

Research Article

The Effect of Organizational Justice and Perceptions of Support on Performance through Organizational Citizenship Behavior (OCB) on Teacher Performance Appraisal (PKG) Employees in Malalayang District, Manado

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Abstract: Optimal performance of teacher performance appraisers (PKG) is a significant challenge in improving the quality of education in Malalayang District, Manado. The main problem that arises is the low perception of organizational justice and institutional support that influence the performance of these employees. This study aims to analyze the influence of organizational justice and perceived support on the performance of PKG employees through the mediation of Organizational Citizenship Behavior (OCB). The method used is quantitative with an associative design, involving 92 employees as a sample taken proportionally from a population of 119 PKG employees. Data were collected using a questionnaire and analyzed using Structural Equation Modeling Partial Least Square (SEM-PLS) techniques. The results showed that organizational justice and perceived support significantly influence OCB and performance, and OCB proved to be a mediator that strengthens the relationship. These findings indicate that improving organizational citizenship behavior can be an effective strategy in improving employee performance that impacts the quality of teacher assessment. The practical implications of this study suggest the need to strengthen fair organizational policies and provide optimal support to create a conducive work environment that supports the performance of PKG employees.

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1. Introduction

Organizational performance is a crucial aspect that is a primary focus in efforts to improve the quality of educational institutions, particularly in the context of human resource assessment and management. As a strategic element, employee performance plays a central role in determining the success of organizational goals. In line with Kurniawan and Sudiarditha (2018), human resources in the educational context must be managed effectively to face the challenges of globalization and rapid technological change. Furthermore, the quality of education is greatly influenced by the performance of individuals within educational organizations, who are the primary drivers of the institution's success (Amelia et al., 2022). Therefore, serious attention to improving the performance of teacher performance assessors is crucial to supporting the quality of education in Indonesia, which still faces various challenges (Wahyudi et al., 2022).

Organizational justice is a factor that significantly influences employee performance in various sectors, including education. Organizational justice theory, encompassing distributive, procedural, and interactional aspects, provides a foundation for understanding how perceptions of justice can motivate employees to perform their duties optimally (Manihuruk, 2023). Research by Manihuruk (2023) shows that organizational justice has a positive and significant effect on employee performance in the public sector. However, several other studies have found that perceptions of justice do not always have a direct impact on performance improvement, depending on mediating variables such as organizational commitment and work effectiveness (Deana, 2023). This indicates the need for more in-depth research into the mechanisms of the relationship between organizational justice and employee performance, particularly in the educational context.

Furthermore, perceived organizational support is also an important variable contributing to improved employee performance. Perceived support can increase motivation and provide a sense of security in carrying out their roles and responsibilities, which in turn positively impacts work outcomes (Astuti, 2016). Research by Prasetyo et al. (2020) revealed that good human resource performance management through the provision of organizational support significantly impacts educational quality improvement. However, research suggests the need for adjustments to support strategies for effectiveness in various types of educational organizations (Jufrizen, 2023). Therefore, this study will examine the role of organizational justice and perceived support simultaneously to determine their impact on teacher performance appraisal staff.

2. Literature Review

Resource-Based View Theory Model

The Resource-Based View Theory Model is the foundation for understanding how organizational excellence can be built from the utilization of internal resources, including human resources. Barney (1991) stated that valuable, rare, difficult to imitate, and non-substitutable resources will provide a competitive advantage for an organization. In the context of employee performance management, this approach emphasizes the importance of managing organizational justice and perceived support as strategic resources that can improve motivation and performance. This theory is relevant to examine how internal organizational justice and support can strengthen employee discretionary behavior, including Organizational Citizenship Behavior (OCB), in increasing work effectiveness.

Organizational Justice Theory

Organizational justice is a central concept in human resource management, encompassing employees' perceptions of how fairly they are treated in the workplace. Greenberg (1990) divides organizational justice into three main dimensions: distributive justice (fair distribution of outcomes), procedural justice (fairness in the decision-making process), and interactional justice (fair interpersonal treatment). Recent research underscores the vital role of organizational justice in determining employee job satisfaction, organizational commitment, and performance (Manihuruk, 2023). Furthermore, fair treatment is not only about the outcomes received, but also the processes employees experience within the organization, thus shaping perceptions that impact their motivation and work behavior.

Perceived Organizational Support

Perceived organizational support reflects the extent to which employees feel valued and supported by the organization in carrying out their duties. Social Exchange Theory suggests that perceived support by employees can trigger reciprocal feedback in the form of loyalty and improved performance (Blau, 1964). This support can take the form of resource availability, moral support, and adequate rewards. A study by Astuti (2016) showed that perceived support directly influences employee job satisfaction and performance in the education sector. However, the effectiveness of organizational support also depends on the prevailing cultural context and organizational structure, so it must be adapted to suit employee needs.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior refers to voluntary employee actions that are not formally regulated in work tasks, but contribute positively to organizational effectiveness (Organ, 1988). OCB includes aspects such as helping coworkers, showing loyalty, and voluntarily following organizational rules. In the context of this study, OCB acts as a mediator connecting organizational justice and perceived support with employee performance (Podsakoff et al., 2009). Recent empirical research shows that increasing OCB can significantly increase productivity and work effectiveness, especially in educational organizations facing complex challenges in improving service quality (Rohman & Puspitasari, 2024).

