



# An empirical study of leadership style and procedural justice and organizational citizenship behavior into a driver of improving employee performance

Dadan Faturohman<sup>1</sup>, Fauji Sanusi<sup>2</sup>, Roni Kambara<sup>3</sup>  
<sup>1,2,3</sup> Pascasarjana, Magister Manajemen, Universitas Sultan Ageng Tirtayasa

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## ABSTRACT

This study aims to test and analyze the factors that can improve employee performance at the Pandeglang Regency Education, Youth, and Sports Office, namely the variables of leadership style, procedural justice, and organizational citizenship behavior that have been modeled by the author so that it will be tested for validity. This research was conducted at the Office of Education, Youth and Sports of Pandeglang Regency. This research uses quantitative methods by using causality, namely looking for explanations in the form of cause-and-effect relationships between several variables; the sampling technique used in this study is saturated sampling or total sampling, where all populations are sampled, namely, all employees of the Pandeglang Regency Disdikpora totaling 150 respondents and data analysis techniques with Partial Least Square (PLS) software. The results showed that leadership style positively and significantly affected employee performance. Procedural justice has a positive and significant impact on employee performance. Leadership style has a positive and significant impact on organizational citizenship behavior. Procedural justice has a positive and significant effect on organizational citizenship behavior. Organizational citizenship behavior has a positive and significant effect on employee performance. Organizational citizenship behavior can be characterized as partial mediation on the effect of leadership style on employee performance and the effect of procedural justice on employee performance. In this context, the author hopes that this research is expected to make a theoretical contribution to the literature on human resource management.

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### Corresponding Author:

Dadan Faturohman,  
Program Pascasarjana, Magister Manajemen,  
Universitas Sultan Ageng Tirtayasa,  
Jl. Raya Jkt Km 4 Jl. Pakupatan, Panancangan, Kec. Cipocok Jaya, Kota Serang, Banten 42124  
Email: [dadanfaturohman038@gmail.com](mailto:dadanfaturohman038@gmail.com)

## 1. INTRODUCTION

Government organizations have an essential role, especially in optimizing government services to the community. In various dynamics, government organizations are constantly faced with demands for the rationalization of services in a professional manner according to the scope of their respective tasks (Riyanto et al., 2022). In this context, the role of

every employee involved in government services is always required to be able to give more weight to providing services to the community (Gunawan et al., 2022; Sumarjo et al., 2023). Success in maintaining the existence of an organization depends on the management of human resources, especially efforts to increase employees' work efficiency and effectiveness (Ma et al., 2021; Setyowati et al., 2023; Tajudin et al., 2023).

Employee performance is a result that a person achieves in his work related to the implementation of tasks that are his responsibility to the organization in achieving work goals. Employees can work well if they perform well (Karsikah et al., 2023; Purnamasari et al., 2023). Performance is strongly related to productivity issues because it indicates how high the effort is in achieving productivity in an institution/company (Sobariah et al., 2018). The demands on government organizations to be able to adapt to developments and the environment will continue to provide change. The realization of the organization's effectiveness depends on the employees carrying out the tasks they have. All organizations want their employees to carry out their duties professionally, efficiently, and effective manner (Alfarizi et al., 2022; Haryadi et al., 2022).

An employee at work involves guidance and evaluation activities from the authorities. The support of superiors or leaders is considered essential in meeting employees' needs (Sanusi et al., 2021; Sobariah et al., 2018). Leadership comes from the word leader, who uses his authority and leadership and directs subordinates to do part of the work in achieving organizational goals. So leadership is how a leader influences subordinates' behavior so they want to work together and work productively to achieve organizational goals (Khaola, 2021; Mulyadi et al., 2023).

In addition to the leadership style, employee performance is also influenced by procedural fairness. Procedural justice is organizational justice related to decision-making procedures by organizations aimed at their employees (Chun, 2021). Procedural fair behavior has been demonstrated to improve employee performance. In this case, justice is said to exist if employees feel equalized in the sense that the rewards they receive are the same as other employees who receive the same work; the fulfillment of justice created by agencies or companies will indirectly affect employee loyalty or organizational citizenship behavior (Khtatbeh et al., 2020). Loyalty is reflected in the positive attitude that employees do or employees give towards their work by carrying out their responsibilities properly; loyalty or organizational citizenship behavior in each employee can be grown through good and correct procedural justice (Bates et al., 2022).

