

Does the Social Exchange Theory (SET) Work Effectively for New Employees? An Empirical Study of Contingent Worker in Indonesia

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ABSTRACT

Empirical studies should deal with the very important issue of organizational justice and citizenship behavior in contingent workers. This study aimed to determine the role of the leader-member exchange (LMX) theory and perceived organizational support (POS) as a mediator separately against the relationship between organizational justice (OJ) and organizational citizenship behaviors (OCB). The population of the study included 150 non-permanent lecturers at five private universities in Indonesia. Survey methods were used for data collection. Factor analysis output proved that OJ relates to four factors. These four dimensions have various relationships with OCB directed towards the organization (OCBO) and OCB directed towards supervisor (OCBS) separately. The result of the structural equation modeling showed that POS and LMX cannot play a mediating role in the relationship between OJ and OCB in the context of non-regular workers.

Keywords: Leader-member exchange, organizational citizenship behavior directed to supervisor, organizational citizenship behavior directed to organizational, organizational justice, perceived organizational support

INTRODUCTION

The use of non-regular labor has become commonplace in business. There are various reasons for this phenomenon, including problems of flexibility, cost reduction, and rapid changes in environmental dynamics. This fact will affect the company's behavior toward them compared to regular employees. For example, the company will consider the issue of justice in a different manner when facing non-regular employees.

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Organizational justice (OJ) is one of the greatest concerns among scholars in the field of organizational industrial psychology, organizational behavior, and human resource management. Further evidence of such a fact is that OJ has consistently been the most popular topic at seminars and scientific journals of management (George et al., 2016).

Every employee would want to be treated fairly by the leaders and companies that hire them. Ambrose and Schminke (2003) suggested that in different structural conditions, interactional justice (IJ) and procedural justice (PJ) would play a different significant role in determining the quality of organizational social exchange as evidenced by the perceived organizational support (POS) and the leader-member exchange (LMX) theory. Rupp et al. (2014) found out that POS, LMX and other variables were the mediated correlation variables between OJ and OCB. Kim and Andrew (2015) examined the relationship between OJ and outcome variables (i.e., job satisfaction and affective commitment to organizations and supervisors) through mediating effects on social exchange variables. The results showed that POS had a fully mediating role in PJ and job satisfaction, while LMX did not play the same mediating role. In addition, the results showed that POS and LMX mediated fully the relationship between PJ and affective commitment.

Oussama and Johari (2012) and Rupp et al. (2014) tested several models that demonstrated the influence of PJ on OCB as mediated by POS, which eventually

encouraged employees to adapt OCB. The results showed that PJ was antecedent to POS, which fully mediated its relationship with three of the four dimensions of OCB.

Several researches have been done on the role of OJ as an important predictor of OCB. Most of the studies on OCB found that OCB is related to many pertinent results (Hersberger et al., 2007). The Social Exchange Theory (SET) shows that every intermediate variable in OJ-OCB relations provides mutually acceptable benefits (Moorman & Byrne, 2005). Fair treatment can improve both POS and LMX quality, which ultimately will increase OCB.

Only a few studies discuss social exchange in organizations, especially on non-regular workers by involving multi-dimensional construction to manage the relationship between social exchange and OCB. There are limited studies that address the role of exchange in explaining the relationship between OJ and OCB and the mediatory role of social exchange, particularly POS and LMX. This study integrates the concept of OJ and OCB by using the SET developed by Blau (1964). In addition, it is important to investigate the effects of individual and organizational perceptions of justice on behavior directed towards the organization as a whole (OCB-organization or OCBO) and supervisor (OCB-supervisor or OCBS) (Williams & Anderson, 1991). This opinion was also suggested by Karriker and Williams's (2009) research, in which outcome variables were separately examined at individual and organizational levels.