Bloom's Taxonomy as a Cognitive Foundation

Bloom's Taxonomy is a conceptual framework that categorizes learning objectives in the cognitive domain into six levels, ranging from remembering to creating (Anderson & Krathwohl, 2001). In human resource development, this taxonomy is important for designing systematic training and development programs to improve employees' intellectual abilities, with a direct impact on performance. Using Bloom's Taxonomy as a foundation, this study emphasizes how appropriate education and training can improve employee competencies and attitudes, ultimately supporting OCB behavior and overall individual performance.

Conceptual Framework

The relationship between the factors studied in this research Organizational Justice, Perceived Support for Performance, Organizational Citizenship Behavior, and Teacher Performance Appraisal Employees is depicted in the conceptual framework below. This framework illustrates both the direct and indirect impacts of Organizational Justice and Perceived Support on Performance through organizational citizenship behavior (OCB) on teacher performance appraisal employees (TPAE) in the Malalayang sub-district, Manado. Figure 1 presents a graphical representation of these relationships.

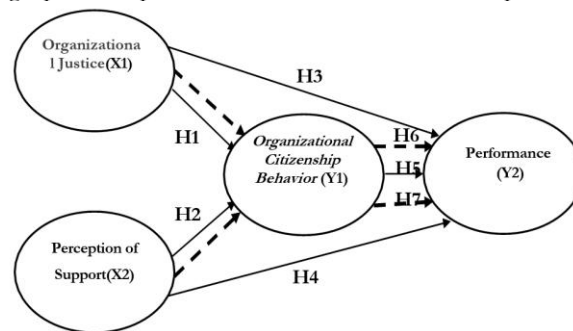


Figure1. Conceptual Framework

Considering the conceptual Framework above, seven hypothesis are formulated as follows:

- Justice organization influential positive to *Organizational Citizenship Behavior* of Teacher Performance Assessment (PKG) Subdistrict Employees Malalayang, Manado
- Perception of support has a positive influence on *Organizational Citizenship Behavior* in Teacher Performance Assessment (PKG) employees in Malalayang District, Manado
- Organizational justice has a positive effect on the performance of Teacher Performance Assessment (PKG) employees in Malalayang District, Manado.
- Perceived support has a positive effect on performance of Teacher Performance Assessment (PKG) employees in Malalayang District, Manado
- Organizational Citizenship Behavior* has a positive influence on the performance of Teacher Performance Assessment (PKG) employees in Malalayang District, Manado
- Organizational justice influences performance through the mediation of *Organizational Citizenship Behavior* on Teacher Performance Assessment (PKG) employees in Malalayang District, Manado.

- g. Perceived support influences performance through the mediation of *Organizational Citizenship Behavior* on Teacher Performance Assessment (PKG) employees in Malalayang District, Manado.

3. Proposed Method

The research model used in this study is a quantitative model with an associative approach that aims to examine the causal relationship between variables, namely the influence of organizational justice and perceived support on employee performance. This approach is widely used in human resource management research due to its ability to systematically and empirically identify and measure causal relationships (Sari, 2024). By using this model, the research not only describes the relationship between variables but also examines the strength and direction of their influence to provide a clear picture of the working mechanisms of factors within the organization.

In this study, organizational justice and perceived organizational support are positioned as independent variables assumed to have both direct and indirect effects on employee performance. As found in Saleeha's (2024) study, organizational justice significantly contributes to employee commitment and performance, while perceived support also has a positive influence on motivation and work loyalty. However, other research by Putra and Indrawati (2018) shows discrepancies in results, where organizational justice does not always correlate significantly with performance, indicating the complexity of other variables that may mediate or moderate this relationship in specific organizational contexts.

Organizational Citizenship Behavior (OCB) was chosen as a mediating variable in this research model due to its important role in strengthening the relationship between justice, perceived support, and performance. Organ (1988) stated that OCB includes voluntary employee behavior that supports the organizational environment and improves overall performance effectiveness. Recent research by Pamungkas et al. (2024) confirmed that OCB has a positive and significant effect on improving employee performance and acts as a mediator between organizational justice and organizational commitment. However, they also noted that the mediating effect of OCB on the influence of perceived support on performance still needs further research, given the variation in previous research results in different contexts.