Employee performance is also influenced by organizational citizenship behavior. Organizational citizenship behavior is a term used to describe all positive and constructive actions and behaviors of employees that are not part of their formal job description. Everything employees do, of their own free will, supports their co-workers and benefits the organization (Haryadi et al., 2021; Nielsen et al., 2021; Sridadi et al., 2022). Employees voluntarily show positive behavior such as helping others, volunteering for extra assignments, carrying out work in a sporty manner, controlling themselves in carrying out discipline, and several other things that are beneficial to the organization (Al-Shami et al., 2023; Kaur & Randhawa, 2021; Pohl et al., 2022).

Pandeglang Regency Youth and Sports Education Office. Disdikpora Pandeglang Regency has carried out three employee work quality assessments in 2019, 2020, and 2021. In 2019 in the excellent category, there were 80 or 53.33% of employees; in 2020, it decreased to 71 or 47.33%. In 2021, employees will increase to 76 or 50.67%. For the assessment of the sufficient category in 2019, there were 52 or 34.67% of employees; in 2020, it decreased to 45 or 30.00% of employees and again experienced an increase in 2021 to 47 or 31.33%. Furthermore, for the lacking category in 2019, there were 18 or 12.00% employees; in 2020, it increased to 34 or 22.67,% and in 2021, it decreased by 27 or 18.00%. In addition, there are results of achieving fluctuating employee performance targets between 2019 and 2021. The graph illustrates that the performance

of employees at the Disdikpora Office of Pandeglang Regency still needs to be improved because they have not reached the predetermined targets.

This study aims to test and analyze the factors that can improve employee performance at the Youth and Sports Education Office of Pandeglang Regency, namely the variables of leadership style, procedural justice, and organizational citizenship behavior, which have been modeled by the author so that their validity will be tested. In this context, the author hopes that this research is expected to make a theoretical contribution to the literature on human resource management.

## 2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal process is an investigation that will seek an overview of the relationships, influences, impacts, and causal effects (cause and effect) of various concepts or factors or, in some cases, are designed in management science. The population in this study was 150 employees of the Pandeglang Regency Youth and Sports Education Office. The sample in this study were employees of the Pandeglang Regency Youth and Sport Education Office, totaling 150 respondents, and all respondents were drawn as samples. The sampling technique used was non-probability sampling with the total sampling/saturation sampling method, meaning that the entire population was taken as a sample. A saturated sampling technique has been used in this study. The data collection technique used in this study used a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. Based on the research sample, 150 questionnaires were obtained from the respondents. The data analysis technique in this study was descriptive analysis using the SPSS version 26 assistance program, then to look for the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which includes a validity test and reliability calculation test then by looking at the square root value of each variable. Then proceed with the inner model test by looking at the R Square value. To look for direct and indirect effects between variables using a bootstrapping test by looking at the direct and indirect effects. In this study, the authors formulated research hypotheses including h1: there is a significant influence of leadership style on employee performance, h2: there is a significant effect of procedural justice on employee performance, h3: there is a significant influence of leadership style on organizational citizenship behavior, h4: there is a significant effect of procedural justice on organizational citizenship behavior, h5: there is a significant effect of organizational citizenship behavior on employee performance.

## 3. RESULTS AND DISCUSSIONS

Before conducting the assumption test, it is necessary to test the validity to show how positive an instrument method or way of measuring something is designed. Leadership style is measured using five indicators: decision-making ability, motivating ability, communication skill, ability to control subordinates, and responsibility (Kaluza, 2021). Then procedural justice is measured using five indicators, consistency, emphasis on work, information accuracy, ethics, and morality, and correcting inaccurate decisions (Bates et al., 2022). Likewise, the organizational citizenship behavior variable is measured using five indicators: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue (Sridadi et al., 2022). For this, employee performance is measured by four indicators of quality of work results, quantity of work results, timeliness, reliability, and cooperative attitude (Haryadi et al., 2022; Ricardianto, 2018; Vipraprastha et al., 2018). This study attempted the validity test by looking at the convergent and discriminant

validity numbers. Furthermore, the validity test results can be observed in the following vignette.

