

Consequences of Distributive Justice Climate Based on Target Similarity Approach: Hierarchical Linear Model Analysis

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ABSTRACT

Research on the consequences of organizational justice climate will still grow in the future, especially its cross-level impact on individual outcomes. This study examines the unique combined impact of a multi-foci distributive justice climate on trust in supervisors, organizational commitment, and proactive behavior. In estimating our proposed model, we involved 153 workforces of public sector organizations in Banyumas, Central Java, and analyzed them using Hierarchical Linear Modeling (HLM). This study confirmed that multi-foci and target-based distributive justice climate consequences are supported. Distributive justice climate foci organization positively impacts organizational commitment, while the distributive justice climate foci supervisors positively impact trust in supervisors. In addition, the distributive justice climate also impacts proactive behavior. Trust in supervisors, and organizational commitment are proven to mediate the relationship between a distributive justice climate and proactive behavior. This research offers unique practical and theoretical contributions to the public sector industry. Our work is the first research using a multi-foci and target similarity model and related literature by applying Social Exchange Theory (SET) to the constructs of a multi-foci distributive justice climate, trust in supervisors, organizational commitment, and proactive behavior.

ABSTRAK

Penelitian mengenai konsekuensi dari iklim keadilan organisasi masih akan terus berkembang di masa depan, terutama dampak lintas level pada hasil individu. Penelitian ini menguji dampak gabungan yang unik dari iklim keadilan distributif multi-fokus terhadap kepercayaan pada atasan, komitmen organisasi, dan perilaku proaktif. Dalam mengestimasi model yang kami ajukan, kami melibatkan 153 tenaga kerja organisasi sektor publik di Banyumas, Jawa Tengah, dan menganalisisnya dengan menggunakan Pemodelan Linier Hirarkis (HLM). Penelitian ini mengkonfirmasi bahwa konsekuensi iklim keadilan distributif berbasis multi-fokus dan target didukung. Iklim keadilan distributif fokus organisasi berdampak positif terhadap komitmen organisasi, sedangkan iklim keadilan distributif fokus atasan berdampak positif terhadap kepercayaan pada atasan. Selain itu, iklim keadilan distributif juga berdampak pada perilaku proaktif. Kepercayaan pada atasan, dan komitmen organisasi terbukti memediasi hubungan antara iklim keadilan distributif dan perilaku proaktif. Penelitian ini menawarkan kontribusi praktis dan teoritis yang unik untuk industri sektor publik. Penelitian ini merupakan penelitian pertama yang menggunakan model kesamaan multi-fokus dan target serta literatur terkait dengan menerapkan Teori Pertukaran Sosial (Social Exchange Theory/SET) pada konstruk iklim keadilan distributif, kepercayaan pada supervisor, komitmen organisasi, dan perilaku proaktif.

1. INTRODUCTION

Organizational climate is gaining popularity in the organizational behavior literature, proving important for understanding employee job-related attitudes and behaviors (Ambrose et al., 2019; Berberoglu, 2018). Schneider et al. (2017) stated that

justice climate research would continue to develop, especially concerning its impact on individual and team outcomes. In practice, the organizational climate can encourage individuals to act in ways that support the organization, even when doing so comes at personal risk to their career and reputation

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(Gok et al., 2023). Very often, organizational research deals with the attitudes and behavior of individuals but ignores that these people do not function alone. At work, employees are part of a larger social structure – especially teams, where they share formations, plan events collectively, and influence one another (Sušanj et al., 2019). Research on organizational justice outlines empirical theoretical and methodological gaps (Purnomo, 2013). Research gaps related to theoretical and empirical include the dimensions of organizational justice, the use of a multi-foci approach to organizational justice, and the integration of theory in explaining the consequent model of organizational justice and the issue of organizational justice climate. Gaps related to methodology include measuring variables at the group level and testing the effect across levels. To support it, Herr et al. (2018) showed that the effect of organizational justice on symptom reporting can operate at two levels, namely the individual and group or organizational levels.

Effects at the individual and group or organizational level of organizational justice climate include organizational commitment and satisfaction (López-cabarcos et al., 2014), proactive customer service performance (Abuelhassan & AlGassim, 2022), somatic complaints (Herr et al., 2018), deviation (Park et al., 2019), engagement and burnout (Pecino et al., 2018), climate change and global justice (Jafino et al., 2021), presenteeism; healthcare workers (Yang et al., 2019), and team psychological empowerment (Sušanj et al., 2019). Equally important, investigating the role of organizational justice climate in shaping proactive behavior has also received much attention and has been investigated in various forms of proactive behavior (Cai et al., 2019; Tremblay et al., 2018; Yu et al., 2022). However, these studies have not been well integrated (Cai et al., 2019). Even though proactive behavior can increase individual initiative and innovation and build opportunities to interact with others, the effect assists in learning the skills individuals and organizations need (James, 2021). Given its positive implications for enhancing individual and organizational effectiveness (Cai et al., 2019), we focus on the relationship between organizational justice climate and proactive behavior.