This study used a quantitative approach with an associative research design aimed at examining the relationship or influence between independent variables on the dependent variable (Sugiyono, 2020). Data were collected through questionnaires distributed to Teacher Performance Assessment (PKG) staff in Malalayang District, Manado. Data analysis was performed using Partial Least Squares-based Structural Equation Modeling (PLS-SEM), which allows for the testing of relationships between latent variables while statistically testing hypotheses (Ghozali, 2019).

The study population was all 119 employees of the PKG Teacher Performance Assessment in Malalayang District. A sample of 92 respondents was taken using the Slovin formula to ensure proportional representation and a 5% error rate (Sugiyono, 2020). The instrument used was a questionnaire with a Likert scale of 1-5 to measure the variables of organizational justice, perceived support, Organizational Citizenship Behavior (OCB), and performance. The validity and reliability of the instrument were tested using correlation tests and Cronbach's alpha with threshold values of 0.30 and 0.70, respectively.

Data collection was conducted using questionnaires and participant observation to obtain a picture of the actual conditions in the field. Descriptive statistical analysis was used to describe the characteristics of respondents, while inferential analysis using SEM-PLS was used to examine the relationships between variables and hypotheses using the bootstrapping method. The results of validity and reliability tests, as well as measurement and structural model tests, confirmed that the research model was feasible and could be used to answer the research problem formulation (Ghozali, 2019; Sugiyono, 2020).

4. Results and Discussion

Outer model evaluation in SEM-PLS analysis is a measurement evaluation conducted to test instruments that assess the validity and reliability of the model. The outer model is the specification of the relationship between latent variables and their indicators, also known as the outer relation or measurement model, which is conducted to define the characteristics of the construct with its manifest variables. In this study, the indicators that can form the construct are reflexive, so they are evaluated using a measurement model (outer model) through the following criteria: (1) convergent validity; (2) discriminant validity; and (3) composite reliability and Cronbach alpha.

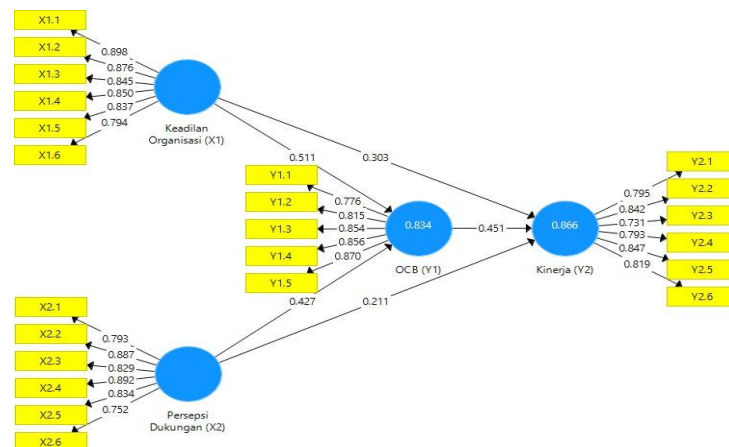


Figure 2. Outer Model Evaluation Path Diagram

Source: Processed data (2025)

Structural model evaluation (inner model) involves measuring the overall accuracy of the research model, which is formed from several variables and their indicators. This evaluation is essential to ensure that the developed model fits the observed data and is capable of producing accurate predictions. This evaluation is conducted through two tests: R-Square (R²) and Q-Square Predictive Relevance (Q²). The inner model evaluation is shown in Figure 4.2 below.

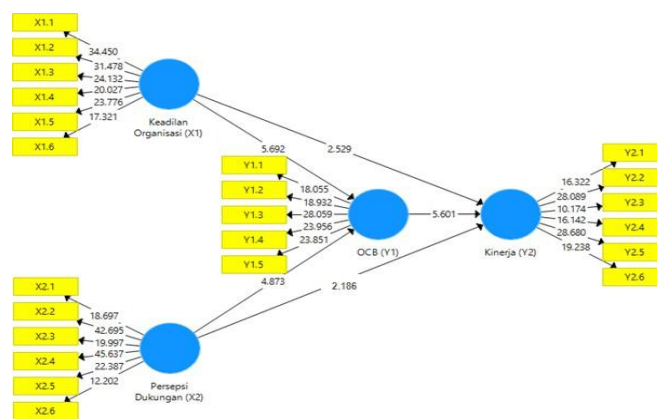


Figure 3. Diagram Track Evaluation *Inner Model*

Source: Data processed (2025)

Implications Theoretical

This research has theoretical implications, particularly in deepening the concept of organizational justice and perceived support in relation to *Organizational Citizenship Behavior* (OCB) and employee performance. In line with the theory of Bloom's Taxonomy by Benjamin Bloom, et al. (1956), this finding confirms that

affective aspects in the work environment, such as feelings of being treated fairly and receiving support, can trigger positive behaviors beyond formal employee obligations. This enriches the theoretical perspective in the field of management source power man and behavior organization with provides empirical evidence that OCB acts as an effective bridge in connecting organizational justice and perceptions of support with increased employee performance.