Furthermore, the developed model includes mediators that help understand how each dimension of justice is interpreted within each type of membership behavior. In particular, this study reveals that justice in the workplace plays an important role in the development of positive and strong social exchanges, such as POS and LMX. Two research questions of the study included 1) how do two different types of social exchanges (POS and LMX) as mediating variables have a specific antecedent and outcome variables and 2) how will different sources of justice take an impact on the different outcome? This current research contributes to ensuring that the justice sources of the relationships among individuals (interpersonal and informational justices) and organizations (distributive and procedural justices) will have an impact on leaders' (OCBS) and organizations' (OCBO) extra-role behavior. Specifically, the purposes of this study were: 1) to analyze constructive differences in the four types of justice (distributive, procedural, interactional, and informational) to non-regular employees, 2) to examine the role of POS as a mediator in the relationship between procedural and distribution of justice and OCBO, 3) to determine the role of LMX as a mediator in the relationship between interpersonal and informational justice and OCBS.

Most of the previous research has examined the workers for manufacturing industries. These have not used the lecturers as a respondent. This recent research is a crucial phenomenon because it investigates

knowledgeable and skillful lecturers who have got a three-year working contract. It means that most of them are a newcomer in an organization. Before being a permanent lecturer in a Muhammadiyah university or college, they have signed a three-year working contract. It will dismiss them if they do not actualize their knowledgeable and skillful performances. In a working contract, however, they are permitted to work for another profitable company or institution.

Non-regular laborers, including temporary workers (contingent), experienced tremendous growth in recent years. In Indonesia, according to Elance-oDesk (2014), an annual interest in working from home is still quite high. From a scale of 1-5, Indonesia is ranked top with a value of 4.5; the figure exceeds Bolivia (4.4), Pakistan (4.3) and the Philippines (4.2). Freelance jobs in Indonesia fall into the category of informal workers.

According to the definition provided by the Indonesian Central Bureau of Statistics (BPS, 2016), in the millennial age category; that is, 25-34 years, the number of independent workers is 4.42 million that is equivalent to 6.29% of the total informal workers. Meanwhile, the number of free workers both in agriculture and non-agriculture has been recorded to be 2.86 million or 4.06% of the total informal workers for the same period. However, millennial has not replaced the dominance of workers from Gen X or Baby Boomer age groups. In the independent worker's group, the number of people aged 35-44 years reached 5.47 million workers. Meanwhile,

free workers both in agricultural and non-agricultural sectors amounted to 3.31 million workers in the same age range and categories.

There are many benefits of employing temporary workers, especially in supporting flexibility (Kalleberg et al., 2000) and work-related cost reduction (von Hippel & Kalokerinos, 2012). Regardless of the pros and cons of using this contingent workforce, empirical facts show that academics underlined many benefits of contingent labor in the industry. The present study examined the issues of justice, social exchange, and OCB of new non-regular lecturers employed by private universities in the educational service industry in Indonesia. They were young, dynamic-minded workers and most have just graduated from university.

Private universities in Indonesia rely on student tuition for their funding. One of the efforts to reduce operational costs is to use non-permanent lecturers. For non-permanent workers, the issue of justice in obtaining income and treatment in the workplace from their supervisor and institution is a very sensitive and interesting issue that needs to be studied.

LITERATURE REVIEW

Organ and Bateman (1983) and Smith et al. (1983) suggested that OCB was a crucial study of organizational behavior and management literature. Katz (in Smith et al. (1983) identified three patterns of behavior types that underlay organization's functions: 1) individuals must be a member of the system, 2) individuals must take a specific

role in the organization, and 3) individuals must spontaneously innovate beyond their roles. Moreover, he developed that an organization merely dependent on formal behavior was a fragile social system.

Smith et al. (1983) defined a worker's natural and voluntary behavior. It is not a formal requirement of the role, but it can enhance an organization's functions. Ogan and Moorman (1993) identified a number of conceptually different dimensions of membership behaviors, including altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness. However, the research by Podsakoff et al. (1997) suggested that the managers had difficulties to identify the dimensions of behaviors. They tended to generalize altruism, courtesy, cheerleading, peacekeeping, sportsmanship, civic virtue, and conscientiousness as a single dimension of helping behavior. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances without complaining. Civic virtue is a behavior that identifies an employee's responsibility for participating and relating to a company's life. Helping behavior is a broader and complex construct and it is one of the deepest roots in the research literature. Organizational behavior researchers have conducted a lot of studies to obtain an antecedent variable of OCB. Organizational justice is an urgent variable as an antecedent. Academicians have strictly debated about these two variables.