It does not stop at the relationship between organizational justice climate and proactive behavior. Previous research suggests the need for a mediating variable between these relationships (Abuelhassan & AlGassim, 2022; Purnomo, 2013). The need for mediation is to increase proactive

behavior. It is also needed when an organization cannot create a conducive organizational justice climate, and it will negatively impact individuals and organizations (Parker et al., 2019; Jang et al., 2019; Lambert et al., 2020; Tjahjono et al., 2019). Resolving the existing gap by including a mediating variable in the relationship is essential. For this reason, we propose trust in supervisors and organizational commitment as mediating variables in this study. The organizational justice climate has a positive relationship with employees' trust in supervisors and organizational commitment (Alshaabani et al., 2020; Jang et al., 2019; Lambert et al., 2020; Tjahjono et al., 2019). The linearity of the relationship significantly influences proactive behavior (Afsar & Masood, 2018; Brosi et al., 2018; Joo & Bennett III, 2018; Meyers, 2020).

Although research on organizational justice climate varies, organizational justice climate that focuses on organizations and supervisors, which is related to employees' trust in their supervisors and organizational commitment that has an impact on proactive behavior, has not been explored much (Abuelhassan & AlGassim, 2022; Gok et al., 2023; Marcano & Castaño-Collado, 2020). It is also necessary to test the distributive justice climate model, which does not only consider a multi-foci approach and target similarity model but also other representations of social exchange and refers to previous studies (Abuelhassan & AlGassim, 2022; Purnomo, 2013). Then, this research was conducted to continue the development of the previous research model (Purnomo, 2013), namely by investigating the relationship between distributive justice climate multifocal approach to supervisor trust and organizational commitment and its impact on proactive behavior with cross-level analytical methods and theory integration for the development of the concept of organizational justice.

The context of this research is sector public organizations with its uniqueness compared to business organizations. Public sector organizations usually need help with performance improvement, productivity measurement, innovation difficulties, and bureaucratic and structurally mechanistic centralism (Nordstrom et al., 2010). With these characteristics, it is challenging for organizational behavior researchers to examine various theories and approaches in public sector organizations. With the increasing demand for the performance of public sector organizations, research in this context will continue to develop.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

Lavelle et al. (2007) developed a target model closely related to the multifocal concept of justice. The target similarity model states that conceptually perceptions of organizational justice (procedural justice, interactional justice, and distributive justice) originating from the organization will relate to various attitudes and behaviors related to the organization, such as perceived organizational support, trust in the organization, organizational commitment, and citizenship behavior on the organization. Perceptions of fairness originating from supervisors will relate to various attitudes and behaviors related to supervisors, such as superior-subordinate exchanges, perceived supervisor support, trust in supervisors, commitment to supervisors, and citizenship behavior in supervisors. The target similarity approach in distributive justice climate research associated with individual attitudes and behavior is strengthened by two grand theories: the equity theory (Adams, 1965) and the theory of social exchange (Blau, 2017). Equity theory explains that individuals would positively react if they perceived fair conditions in the work environment, especially concerning the rewards they received. This positive reaction can be in the form of attitudes and behaviors such as trust in supervisors, commitment to the organization, and proactive behavior at work. Conversely, social exchange theory explains a reciprocal relationship between individuals and their organizations. If the organization treats individuals or work teams fairly, then an obligation will arise to repay this fair treatment by showing positive attitudes and behavior towards the organization.

This section discusses the two theories' relevance in linking a distributive justice climate with trust in supervisors, organizational commitment, and proactive behavior. A more detailed explanation is below.

Distributive justice climate and proactive behavior

Within organizations, members interact and engage collectively, developing a shared perception of evaluating events that trigger fairness (Tremblay et al., 2018). Organizational justice originates from the theory of justice or Adam's equity theory (Adams, 1965). Equity theory explains where one compares one's results/effort ratio with others, which establishes the basis for the perception of unfair outcomes if one finds self's ratio lower than others. Adam's equity theory is related to the climate of organizational justice (Chhetri, 2014). Justice climate

is group-level cognition of the workgroup's treatment (Newell et al., 2021). A high fairness climate must demonstrate the organization's values and reward appropriate behavior (Ambrose et al., 2019). Organizational justice is divided into three categories, namely distributive, procedural, and interactional justice. Procedural justice refers to fairness in decision-making (Lambert et al., 2020). Distributive justice is justice in allocating rewards, while interactional justice concerns the interpersonal justice that people receive when procedures are applied (Huang, 2019; Prihatiningtias & Julianto, 2020). In this study, we only focus on distributive justice. Distributive justice is essential in organizations (Hu & Han, 2021). However, little research has been devoted to exploring and understanding the phenomenon of distributive justice. The main goal of distributive justice is to ensure that risks and benefits are distributed fairly (Jafino et al., 2021). Organizational distributive justice requires that benefits, rights, and duties are distributed, considering capabilities and commitments (Alshaabani et al., 2020). Fair organizations can increase the proactive behavior of their employees (Parker et al., 2019).

