

The Development Model of Contextual Behavioral Indicators of Employees in Service Industries in Indonesia

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— *Review of* —
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ABSTRACT

This research is used to develop the model of contextual behavior indicators of employees in service industries in Indonesia. This research analyzes the impact of organizational justice, transformational leadership, job involvement, and empowerment of contextual behavior of employees either directly or indirectly. The indirect impacts are job satisfaction and organizational commitment. Besides that, this research also analyzes dimension and indicators that affects the contextual behavior of employees. The methods that are used to analyze this research are instrumental tests such as validity and reliability, as well as hypothesis tests using structural equation model (SEM) that uses the programs SPSS and AMOS. This research has been ongoing for three years. In the first year, the dimension and indicators that affects the contextual behavioral of employee were analyzed. In the second year, the model of contextual behavioral indicators of employees were applied, focusing on the banking industry of Indonesia. As for the third year, the research was implicated on Indonesian universities.

Keywords: Contextual Behavior, Banking Industry, Indonesia.

1. INTRODUCTION

Research on contextual behavior or organizational citizenship behavior (OCB) has been widely carried out, especially in developing countries. According to the Organ (1988), Robbins (2001), Athanasou and King (2002), OCB has a significantly positive effect on the success of the organization. OCB is a behavior which is free and is not part of the formal role of employees, but contributes to the functioning of the organization. Contextual behavior itself is not self-standing, but there are factors that make it up, namely transformational leadership (Padmasantini, 2014), organizational justice (Podsakooff et al., 2000; Kurniawati 2012; Sweeta and Seirang 2010; Najafi et al., 2011), empowerment (Bagheri et al., 2011; Najafi et al., 2011; Padmasantini and Gengeswari, 2014), job involvement (Sweeta and Seirang 2010; Paille, 2010), job satisfaction (Podsakooff et al., 2000; Applebaum et al., 2004 ; Foote and Tang, 2008; Kurniawati 2012; Sweeta and Seirang 2010; Najafi et al., 2011), and organizational commitment (Paille, 2010; Sweeta and Seirang 2010; Najafi et al., 2011; Sci, 2013).

Research shows that each of these factors influence each other. For example, according to Najafi et al. (2011): (1) organizational justice has a positive effect on job

satisfaction and empowerment, (2) empowering positive effect on job satisfaction, (3) job satisfaction has positive influence on organizational commitment, and (4) empowerment mediates the influence of organizational justice on OCB. According Sci (2013), organizational commitment mediates the influence of organizational justice on OCB. Meanwhile, according to Chuotai (2008), organizational commitment mediates the effects of job involvement on OCB. In this case, Sani (2013) found: (1) procedural justice and organizational commitment influence OCB, (2) Job satisfaction does not affect the OCB.

Based on this background, the research problems can be formulated as follows: How does organizational justice consisting of distributive justice, procedural justice, and interactional justice; transformational leadership; job involvement and empowerment directly influence the contextual behavior of employees or indirectly through job satisfaction and organizational commitment of employees in the service industry in Indonesia?

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Organizational Justice

Organizational justice refers to the treatment received by employees in the workplace. This includes the process of procurement of labor, training and career development, remuneration, performance appraisal, the company's attention to labor relations, occupational safety and health, as well as the termination of employment. Organizational justice is composed of distributive justice, procedural justice and interactional justice (Conlon and Milner, 1999; Sci and Saima, 2013; Ibrahim and Perez, 2014).

Distributive justice is a form of justice that relates to the awards (outcomes) accepted by employees. A criteria important to distributive justice is equity/equality; belief that their income (what they earn) is equal to that obtained by other employees who provide a similar contribution in the same organization or different organizations (Usmani, 2013). Procedural justice refers to the perceived fairness of the policies or procedures that are used to determine the value or compensation of employees (Greenberg, 1990; Sci and Saima, 2013; Ibrahim and Perez, 2014). In this case, Brockner and Wiesenfeld (1996) suggested that perceptions of procedural justice has three principles, that each procedure is said to be normal if implemented: (1) a consistent basis, (2) not for personal interest, (3) based on accurate information, (4) as an opportunity to correct the decision, (5) to represent the interests of all stakeholders, and (6) to follow the standards of morals and ethics.