The academics vary greatly in using the dimensions of justice. Some used only two

factors (e.g., George et al., 2016; Karriker & Williams, 2009; Pillai et al., 1999), while others (e.g., Bhal, 2006; Bies, 2001; Colquitt et al., 2012) prefer to use the OJ model with three factors comprising distributive justice (acceptance of results), PJ (justice perceived in the formal process by which decisions were made), and interactional justice (acceptance of interpersonal transaction justice between individuals). Although this three-factor model has advantages, several previous types of research showed that the four-factor structure is more accurate in representing the OJ concept (Greenberg, 1987). Confirmatory factor analysis shows evidence of the four different but highly correlated justice constructs. Moorman (1991) proposed four hypotheses, including support for PJ that were significantly related to four of the five dimensions of OCB. On the contrary, no relationship was found between distributive justice and OCB.

Researchers believed that interactional justice has two components: (a) individuals are treated with respect and friendliness, and (b) individuals are given an explanation of why a decision was made (Bies, 2001). Likewise, Colquitt et al. (2001) suggested that although different dimensions of justice were closely related, they contributed to additional variances described in the perception of justice. The results also illustrated the overall and unique relationship between distributive, procedural, interpersonal, and informational justice and some organizational outcomes. Interactional justice must be divided into two types; that is, interpersonal justice (the

extent to which a person has recognized the dignity and treated with courtesy) and informational justice (the extent to which employees receive sufficient explanation for the process of making and implementing a decision at work). Studies conducted using the taxonomy of four factors of justice have brought some supporting evidence. However, most of the existing studies were conducted in the context of traditional workplaces. For our knowledge, the four-factor justice model has not been studied by involving temporary workers. This research seeks to replicate four factors of justice in the context of non-regular employment.

Hypothesis 1: There are significantly different perceptions of the four dimensions of organizational justice about new non-regular workers.

Social exchange theories, especially POS and LMX, study what variables may mediate the distinct effects of interpersonal and informational justices and distributive and procedural ones on an employee's response to supervisions and organizations. It is relevant to the research by Masterson et al. (2000), suggesting that an employee might be involved in social exchange relationships with immediate supervisor and organization. Integrating two theories of social exchange and organizational justice is closely related to different sources and results.

The relationship between OJ and OCB has been explored and supported by several studies (Bies et al., 1993), including the findings on perceptions of justice and OCB categories. Moorman et al. (1993)

examined national cable companies by involving PJ and OCB. Bies et al. (1993) investigated the perceived justice of the layoff process and its effect on OCB after the announcement of layoffs, and Mackenzie et al. (1993) determined the effects of justice on OCB. Other studies supported the role of social exchange in facilitating OJ-OCB relationships.

The beginnings of the justice source model were proposed by Greenberg (1987) and Colquitt et al. (2001). They began to examine whether judicial objects' judgments (e.g., supervisors or organizations) can estimate specific results. Specifically, this study discussed the predictability of the source of justice. If the act of justice comes from an individual, it is categorized as the agency under consideration, if the judicial action comes from the organization itself, it will be categorized as the systemization. Rupp and Cropanzano (2002) examined the perceptions of justice of agents and systems that referred to their potential impact on behaviors.

Wee et al. (2014) collected data from a total of 227 subordinate supervisors from 16 hotels, located in the central region of Malaysia. The findings revealed that procedural justice affected all dimensions of OCB compared to distributive justice. Chen and Jin (2014) examined OJ construct validity in the context of Chinese society. They found that DJ and IJ had a positive effect on OCB. Furthermore, the same findings were obtained by Nisar et al. (2014) who examined 177 education experts, which were randomly selected. Their findings

showed that organizational justice directly and significantly affects OCB.

This study individually examined the effect of DJ and PJ on OCBO and the effect of intra-personal and informational justice on OCBS according to two separate models. This study follows Lavelle et al.'s (2007) research suggesting that certain sources of justice will have an impact on certain targets.

Hypothesis (2a): Procedural justice perceptions of a nonregular employee have a positive relationship with OCBO.