Proactive behavior is defined as a behavioral tendency to identify opportunities to change things at work and act on those urges (Segarra-Ciprés et al., 2019). So, future-focused behavior expresses new ideas or suggestions for improvement (Paolillo et al., 2021). Parker & Collins (2010) divided proactiveness into three categories: (a) proactive work behavior, such as being responsible, innovative behavior, voice, and problem prevention; (b) proactive strategic behavior, including issue selling and strategic scanning; and (c) proactive person-environmental fit behavior, including seeking feedback and negotiating job changes (preferential deals). The proactive individual can leverage their resources by negotiating job changes, forming networks to reduce uncertainty, and controlling the environment where they live (James, 2021). Compared to more passive workers, proactive workers are more likely to shape and manipulate the environment to achieve their goals actively (Chen et al., 2021). Proactive behavior can build opportunities for more interaction with others to assist in learning necessary skills and appropriate workplace behaviors and provide needed resources that facilitate adjustment (James, 2021).

Herr et al. (2018) stated that the climate of justice as a form of context at the group level has a top-down influence on individual attitudes and behavior. Kuenzi & Schminke (2009) mentioned that

a specific climate, in this case, the climate of justice, can show the influence of context on individual attitudes and behavior. Following the practice of social exchange theory (Blau, 2017), a high fairness climate reinforces positive reciprocal social exchange relationships, allowing proactive individuals to feel comfortable showing initiative and using their initiative to repay fair treatment from the organization. Conversely, a poor fairness climate will lead to negative feelings from proactive employees, reducing their desire to go beyond their core job role (Parker et al., 2019). Implementing a distributive justice climate is conducive because team members' shared perceptions of distributive justice in their work environment, or a multi-focused justice climate, can provoke formal authority (organizations and supervisors) (Sušanj et al., 2019). Employees who perceive organizational injustice and lack the integrity of supervisory behavior limit their proactive behavior and are less likely to encourage further development (Guohao et al., 2021). Based on the discussion above, we hypothesize that:

- H₁:** The distributive justice climate foci organization has a significant influence on proactive behavior
- H₂:** The distributive justice climate foci supervisors have a significant influence on proactive behavior

Distributive justice climate foci organization and organizational commitment

In today's business context, organizational commitment is necessary for business efficiency (Herrera & Heras-rosas, 2021). Organizational commitment refers to how individuals effectively identify with and are involved in the organization. Organizational commitment is the bond between employees and the organization (Grego-Planer, 2019). Organizational commitment is divided into three types, namely continuance commitment, normative commitment, and affective commitment. Continuance commitment is "the extent to which an individual experiences a sense of being locked in at work because of the high costs of leaving the organization (Galanaki, 2020). Continuance commitment is formed due to investments from working for a particular organization, such as salary, benefits, seniority, non-transferable skills, retirement plans, social relations, and lost opportunities (jobs with other organizations).

Meanwhile, normative commitment, also called moral commitment, is formed due to socialization before joining the organization; upon joining, a sense of obligation to commit to the organization is formed (Allen & Meyer, 1990). Individuals committed to doing work are not for their benefit but because they believe it is the 'right' and moral thing to do. Meanwhile, an affective commitment bond is a voluntary psychological relationship with the organization that is formed due to favorable treatment by the organization and includes elements of identification with the organization (pride in the organization and internalization of organizational goals) and involvement in the organization (i.e., personal efforts made for the sake of the organization) (Allen & Meyer, 1990; Lambert et al., 2013).

Previous research has proven that organizational justice influences organizational commitment (Jang et al., 2019; Lambert et al., 2020; Tjahjono et al., 2019). Organizational justice is considered a determining factor for employee commitment. A climate of organizational justice can create a balance between work and personal life because they have the organization's support (Tjahjono et al., 2019). López-cabarcos et al. (2014) showed that when individuals perceive themselves to be treated fairly or expect fair treatment, they behave altruistically toward the organization.

Therefore, organizations must focus on conducive to an organizational justice climate and prioritize fostering employee commitment, which can achieve organizational goals and objectives (Suifan, 2019). This argumentation is in line with the argumentation of social exchange theory which states that the obligation to give something good will arise if other parties receive good treatment (Blau, 2017; Lavelle et al., 2007). Individuals will feel obliged to show a positive attitude when treated well by others. In this context, individuals will be committed to their organization because it has treated their work team fairly.