At first, research on procedural fairness already contained elements of interactional justice (Greenberg, 1993; Sci and Saima, 2013; Ibrahim and Perez, 2014). Then, subsequent researchers began to distinguish the two (Conlon and Miner, 1999). The researchers found that procedural justice relates to the fairness of the procedure used in the distribution of awards or allocation of resources. On the other hand, interactional justice relates to the quality of the treatment received by the employee during the decision-making process (Tyler and Bies, 1990). Bies and Moag (1986) argued that fair treatment is characterized by honesty, decency, respect for the rights of others, not prejudice, and can give a plausible reason for any decision made in a clear and complete. Furthermore, Grenberg (1993) suggests that the negative reaction to the injustice of the distribution will be reduced, if procedural justice and interactional justice exist.

2.2 Leadership

Published research relating to leadership theory consists of transactional and transformational leadership. Transactional leadership emphasizes the benefits and costs (Robbins and Coulter, 2007). According Tale (2010) transactional leadership has three (3) dimensions, consisting of contingent rewards, active management by exception, and passive management by exception. Meanwhile, transformational leadership is characterized as a leader who wants to develop the full potential of his followers (Bass and Avolio, 1994). According to Bass and Avolio, (1994); Avolio et al., (1999); Ismail et al., (2010) transformational leadership has four important features: (1) intellectual stimulation, (2) individual consideration, (3) idealized influence, and (4) inspirational motivation.

2.3 Job Involvement

Rabinowitz and Hall (1977) state that job involvement is be defined as the presence of (1) an introduction to the work itself, (2) active participation in carrying out a job, and (3) Assuming that the performance is important for self-esteem. Furthermore, Elloy et al. (1995) suggested that employees who have involvement will know the work very well and will earnestly finish their job. Cumming (2003) suggested that the increased involvement of the work can be described as the increased number of input in decision making and job involvement can improve performance, because the employee has (1) power, (2) information, (3) knowledge, and (4) awarded. The four elements are interrelated in job involvement. If the employee is given more power and authority, but do not have the information or knowledge to make good decisions, then this is not a meaningful involvement. Furthermore, even if the employee has the power, information or knowledge and skills to make good decisions, but is not granted an award, the job involvement is also still can result in reduced motivation to improve organizational performance.

Earlier researches have found that job involvement influences OCB. Then Panggabean (2006) suggested the involvement of influential work on (1) the satisfaction of a job, affective commitment and ongoing commitment, (2) job satisfaction, which has significant and positive effects on affective commitment, but not significant effects on sustainable commitments and job involvement significant positive effect on affective commitment and sustained commitment.

2.4 Empowerment

Empowerment is the granting of autonomy to employees to make decisions about how to carry out their work every day. Empowerment is taking place if there is presence of expertise, courage in action, work ethics, communicative skills, thinking, and experience gaining. Najafi et al. (2011) found empowerment is influenced by organizational justice and influences OCB through job satisfaction and organizational commitment. Furthermore, Padmasantini and Gengeswari (2014) found the empowerment of working directly influence the OCB.

2.5 Job Satisfaction

In general, a person feels satisfied if what is obtained is as expected. In this case, Locke (1976) found that job satisfaction occurs when an employee declares positive emotional responses based on an assessment of the work or experiences in the workplace. Aspects

of job satisfaction consists of satisfaction with salary, promotion, supervision, co-workers, and working conditions.

In connection with the consequences Lok and Crawford (2004) suggested that job satisfaction and organizational commitment influence the intention to move the work and performance. In this case, David and Tang (2008); Lee and Ahmad (2009) argued about the effect of job satisfaction to organizational commitment. Another researcher, Ibrahim and Perez (2014); Ahmad (2010) argued that the influence of job satisfaction on a weak performance, organizational commitment has a significant effect on work performance; the attitude toward work has a positive effect on job satisfaction, influence job satisfaction, organizational commitment and work ethic no significant effect on performance. Kaplan (2012) suggested the job satisfaction has positive influence on affective commitment and normative commitment, but does not affect the commitment to sustainability.

