.
- [29] Li, P., Sun, J.-M., Taris, T. W., Xing, L., & Peeters, M. C. W. (2021). Country differences in the relationship between leadership and employee engagement: A meta-analysis. *The Leadership Quarterly*, 32(1), 101458. <https://doi.org/10.1016/j.leaqua.2020.101458>.
- [30] Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism*, 27(8), 1167–1196. <https://doi.org/10.1080/09669582.2019.1601731>.
- [31] Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating Organizational Citizenship Behavior by Applying Organizational Commitment and Satisfaction. *International Journal of Social Sciences and Economic Review*, 20–27. <https://doi.org/10.36923/ijsser.v2i2.58>.
- [32] Miao, C., Humphrey, R. H., & Qian, S. (2018). A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business*, 53(4), 463–474. <https://doi.org/10.1016/j.jwb.2018.01.003>.
- [33] Moon, K.-K. (2017). Fairness at the Organizational Level: Examining the Effect of Organizational Justice Climate on Collective Turnover Rates and Organizational Performance. *Public Personnel Management*, 46(2), 118–143. <https://doi.org/10.1177/0091026017702610>.
- [34] Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2015). How Servant Leadership Influences Organizational Citizenship Behavior: The Roles of LMX, Empowerment, and Proactive Personality. *Journal of Business Ethics*, 145(1), 49–62. <https://doi.org/10.1007/s10551-015-2827-6>.
- [35] Organ, D. W. (2018). Organizational Citizenship Behavior: Recent Trends and Developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 295–306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>.
- [36] Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How Toxic Workplace Environment Effects the Employee Engagement: The Mediating Role of Organizational Support and Employee Wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 2294. <https://doi.org/10.3390/ijerph18052294>.
- [37] Rubino, C., Avery, D. R., McKay, P. F., Moore, B. L., Wilson, D. C., Van Driel, M. S., Witt, L. A., & McDonald, D. P. (2018). And justice for all: How organizational justice climate deters sexual harassment. *Personnel Psychology*, 71(4), 519–544. Portico. <https://doi.org/10.1111/peps.12274>.
- [38] Sarfraz, M., Qun, W., Abdullah, M., & Alvi, A. (2018). Employees' Perception of Corporate Social Responsibility Impact on Employee Outcomes: Mediating Role of Organizational Justice for Small and Medium Enterprises (SMEs). *Sustainability*, 10(7), 2429. <https://doi.org/10.3390/su10072429>.
- [39] Sofyan, M. (2019). ANALYSIS FINANCIAL PERFORMANCE OF RURAL BANKS IN INDONESIA. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 3(03). <https://doi.org/10.29040/ijebar.v3i03.588>.
- [40] Stoyanova, T., & Iliev, I. (2017). Employee Engagement Factor for Organizational Excellence. *International Journal of Business and Economic Sciences Applied Research*, 10(1), 23–29. <https://doi.org/10.25103/ijbesar.101.03>.
- [41] Suharto, S., & Andriyansah, A. (2018). Customer Loyalty Measurement Using Burnout and Confidence with Organizational Citizenship Behavior as Antecedent Variables. *The Journal of Social Sciences Research, Special Issue 5*, 727–735. <https://doi.org/10.32861/jssr.spi5.727.735>.
- [42] Sun, L., & Bunchapattanasakda, C. (2019). Employee Engagement: A Literature Review. *International Journal of Human Resource Studies*, 9(1), 63. <https://doi.org/10.5296/ijhrs.v9i1.14167>.
- [43] Tambe, Sukhada. (2014). A study of organizational citizenship behaviour (OCB) and its dimensions: a literature review. *International Research Journal of Business and Management*, 1(1), 67-73.
- [44] Terzi, A. R., Dülker, A. P., Altin, F., Çelik, F., Dalkiran, M., Yulcu, N. T., ... & Deniz, Ü. (2017). An Analysis of Organizational Justice and Organizational Identification Relation Based on Teachers' Perceptions. *Universal Journal of Educational Research*, 5(3), 488-495.
- [45] Trong Tuan, L. (2016). Knowledge Sharing in Public Organizations: The Roles of Servant Leadership and Organizational Citizenship Behavior. *International Journal of Public Administration*, 40(4), 361–373. <https://doi.org/10.1080/01900692.2015.1113550>.
- [46] Unterhitzberger, C., & Bryde, D. J. (2018). Organizational Justice, Project Performance, and the Mediating Effects of Key Success Factors. *Project Management Journal*, 50(1), 57–70. <https://doi.org/10.1177/8756972818808984>.
- [47] Vorina, A., Simonič, M., & Vlasova, M. (2017). An Analysis of the Relationship Between Job Satisfaction and Employee Engagement. *Economic Themes*, 55(2), 243–262. <https://doi.org/10.1515/ethemes-2017-0014>.
- [48] Yang, qi, & Wei, hua. (2017). The impact of ethical leadership on organizational citizenship behavior. *Leadership & Organization Development Journal*, 39(1), 100–113. <https://doi.org/10.1108/loj-12-2016-0313>.
- [49] Yin, O. S., Hee, O. C., Mahmood, R., & Hamli, M. S. H. (2018). Organizational Citizenship Behaviour and Turnover Intention among Generation Y in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 8(7). <https://doi.org/10.6007/ijarbss/v8-i7/4412>.