Hypothesis (2b): Distributive justice perceptions of a nonregular employee have a positive relationship with OCBO.

Hypothesis (3a): Interpersonal justice perceptions of a nonregular employee have a positive relationship with OCBS.

Hypothesis (3b): Informational justice perceptions of a nonregular employee have a positive relationship with OCBS.

The Relationship between OJ and Social Exchange (POS and LMX)

The prior testing and consequences of POS and LMX were carried out by Wayne et al. (2002). It was assumed that OJ (PJ and distributive justice/DJ) and organizational practices that provided employee recognition would affect POS. Meanwhile, respect and punishment from leaders are important factors for LMX. The results showed that fairness, inclusion, and organizational recognition were related to POS while contingent benefits were related to LMX. In terms of consequence, POS was related

to employee commitment and OCBO, while LMX predicted performance ratings. Thus, this study showed that OCB was directed at the supervisor (OCBS) since the result was related to the leadership.

Research conducted by Tekleab et al. (2005) used a longitudinal design with a sample of 191 employees. As a result, they found that PJ affects POS, and interactional justice affected LMX. The two exchange variables were OJ mediators of employee psychological constructs. El Akremi et al. (2010) conducted a research on 602 employees for three months in two separate periods. They found that PJ and DJ affected POS. POS fully mediated the relationship of procedural justice but not distributive justice due to deviations directed by the organization. Furthermore, Chen and Jin (2014) found that procedural justice was closely related to POS. Their research also proved that POS was a mediator in the effect of PJ on OCBO.

Hypothesis (4a): Procedural justice perceptions of a nonregular employee have a positive relationship with POS.

Hypothesis (4b): Distributive justice perceptions of a nonregular employee have a positive relationship with POS.

Previous studies demonstrated that interpersonal and informational justice had a positive relationship with LMX, while PJ and DJ had a positive relationship with POS (Moorman et al., 1998). Given that this relationship has been studied previously, it will be formally hypothesized. This study also examined a mediating

variable. Masterson et al. (2000) found that perceptions of interactional justice affected supervisor-related outcomes through LMX mediation variables. This finding was reinforced by Erdogan (2002) who proposed an antecedent and consequences model of perceptions of organizational justice. The results of his research showed that PJ had an effect on POS. He also showed that IJ affected LMX. POS and LMX were the OJ mediators of job outcomes.

Karriker and Williams (2009) explored the differential effects of multifunctional organizational justice perceptions on OCB. Their findings clarified the nature of distributive and procedural justice, provided a mono-focus of interpersonal justice, and supported the premise that equity investment produced exponential behavioral responses that were sometimes mediated by the quality of supervisor-employee relationships. Rupp et al. (2014) conducted a meta-analysis and found that supervisory justice had an effect on LMX and trust in supervisors. These two social exchange variables mediated the effect of OJ on OCBS.

Hypothesis (5a): Interpersonal justice perceptions of a nonregular employee have a positive relationship with LMX.

Hypothesis (5b): Informational justice perceptions of a nonregular employee have a positive relationship with LMX.

Mediatory Effect of Social Exchange Relationship

Research on POS and LMX showed that the two variables were consequences of organizational justice. However, even with

the widespread use of the social exchange concept as an explanatory mechanism for the outcome of justice (e.g., Moorman, 1991, Rupp et al., 2014; Wee et al., 2014), such mediation relationships had been measured and tested. Furthermore, LMX mediates the influence of OJ on OCB, job satisfaction, and organizational commitment. Overall, these findings suggested that perceptions of fairness were important inputs for employee appraisal toward the quality of their exchange relationships with employers and organizations. Furthermore, these findings further reinforced that OJ affected attitudes and behaviors related to the quality of employee social exchange relationships.