2.6 Organizational Commitment

This concept is multi-dimensional, consisted of affective commitment, continuance commitment and normative commitment (Allen and Meyer, 1990; Meyer and Allen, 1991). Affective commitment is defined as a strong desire or commitment of a person to keep working on the organization because he felt fit and willing to do so. The continuance commitment is a strong desire for someone to keep working on an organization because he was not able to do otherwise, he desperately needs the job. While the normative commitment is the strength of someone's desire to keep working on an organization because he felt obligated, morally obliged to keep working on it.

In other words, Allen and Meyer (1990), argued that organizational commitment is an attachment to someone to keep working in an organization and that attachment occurs for different reasons, namely because (1) he wants to keep working there (affective commitment), (2) he is forced to keep working there (continuance commitment), or because he feels that he should continue working there (normative commitment).

2.7 Contextual Behavior

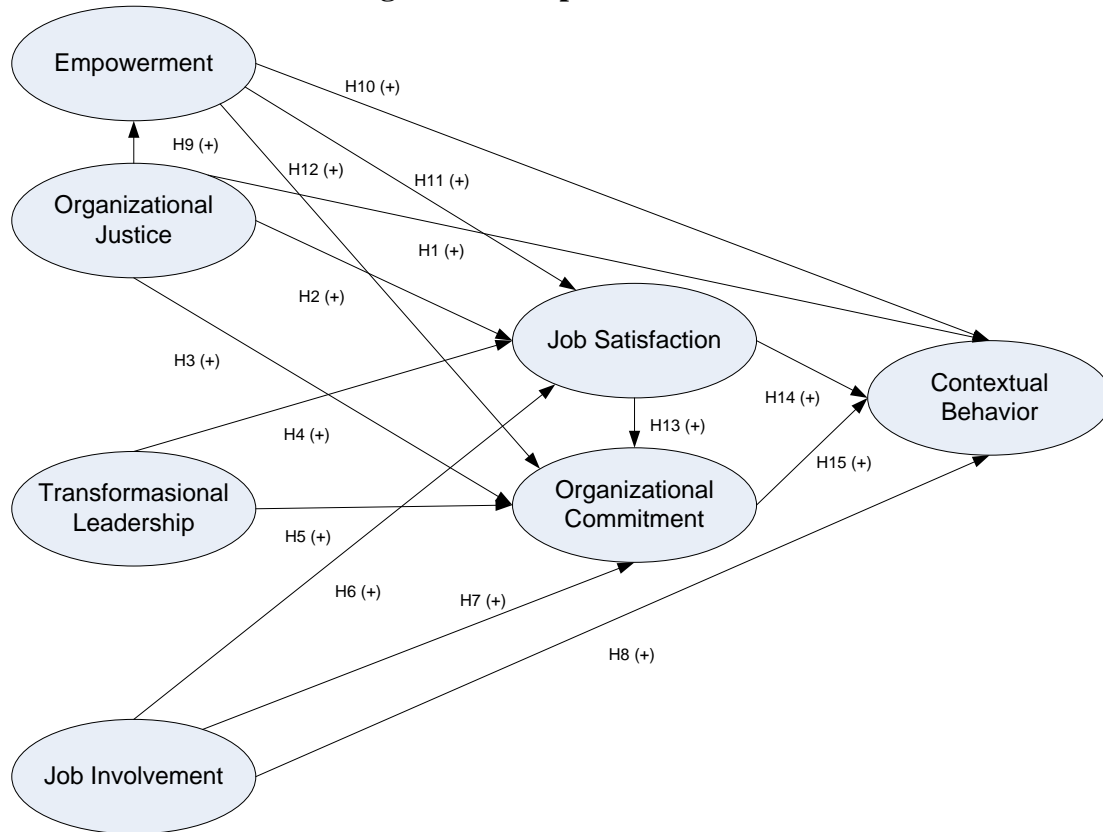
OCB (organizational citizenships behavior) is defined as a contextual behavior. Citing the opinion of Organ (1988), the researchers reported in the OCB (Najafi, 2011; Ajaonkar et al., 2012; Batool, 2013) suggested that OCB is a behavior which is free, not part of a formal role that must be done by the employees, but making the organization function more effectively and efficiently. According to Organ (1988), those who have a contextual behavior can be categorized as employees' altruism, sportsmanship, courtesy, and civic virtue. Altruism is defined as a concern for the welfare of others. Sportsmanship is defined as a willingness of employees to accept the shortcomings of the company, without complaining. Courtesy defined by giving something to others with sincerity. Lastly, civic virtue is defined as a person's responsibility for participating or concerning about the future of the company.