In addition, this research also broadens theoretical insights regarding the importance of building a conducive work environment, where fairness and support are the main elements in creating a conducive work atmosphere. productive and harmonious. In the education sector, this research provides a new perspective on how organizations can maximize their employees' potential through managerial strategies that focus on affective aspects. Thus, this research supports previous theories and offers new insights into practical approaches to creating organizations that are more adaptive and responsive to employee needs, so that optimal performance can be achieved sustainably.

Implications Practical

This study proves that organizational justice, perception Support and Organizational Citizenship Behavior (OCB) have a positive influence on employee performance in the Teacher Performance Assessment (PKG) in Malalayang District, Manado. This finding provides several practical implications, as follows, based on the results of the positive influence of organizational justice on OCB, the implications are for the Teacher Performance Assessment (PKG) in Malalayang District, Manado. that is management need ensure implementation principle justice in Every aspect of the organization, including task allocation, performance evaluation, and reward delivery, is addressed. A fair work environment will motivate employees to demonstrate OCB behaviors such as helping coworkers, taking more initiative at work, and selflessly supporting organizational goals.

Based on the positive influence of perceived support on OCB, the implications for the Teacher Performance Assessment (PKG) in Malalayang District, Manado, are that management should strengthen perceived support by providing the facilities, resources, and assistance needed by employees. Training and self-development opportunities are also important to increase feelings of support, so that employees are encouraged to demonstrate better OCB behaviors in the work environment. Based on the positive influence of organizational justice on performance, the implications for the Teacher Performance Assessment (PKG) in Malalayang District, Manado, include improving employee performance by ensuring fairness in treatment, processes, and distribution of work results. Providing rewards commensurate with employee contributions and objective performance assessments will increase motivation and productivity, thus positively impacting performance.

Based on the results of the positive influence of perceived support on performance, the implications for the Teacher Performance Assessment (PKG) in Malalayang District, Manado, are that it is necessary to increase organizational support by providing feedback, providing adequate work facilities, and creating a positive work atmosphere comfortable work environment. The support employees feel will boost their morale and performance in carrying out their daily tasks. Based on the results of the positive influence of OCB on performance, the implications for the Teacher Performance Assessment (PKG) in Malalayang District, Manado, are that management needs to encourage an OCB culture in the workplace through team building activities, soft skills training, and creating a collaborative work environment. Employees with high OCB behavior tend to be more active, supportive of colleagues, and contribute positively to the achievement of organizational goals, thereby improving overall performance.

Based on the results of the influence of organizational justice on performance through OCB mediation, the implications for the Teacher Performance Assessment (PKG) in Malalayang District, Manado, are that management must ensure that organizational justice is implemented in policies and procedures. This justice will encourage increased OCB, which in turn will improve employee performance. Programs to enhance the sense of justice and prosocial behavior need to be integrated into the organization's operational activities. Based on the results of the influence of perceived support on performance through OCB mediation, the implications for the District Teacher Performance Assessment (PKG) are as follows: Malalayang, Manado, namely management need build Strong perceptions of support through open communication, availability of assistance when needed, and creating a friendly and supportive work environment. Perceived support will increase employee OCB, ultimately having a positive impact on employee performance.

Research Limitations

There are limitations during the preparation of this research, namely the research was conducted using a cross-sectional approach, where data was collected at a specific point in time. This approach allows researchers to It describes a situation or phenomenon at a specific point in time, but it cannot capture changes or patterns of relationships over time. Therefore, the results of this study only apply to the conditions at the time the data were collected and cannot be used to predict long-term changes or trends.

Conclusions

Based on the results of the analysis and discussion, several conclusions can be drawn. Organizational justice has a positive effect on Organizational Citizenship Behavior (OCB) among employees in the Teacher Performance Assessment (PKG) in Malalayang District, Manado, indicating that the higher the organizational justice provided, the higher the OCB will be. Likewise, perceived support positively influences OCB, meaning that when employees feel greater support, their OCB also increases. Furthermore, organizational justice positively affects employee performance, suggesting that fair treatment within the organization enhances employee performance. Similarly, perceived support has a positive impact on performance, implying that when employees feel well-supported, their performance improves. OCB itself also has a positive effect on performance among PKG employees in Malalayang District, Manado, where higher levels of OCB correspond to better employee performance. In addition, organizational justice influences performance through the mediation of OCB, meaning that fair organizational practices foster OCB, which in turn enhances performance. Finally, perceived support also affects performance through the mediation of OCB, showing that strong perceived support can improve OCB, which ultimately contributes to better employee performance in the Teacher Performance Assessment (PKG) of Malalayang District, Manado.

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