Masterson et al. (2000) found that perceptions of interactional justice affected supervisor-related outcomes through LMX mediation variables. This finding is reinforced by Erdogan's (2002) study, which proposed an antecedent model and consequences of perceptions of organizational justice. The results of his research showed that PJ had an effect on POS, and IJ affected LMX. POS and LMX were OJ mediators of job outcomes. Karriker and Williams (2009) explored the differential effects of multifunctional organizational justice perceptions on OCB. Their findings clarified the nature of distributive and procedural justice, provided a mono-focus of interpersonal justice, and supported the premise that equity investment produced exponential behavioral responses that were sometimes mediated by the quality of supervisor-employee relationships. Rupp, Shao, Jones, and Liao (2014) conducted a

meta-analysis and found that supervisory justice had an effect on LMX and trust in supervisors. These two social exchange variables mediate the effect of OJ on OCBS.

Hypothesis 6: There is a direct relationship between PJ and DJ perceptions and OCBO, mediated by POS.

Hypothesis 7: There is a direct relationship between interpersonal and informational perceptions of justice and OCBS, mediated by LMX.

METHODS

Sampling and Data Collection

Muhammadiyah is the largest Islamic organization in Indonesia. It has 172 universities. The population of the study was the temporary lecturers of Universitas Muhammadiyah Malang (UMM), Universitas Muhammadiyah Yogyakarta (UMY), Universitas Muhammadiyah Surakarta (UMS), Universitas Ahmad Dahlan (UAD Yogyakarta), and Universitas Muhammadiyah Prof. Hamka (UHAMKA Jakarta). The samples were selected by using the purposive sampling method. The population obtained from five Human Resources Bureaus of the universities amounted to 380 temporary lecturers. The survey had formally been conducted for three months by visiting them. Based on the survey result, however, it was found that 150 (39.4%), consisting of 52% males and 48% females, were voluntarily ready to be a respondent. They were from 25 to 35 years old. They could generally be categorized as

a productive age. In the early career, they were a temporary and junior lecturer of the five Muhammadiyah universities.

Procedures

The research instrument was tested before it was distributed to the respondents. Before an early survey, five senior lecturers were asked to express their opinions of it before distributed to 30 respondents. They proposed that all of the measurement variables were valid and reliable, but a few changes in diction or word uses must be conformed to the respondents' working setting.

The research members directly distributed the questionnaires to the respondents in the workplaces during working hours. Before answering the questionnaires, one research team explained the objective of the research. They spent enough time answering them and were accompanied by one research member to help the respondents' problems when they had difficulty to understand the questionnaires.

Measurement

The measurement of variables was fully adopted from organizational behavior scholar that has been widely used, with little modification by industry classification (education) where participants work in it. Respondents answered all survey items with a 7-point Likert scale. Organizational justice used measurements of four dimensions (developed by Colquitt, 2001):

Procedural Justice; that is, "The procedures (rules) in the university are

applied consistently". Distributive justice; that is, "I get a salary that reflects what I have contributed to the institution". Interpersonal justice; that is, "Department and faculty leaders treat me politely". Informational justice; that is, "My leader can adjust his communication to the specific needs of each individual".

POS was measured using eight questions developed by Eisenberger et al. (1986); that is, "The University is very concerned about my welfare".

LMX was measured using seven questions developed by Graen and Scandura (1987); that is, "My supervisor understands the problem and the need for capacity is very concerned with my welfare".

OCBS and OCBO were measured by seven items developed by Williams and Anderson (1991). OCBS; that is, "I am willing to take the time to listen to problems and concerns of the supervisor". OCBO; that is, "I always maintain and protect campus property".

RESULTS

Table 1 shows the testing of the psychometric properties of scales, such as descriptive statistics, alpha coefficients, and exogenous and endogenous variable correlations before testing the model. Zero-order correlation in the expected direction and all variables have been reliable for research purposes. Reliability ranged from 0.781 to 0.966. Results of CFA indicated that all variables could be treated as conceptually different factors. Total variants that could be explained on these variables were

Table 1
Descriptive statistics, coefficient alpha, and intercorrelations of the variables

Factors	M	SD	1	2	3	4	5	6	7	8
1. LMX	5.82	0.946	0.895							
2. POS	5.12	1.093	0.523**	0.897						
3. PJ	5.05	1.079	0.619**	0.642**	0.870					
4. DJ	4.85	1.399	0.450**	0.617**	0.503**	0.966				
5. IJ	6.21	0.862	0.584**	0.342**	0.462**	0.347**	0.951			
6. InfJ	5.70	0.965	0.371**	0.627**	0.547**	0.561**	0.556**	0.956		
7. OCBS	5.78	0.937	0.448**	0.404*	0.466**	0.267**	0.402**	0.483	0.926	
8. OCBO	5.80	0.785	0.523**	0.390**	0.488**	0.306**	0.486**	0.541**	0.614**	0.781