3. CONCEPTUAL FRAMEWORK

From the results of these studies, showed that organizational justice (distributive justice, procedural justice, and interactional justice), transformational leadership, job involvement and empowerment give a direct effect on contextual behavior or indirectly

through job satisfaction and organizational commitment. For clarity, the results of the literature reviews are poured into a conceptual framework of the following chart.

Figure 1 Conceptual Framework



4. METHODOLOGY

4.1 Research Method

This study is aimed to test the hypothesis of organizational justice, transformational leadership, job involvement and empowerment as the direct cause of contextual behavior or indirectly through job satisfaction and organizational commitment. The unit of analysis are bank employees in Jakarta. Meanwhile, the data is collected by using a survey method with cross-sectional data which is done in a certain period of time.

4.2 Instrument Test

The research instrument is questionnaire. The researchers assessed instrument for each statement to check the measurement reliability and validity by using SPSS version 17.0 for Windows.

Table 1 Measurement

Variable	KMO	Anti-Image	Cronbach's Alpha
Organizational Justice			
Distributive Justice	0.792		0.886

I am rewarded for my work		0.814	
Rewards are fair and fit with my previous work experience		0.860	
I am rewarded fairly for what I did for the organization		0.814	
Variable	KMO	Anti-Image	Cronbach's Alpha
The performance evaluations reflect my job responsibilities		0.730	
The performance evaluations reflect my job difficulties		0.741	
Procedural Justice	0.804		0.813
The evaluation is fair regardless of social networks related to education and location		0.860	
The performance evaluation fairly reflects what employees had performed		0.843	
The external pressure does not influence performance evaluations		0.753	
Standard criteria are used for evaluations		0.779	
Employees and supervisors communicate during the evaluation period		0.834	
Interactional Justice	0.787		0.826
My supervisor respects my opinion		0.764	
My supervisor avoids personal prejudice		0.741	
My supervisor treats me kindly		0.789	
My supervisor respects my rights as a subordinate		0.812	
My supervisor tries to be honest with me		0.802	
Transformational Leadership			
Idealized Influence	0.853		0.888
Supervisors instill pride in myself		0.839	
Supervisors always prioritize organizational interest more than personal interest		0.849	
Supervisors encouraged me to be able to thrive in doing the job		0.893	
Supervisors show appreciation in my work		0.876	
Supervisors are always talking about the importance of values and beliefs in doing the job		0.855	
Supervisors demonstrate the importance of having a strong sense of achieving the goal in doing the job		0.835	
Supervisors always consider the moral and ethical consequences in making decisions		0.860	
Supervisors point out the importance of making decisions together on an issue		0.821	
Inspirational Motivation	0.783		0.806
Supervisors always speak with optimism about		0.914	