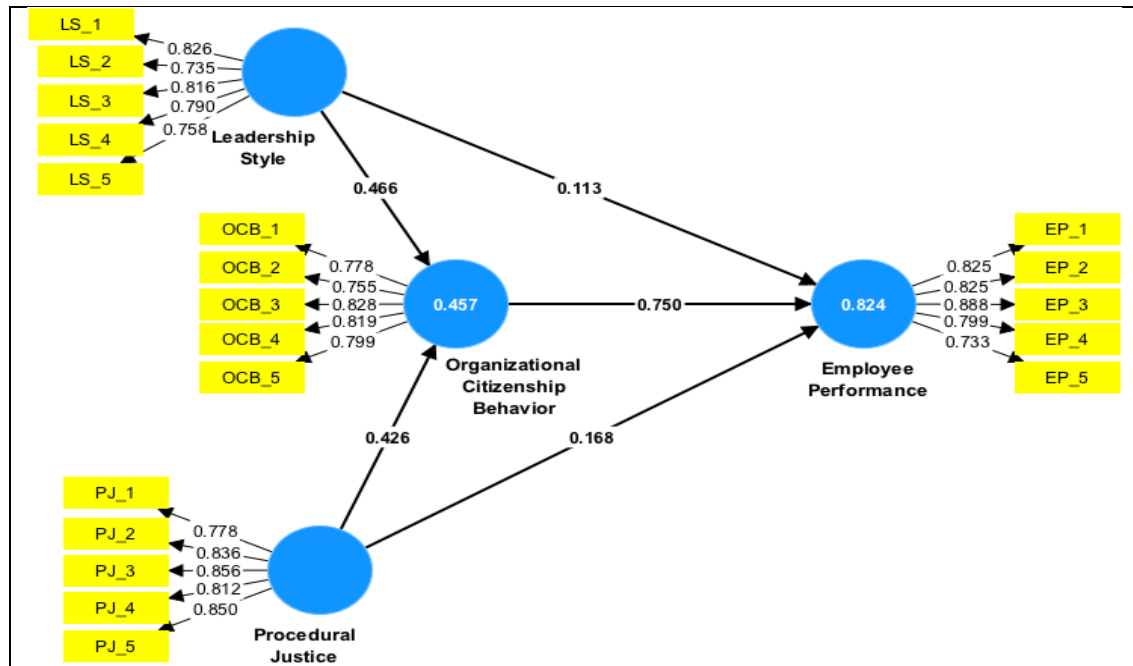


Figure 1. Outer Model Research  
 Source: Results of research data processing 2023

Figure 1 shows that all elastic variables from each indicator have a value greater than 0.70, which can automatically fulfill the validity standards of data. Opinion (Ghozali & Latan., 2015: 74) Indicators are claimed to be accurate if each indicator has an outer loading number greater than 0.70. Not only looking at the number of outer loading but convergent validity can also be observed from the number (AVE), which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average number of extracted variances for each variable is located above 0.50 as shown in the following table.

Table 1. Outer model and inner model

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OCB	LS	PJ				
Employee Performance					0,873	0,908	0,665	0.824
EP_1	0,825							
EP_2	0,825							
EP_3	0,888							
EP_4	0,799							
EP_5	0,733							
Organizational Citizenship Behavior					0,855	0,896	0,634	0.457
OCB_1		0,778						
OCB_2		0,755						
OCB_3		0,828						
OCB_4		0,819						
OCB_5		0,799						
Leadership Style					0,845	0,889	0,617	
LS_1			0,826					
LS_2			0,735					
LS_3			0,816					
LS_4			0,790					
LS_5			0,758					

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OCB	LS	PJ				
Procedural Justice					0,884	0,915	0,684	
PJ_1				0,778				
PJ_2				0,836				
PJ_3				0,856				
PJ_4				0,812				
				0,850				

Table 1 shows that each variable has a value from reliability testing showing the importance of Cronbach's Alpha, Composite Reliability on all variables. There are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value > 0.50 so that construct reliability & validity are fulfilled. The following hypothesis testing can be seen in Table 2 below.

Table 2. Hypothesis Tests with Bootstrapping

Variable	Coefficient	T-value	P-values	Result
LS → EP	0,113	3,646	0,000	Accepted
PJ → EP	0,168	3,387	0,001	Accepted
LS → OCB	0,466	6,119	0,000	Accepted
PJ → OCB	0,307	4,402	0,000	Accepted
OCB → EP	0,750	18,823	0,000	Accepted

Source: Results of research data processing 2023

Table 2 is the result of the Bootstrapping test with SmartPLS 4.0 can be explained in the discussion below: The findings from the results of this study show that the first hypothesis shows that leadership style has a positive and significant influence on employee performance, with the acquisition of a T statistic value of 3,646 < from T table (1,960) and P values of 0,000 > sig (0.05) and a coefficient value of 11.3%. Thus, the first hypothesis is accepted; these results explain that the higher the leadership style, the more employee performance increases. The leader's role and leadership style is fundamental to employee retention. This study concludes that leadership style has a positive and significant effect on employee performance. According to them, leaders are considered role models by employees because they have strong personalities, and the creation of trust and confidence can also improve staff performance (Fries, 2021).