Notes: n =150; *p < 0.05; **p <0.01; diagonal entries in bold indicate coefficient alpha; InfJ= Informational Justice

77.04%, while the analyzed variables could be grouped into seven factors (e.g., eigenvalues, which indicate a number greater than one). Rotated component analyses showed that the variables were successfully extracted into eight constructs. In conclusion, the results of the CFA, reliability analysis, and measurement model analyses indicated that the measures have acceptable psychometric properties. OJ was grouped into four different constructs. Using the Friedman test, a comparison of means tests was made on the four constructs. The results showed that the value of the chi-square test is 215.018 with the confidence level (P = 0.000). This result supported the first hypothesis that states the four dimensions of OJ are a strong factor despite being tested on non-regular workers.

Testing the 2nd to 7th hypotheses was done by a comprehensive test, in which two separate models were created for relationships between individuals and supervisors and between individuals and organizations (see Figure 1), and the two models were combined as a comparison.

PJ and DJ have a significant effect (P = 0.000) on POS (Table 2). There is a positive relationship between PJ and OCBO (P = 0.001); however, OCBO was not affected by distributive justice. Finally, it was found that POS had an insignificant relationship with OCBO. This calculation results showed that POS had not a mediating role in the relationship between PJ and DJ variables and OCBO. According to Table 2, hypotheses 2a, 4a, 4b are supported, but hypotheses 2b and 6 are not supported.

Table 3 shows that interpersonal justice (P = 0.002) and informational justice (P = 0.018) significantly correlated to LMX. Informational justice significantly related to OCBS (P=0.05), while interpersonal justice did not significantly relate to OCBS (P = 0.437). Finally, there was not a significant relationship between LMX and OCBS. These results indicated that LMX was not a mediating factor in the association between informational and interpersonal justice and OCBS. According to Table 3, hypotheses 3b, 5a, and 5b are supported, but hypotheses 3a and 7 are not supported.

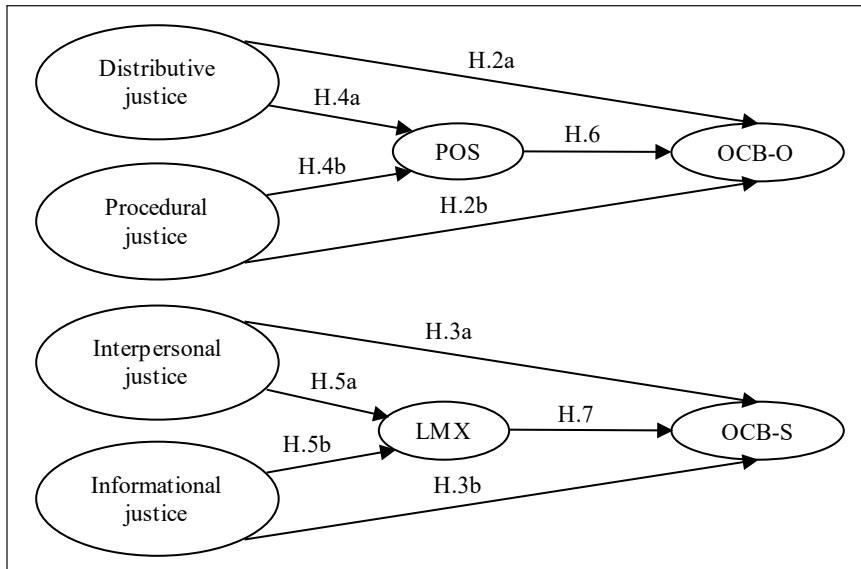


Figure 1. The conceptual framework role of POS and LMX as mediators on the influence of organizational justice on OCBs