the future			
Supervisors always speak passionately about what needs to be done		0.765	
Supervisors always give the future vision of the company		0.775	
Variable	KMO	Anti-Image	Cronbach's Alpha
Supervisors always assured me that the company's goals will be achieved		0.777	
Intellectual Stimulation	0.780		0.846
Some of the supervisors ideas make me rethink that my idea is better		0.764	
Supervisors encouraged me to see from different perspectives in solving problems		0.711	
Supervisors encouraged me to look at a problem from different sides		0.833	
Supervisors showed me new ways to finish the job		0.919	
Empowerment	0.730		0.815
I have the authority to deal with customers problem		0.679	
I am encouraged to handle customer problems by myself		0.658	
I don't have to get management's approval in handling customers problem		0.744	
I am allowed to do almost everything to solve the customers problem		0.839	
I have control over how to solve the customers problem		0.752	
Job Involvement	0.787		0.887
The most important thing for me is the involvement of employees		0.808	
The most important thing for me is to always carry out the work		0.861	
The work shows who I am		0.814	
I have always been involved in carrying out my own work		0.726	
My work is an essential part of my life		0.732	
Job Satisfaction	0.692		0.776
I am satisfied with my current job		0.698	
My work environment is pleasant		0.731	
I am glad that I chose this company to work for, over other companies		0.658	
Organizational Commitment			
Affective Commitment	0.761		0.795
I do not feel like a part of the family in the company		0.819	

The company has a great deal of personal meaning for me	0.711
I do not feel emotionally attached to the company	0.818
I feel a strong sense of belonging to the company	0.747

Variable	KMO	Anti-Image	Cronbach's Alpha
Continuance Commitment	0.802		0.884
It would be very hard for me to leave the company right now, even if I want to		0.826	
I do not have any reason to leave the company		0.863	
One of the serious consequences of leaving this company would be the scarcity of any available alternatives		0.839	
One of the major reasons why I continue to work for this company is because leaving would require my personal sacrifice		0.743	
Staying with my company is a matter of necessity and also desire		0.752	
Normative Commitment	0.692		0.776
Moving from one company to another company does not seem to be unethical to me		0.698	
I do not think that an employee must always be loyal to his or her company		0.731	
I think that employees these days move from one company to another company too often		0.658	
Contextual Behavior			
Altruism	0.500		0.651
I am willing to help my colleagues to solve problems related to the job		0.500	
I am willing to help the work of my colleagues when necessary		0.500	
Sportsmanship	0.711		0.780
I do not hesitate to coordinate and communicate with co-workers		0.715	
I work seriously and rarely make mistakes		0.747	
I often arrive early and start working immediately		0.705	
I follow the rules and procedures of the company even when no one is looking and no evidence can be shown		0.683	
Courtesy	0.791		0.831
I avoid actions that can harm my co-workers		0.886	
I avoid things that are detrimental to the rights of others		0.837	
I do not take action before consulting with other		0.738	

co-workers who may be affected by my actions I do not want to create problems for my co-workers				0.764
Variable	KMO	Anti-Image	Cronbach's Alpha	
Civic Virtue	0.790		0.810	
I am happy to tell other people about the company's success story		0.854		
I am trying to protect the reputation of my company		0.782		
I am actively attending meetings at my company		0.752		
I do not mind taking a new task which is difficult		0.801		
I give constructive suggestions that can improve the company's activities		0.771		

*The whole answered is measured by using *likert* scale 5 points: 1 = very disagree to 5 = very agree.

4.3 Data Collection

Collecting data in this study is conducted by distributing questionnaires to banks in Jakarta. The population is bank employees in Indonesia. Samples were taken from 150 respondents consist of bank employees in Jakarta. The sampling method that is used is *purposive sampling* which is one of *the non-probability sampling techniques*, that the researchers chose members of the sample is based on certainty (Malhotra, 2006).

4.4 Data Analysis Method

Data that has been collected was processed by using *Structural Equation Modeling* (SEM). This method is used with the consideration relationships between variables that occur simultaneously. SEM is used to change one dependent variable to an independent variable for the next relations. SEM is a similar method to a combination data processing, using *factor analysis and multiple regression analysis*. Furthermore, by using SEM all of the hypotheses can be processed together.