Further findings from the results of this study show the second hypothesis shows that procedural justice has a positive and significant influence on employee performance, with the acquisition of a T statistic value of 3,387 > from T table (1,960) and P values of 0,000 < sig (0.05) and a coefficient value of 16.8 %. Thus the second hypothesis is accepted; these results explain that the higher the procedural fairness, the higher the employee's performance. Procedural justice is related to the perception of fairness of the procedures used and the process to arrive at a decision. Perceptions of procedural justice are based on employees' views of the fairness of the process of rewards and punishments made by the organization, which are essential, such as the obligation to pay rewards/incentives, evaluation, promotion, and disciplinary action. A good perception of procedural justice will result in better organizational outcomes such as increased organizational commitment, desire to remain in the organization, and increased performance (Khtatbeh et al., 2020).

Further findings from the results of this study show the third hypothesis shows that leadership style has a positive and significant influence on organizational citizenship behavior, with the acquisition of a T statistic value of 6.110 > from T table (1.960) and P values of 0.000 < sig (0.05) and a coefficient value of 46.6 %. Thus it can be concluded that the third hypothesis is accepted. These results explain that the higher the leadership style, the higher the organizational citizenship behavior. Leadership is the ability of a person to influence other people so that other people want to do the will of the leader even though it may not be liked personally. Leadership inspires all employees to work

their best to achieve the expected results. Leadership is a process of influencing the activities of a group to achieve the goals set. Leadership influences other parties through direct or indirect communication to make people willing, understanding, and happy to follow the leader's will (Ji & Yoon, 2021).

The findings from the results of this research's fourth hypothesis show that procedural justice has a positive and significant influence on organizational citizenship behavior, with the acquisition of a T statistic value of 4,402 > from T table (1,960) and P values of 0,000 < sig (0.05) and a coefficient value of 30.7%. Thus it can be concluded that the fourth hypothesis is accepted. These results explain that the higher the procedural justice, the higher the organizational citizenship behavior. Procedural justice is organizational justice related to decision-making procedures by organizations that are directed to its members. Procedural justice is justice that pays attention to mechanisms that support employee empowerment and provide support to employees. Procedural justice refers to the fairness of the rules and procedures by which awards are distributed. A fair organization is characterized by procedures that guarantee statements, processes, warnings, etc. Procedural justice involves the formal characteristics of a system, and one clear indicator of procedural fairness is the existence of precise mechanisms for employees to say something that happens in their work (Bates et al., 2022).

The findings from the results of this study show that the fifth hypothesis shows that organizational citizenship behavior has a positive and significant effect on employee performance with the acquisition of a T statistic of 18,823 > from T table (1,960) and P values of 0,000 < sig (0.05) and a coefficient value of 75.0%. Thus it can be concluded that the seventh hypothesis is accepted. These results explain that the higher the organizational citizenship behavior, the higher the employee's performance. Organizational citizenship behavior is individual behavior that is free to choose, not regulated directly or explicitly by a formal reward system, and gradually promotes effective organizational functioning. Organizational citizenship behavior is an expression of love, loyalty, and a high sense of belonging from employees to their work, so the higher the organizational citizenship behavior possessed by employees, the better the employee performance. In general, citizenship behavior refers to 3 main elements: compliance, loyalty, and participation. In other words, it is an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express their concern for the organization and its continued success and progress (Al-Shami et al., 2023; Haryadi et al., 2021).

#### 4. CONCLUSION

Based on testing the hypotheses that the authors propose, it can be concluded that: The first hypothesis is accepted, indicating that leadership style has a positive and significant effect on employee performance, meaning that the more influential the leader who has a good leadership style, the employee performance will increase. The second hypothesis is accepted, indicating that procedural justice has a positive and significant effect on employee performance, meaning that the fairer or more precise the decisions made by the organization to employees, the employee's performance will increase. The third hypothesis is accepted, showing that leadership style has a positive and significant effect on organizational citizenship behavior, meaning that the higher the leadership style, the increasing the organizational citizenship behavior of employees. The fourth hypothesis is accepted, indicating that procedural justice has a positive and significant effect on organizational citizenship behavior, meaning that the higher procedural justice, the employees' organizational citizenship behavior increases. The fifth hypothesis is accepted, indicating that organizational citizenship behavior has a positive and significant effect on employee performance, meaning that the higher the organizational citizenship behavior, the higher the employee performance. In this context, the author hopes that this research

is expected to make a theoretical contribution to the literature on human resource management. For future research, it is necessary to add variables such as job satisfaction, training and organizational commitment so that the factors in improving employee performance are more detailed.

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