Table 2
Results of testing model

Path	Estimate	S.E.	C.R.	P
POS ← Distributive Justice	0.177	0.042	4.174	0.000
POS ← Procedural Justice	0.290	0.061	4.730	0.000
OCBO ← Procedural Justice	0.279	0.087	3.185	0.001
OCBO ← Distributive Justice	-0.013	0.055	-0.233	0.816
OCBO ← POS	0.201	0.144	1.394	0.163

Table 3
Results of testing model 2

Path	Estimate	S.E.	C.R.	P
LMX ← Interpersonal Justice	0.313	0.103	3.057	0.002
LMX ← Informational Justice	0.263	0.111	1.360	0.018
OCBS ← LMX	0.122	0.108	1.126	0.260
OCBS ← Interpersonal Justice	0.080	0.103	0.778	0.437
OCBS ← Informational Justice	0.194	0.099	1.955	0.051

To ensure the acceptance of two models tested separately with different emphases (individual-organizational interaction and interaction between individuals), it

is better to test both models into a more comprehensive model, in which it is possible to compare the acceptance criteria between the three models (Table 4).

Table 4
Comparative criteria fit three models

Criteria	Acceptance Criteria	Model 1 (POS)	Model 2 (LMX)	Combined Model
Chi-Square	Prob > 5%	0.000	0.000	0.000
GFI	> 0.9	0.907	0.916	0.807
CFI	> 0.9	0.981	0.911	0.904
NFI	> 0.9	0.930	0.963	0.807
TLI	>0.95	0.975	0.956	0.894
RMSEA	< 0.08	0.049	0.065	0.07
CMIN/DF	< 2	0,087	1.627	0.785

Table 4 shows the model fit criteria of the three models. It indicates that although the chi-square is in marginal reception, the first and second models are still better than the third model, which is the combination of the first and second models.

DISCUSSION

The study aimed to identify the significance of constructive differences of four types of justice (distributive, procedural, interpersonal, and interpersonal) to non-regular employees. The result of factor analysis reinforced by Friedman’s average test showed that the four constructs of justice were robust and there was a significant difference between them. Thus, this study supported Colquitt’s (2001) study, who successfully clarified some important research questions, including the relative importance of the relationship between dimensions of justice, different criteria of justice, and unique effects of the justice dimension on the main variables. A meta-analytic review of 183 organizational justice studies conducted by Colquitt (2001) indicated that although there was a close relationship between various dimensions

of justice, they contribute to additional variances as explained in perceptions of justice. The results illustrated a complete and unique relationship between distributive, procedural, interpersonal, and informational justice and some organizational outcomes (i.e., job satisfaction, organizational commitment, authoritative evaluation, OCB, withdrawal, and performance). The results of this study strengthened the division of OJ into four dimensions, although it was applied to non-permanent workers with a relatively short working period (newcomer).

The second objective of this study was to examine the significance of the POS role in mediating the OJ (procedural and distributional) relationships directed to OCBO. The results of the first model showed that DJ and PJ are positively and significantly related to POS. These results support the results provided by El Akremi et al. (2010), Erdogan (2002), Hasan and Hussain (2015), Lavelle et al. (2007), Stinglhamber et al. (2006), and others.

Respondents noted that accepting the results of their performances would increase their support for the organization. In addition, respondents perceived that

income was important and can increase their support for the organization. Of course, when the income was following their performance, what they brought to the organization as well as a fair income was attributed to their performance.

Nevertheless, the present study has different findings with previous studies, including the weak relationship between POS and OCBO. PJ has a significant direct relationship with OCBO, but not with DJ. POS is not a variable that mediates the relationship between PJ and DJ with OCBO. However, the support of the university or study program could not increase the extra role of non-regular teaching staff in assisting the organization.

This result was very different from the previous studies, such as Chen and Jin (2014), Cheung (2013), Cropanzano and Rupp (2016), and Tekleab et al. (2005), who found POS as a full mediation in the relationship of PJ and DJ with OCBO. Similarly, previous research by Moorman et al. (1998) found that PJ was an antecedent to POS, which eventually fully mediated in its relationship with three of the four dimensions of OCB. An interesting possibility that can be considered from these findings was related to the respondents as non-regular workers within a long period of work on campus. This factor contributed with regard to their status and years of service that had not established a strong relationship between them and the campus, thus an extra role of the organization by relying on POS could not be expected.