5. FINDING AND RESULT

The results showed that from the 15 hypothesis (Table 2), it turns out there are three hypotheses that are not supported. This relates to the hypothesis 6 (H6) which says job involvement has no effect on job satisfaction and hypothesis 7 (H7) which says job involvement has no effect on organizational commitment. In the absence of job involvement influencing job satisfaction, there is an impact on the absence of job satisfaction effect on the contextual behavior (H14 is not supported). The variables that directly affecting contextual behavior consist of organizational justice, empowerment and job involvement. Transformational leadership influences contextual behavior which has to go through job satisfaction and organizational commitment. Contextual behavior is also affected indirectly by organizational justice and empowerment through job satisfaction and organizational commitment. The result of the following research is organizational justice, through empowerment, can affect job satisfaction, organizational commitment and contextual behavior.

Table 2 Testing Hypothesis

Hypothesized path	Estimate	<i>p</i>- value	Decision
H1: There is a positive impact of organizational justice towards contextual behavior	0.304	0.000	H1 Supported
H2: There is a positive impact of organizational justice towards job satisfaction	0.296	0.000	H2 Supported
H3: There is a positive impact of organizational justice towards organizational commitment	0.588	0.000	H3 Supported
H4: There is a positive impact of transformational leadership towards job satisfaction	0.307	0.000	H4 Supported
H5: There is a positive impact of transformational leadership towards organizational commitment	0.257	0.000	H5 Supported
H6: There is a positive impact of job involvement towards job satisfaction	0.076	0.150	H6 Not Supported
H7: There is a positive impact of job involvement towards organizational commitment	-0.001	0.270	H7 Not Supported
H8: There is a positive impact of job involvement towards contextual behavior	0.184	0.000	H8 Supported
H9: There is a positive impact of organizational justice towards empowerment	1.161	0.000	H9 Supported
H10: There is a positive impact of empowerment towards contextual behavior	0.252	0.000	H10 Supported
H11: There is a positive impact of empowerment towards job satisfaction	0.253	0.003	H11 Supported
H12: There is a positive impact of empowerment towards organizational commitment	0.073	0.000	H12 Supported
H13: There is a positive impact of job satisfaction towards organizational commitment	0.108	0.000	H13 Supported
H14: There is a positive impact of job satisfaction towards contextual behavior	-0.095	0.000	H14 Not Supported
H15: There is a positive impact of organizational commitment towards contextual behavior	0.168	0.000	H15 Supported

5.1 Contribution, Implication, and Direction of Future Researches

The results showed that organizational justice, transformational leadership, job involvement and empowerment have a direct effect on contextual behavior and the indirect effect comes through the job satisfaction and organizational commitment of bank employees. Furthermore, based on the findings, it can provide information for the bank that there are variables that need to be considered in the formation of contextual behavior of its employees. With the contextual good behavior, it is expected that bank employees can provide the best service to the customers of the bank. Competition in the banking industry developed rapidly, and the results of this study can be used as a reference for banks to understand their employees, especially with respects for the bank employee performance. The management of the bank can do every possibility to pay more attention to the involvement of its employees work. This needs to be done because based on the research, job involvement has no effect on job satisfaction and organizational commitment, while previous researches said that employment can influence job satisfaction and organizational commitment.

5.2 Limitation

Just as other researches, this study has its limitations. First, the number of the sample is 150 respondents during the data collection. Second, the research only collect samples from respondents in Jakarta area. Third, this study conducted on employees of banks. Fourth, the study only includes variables such as contextual behavior, job satisfaction, organizational commitment, empowerment, organizational justice, transformational leadership and job involvement for which there are still other variables that can be included.

5.3 Future Research

In the future research, the number of respondents is hoped to be more than 150 respondents. It is recommended for the research sample to include not only sample from Jakarta, but expanded to other areas such as Bogor, Depok, Tangerang and Bekasi. Further research can be done on other service industries that give uniqueness. Moreover, future researchers can add a preference variable to strengthen the contextual behavior.

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