The third objective of this study was to examine the role of LMX model in mediating the multi-dimensional relationships (interpersonal and informational) of OJ directed at individual relationships with supervisors (OCBS). Interpersonal justice ($P = 0.02$) and informational justice ($P = 0.018$) were found to be significantly associated with LMX. These results support Chen and Jin (2014), Cheung (2013), Cropanzano and Rupp (2016), and El Akremi et al. (2010). Recognition, proximity, trust, defense, and effectiveness of relationships are some important factors for establishing the quality of superior-subordinate relationships. This study proves that providing information proportionally and evenly can affect the quality of LMX. Among others, leaders pay attention to communication, an accurate and specific explanation of the prevailing procedures, and the special needs of each individual. Courteous and respectful treatment, respect for subordinates, and appropriate speech or words from the superior may also strengthen LMX.

Informational justice is also positively related to OCBS ($P = 0.051$), but interpersonal justice has no significant relationship with OCBS ($P = 0.437$). Similar to POS, beyond prediction, LMX is not significantly related to OCBS. Thus, LMX does not mediate the relationship between interpersonal and informational justice and OCBS. These results do not support studies by Lee and Kim (2015), Oren et al. (2012), Rupp et al. (2014), and Yeo et al. (2015), whose findings discovered the role of LMX mediation in the relationship

between informal and informational justice and OCBS. Nazir et al. (2011) also found that LMX partially mediated the relationship between distributive justice and OCB. The results of the present study can reinforce the above assumptions in terms of the respondents as non-regular workers coupled with the working period. In addition, we cannot expect an extra role aimed at the organization by relying on POS, as well as extra roles intended for individuals not mediated by LMX.

CONCLUSION

Based on the factor analysis output, it can be concluded that the four dimensions of justice are strong constructs for establishing organizational justice, although such construct testing was conducted on contingent workers. However, the quality of POS and LMX cannot mediate OJ and OCB relationships within two dimensions of individuals and organizations. It may be caused by the respondents that involve non-regular worker participants with a relatively short working period; therefore, a good quality social relationship has not established yet. Yet, respondents in this study were dominated by non-regular workers with under two years of service and would likely become permanent employees if they met certain requirements. Furthermore, the work environment (on campus) does not allow non-regular workers to build LMX quality and organizational support (POS).

Some limitations should be noted and examined in future research. This study used all measurements developed in the

west. Although validity and reliability are acceptable, as instruments are not original, they may not fully grasp the meaning of constructs in Indonesian settings. Subsequent research can validate this scale, and if needed, modify them to adjust to the Indonesian setting. Our study was based on this single sample. We only used 150 non-permanent lecturers in five colleges. Future research needs to cross-validate with larger samples in different organizational settings so that the results could be generalized. Since the cross-sectional data bias the testing of the effect among variables, it is desirable to use a longitudinal research design.

Despite these limitations, it is suggested that in future researches, model testing needs to be developed by using respondents as a temporary employee with given working periods and involving third parties as an employment agency. Additionally, it is essential to determine a research setting that enables employees to build a good relationship with leaders and organizations. It is essential to review some possibilities of mediating or moderating variables that can improve a fit model. These variables can explain that POS and LMX in a temporary worker research setting are important to enhance employees' other extra-role behaviors in collaboration with supervisors (OCBS) and institutions (OCBO).

This study has an impact on managerial implications. The university leaders needed to pay attention to temporary and permanent lecturers. These heads and institutions needed to give some justice treatment to

them. The results of the study show that both of them have not been successful in building a good relationship with temporary lecturers. It should be built by referring to leadership and institutional perspectives for improving the temporary lecturers' performances.

The results of the study can socially be implicated by higher education and its leaders to build a good relationship with temporary lecturers and optimize their knowledge, skills, and ability to achieve its objective as expected. A university and its heads will take any loss if they do not think about justice factors among lecturers. Additionally, it will cause knowledgeable and skillful lecturers to resign from their jobs. Certainly, they want to work for a higher education that can give more equitable and better compensation among lecturers.

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