Going deeper, based on the same target approach, the positive consequences of fair treatment depend on the source of justice (Lavelle et al., 2007). Thus, a team or work unit that is treated fairly in terms of rewards by the organization will trigger the team member's commitment to the organization. Based on this, we hypothesize that:

- H₃:** The distributive justice climate foci organization significantly affects organizational commitment.

Distributive justice climate foci supervisors and trust in supervisors

One of the essential effects of organizational justice, which has recently become an area of attention, is the climate of trust (trust in superiors, colleagues, and the organization) (Alshaabani et al., 2020). Zhang (2004) stated that trust could be defined from several understanding orientation angles, namely trust as an attitude, trust as a belief, trust as a hope, and trust as a behavior. Trust as an attitude is defined as a person's level of belief and willingness to act based on the words, actions, and decisions of others (McAllister, 2014). Trust is a psychological state consisting of an intention to accept vulnerability based on positive expectations of the intentions or behavior of another person (Ozturk & Karatepe, 2019). On the other hand, Costa et al. (2018) defined trust as the willingness of a party to be vulnerable to the actions of another party. The literature on beliefs divides beliefs into three categories: beliefs as personality traits, beliefs as behavioral intentions, and beliefs based on characteristics (Chhetri, 2014; Žul'ová et al., 2018). A high level of trust generally creates reciprocity between employees and managers, inspiring employees to share formal and informal knowledge (Le & Lei, 2018).

Furthermore, employees with high trust in their supervisors will be more motivated and committed to actively participating in organizational activities. Alshaabani et al. (2020), Mansour (2014), and Tlaiss & Elamin (2015) found that if the organizational output is distributed fairly among employees, then employees' trust in supervisors will be higher. Reinforced by Phong & Son (2020), if employees feel distributive justice (receive reasonable compensation and work results), their anxiety will decrease while their willingness to accept work will increase, as well as their trust in supervisors.

Trust is obtained from mutual interaction between the parties involved in a relationship. Mutual reciprocity over a long period creates trust and a commitment to continue the relationship (Isoni & Sugden, 2019). Based on social exchange theory (Blau, 2017), the transaction is a reciprocal relationship that is mutually dependent on one another, actions taken by a particular party will trigger a response from the other parties, and if one party provides benefits, then the other parties will respond with something useful as well (Cropanzano et al., 2017). Going deeper, based on the same target approach, the positive consequences of fair treatment depend on the source of justice (Lavelle et al., 2007). Thus, a team or work unit treated fairly in

terms of compensation by its supervisor will trigger the team members' trust in their immediate supervisor. Based on this, our fourth hypothesis is:

H₄: The distributive justice climate foci supervisor has a significant effect on trust in supervisors

Organizational commitment, trust in supervisors, and proactive behavior

Parker & Collins (2010) stated that proactive behavior has two forms: taking charge and individual innovation. Individual innovation pertains to individual behavior involving creating and implementing ideas, including identifying opportunities, encouraging new ideas and approaches, and implementing new ideas. Taking charge is a voluntary and constructive effort made by individuals or employees to influence changes in organizational functions by appreciating work performance in the context of tasks, work units, and organizations (Kim et al., 2015). Taking charge is a discretionary behavior to influence changes in organizational functions. Discretionary means that individuals have the freedom to choose and perform certain behaviors. Fundamentally, taking charge is a change-oriented behavior and comes with improvement. Charge-taking behavior is a function of the individual's feelings of responsibility for making changes in the workplace, the individual's belief in responsibility, and the individual's perception of change support from top management (Chiaburu & Baker, 2006). Wu et al. (2018) explained that proactive behavior is determined by two main factors: personal dispositional factors and situational or contextual factors. Dispositional factors include a proactive personality, self-efficacy, goal orientation, need for achievement, and a strong desire to get feedback. Situational factors consist of organizational culture, norms, situational cues, management support, and the type of organization, private or public. Organizational commitment and trust in supervisors are contextual or situational factors that trigger proactive behavior.

Organizational commitment refers to the willingness of individuals to devote themselves and be loyal to the organization (Tang et al., 2019). Organizational commitment is an internalized normative force that encourages the willingness of members of the organization to adjust to the goals and interests of the organization. Employees committed to the organization tend to go beyond their typical job responsibilities to contribute through extra role effort (Gu et al., 2017). Previous research found that the more individuals feel

committed to the organization, the more they will engage in proactive behavior, such as personal initiative, voice, innovation, engage in career planning, setting development goals, expand their skills and abilities, look for more opportunities, explore career options, and seek career advice (Brosi et al., 2018; Joo & Bennett III, 2018; Meyers, 2020). Proactive employees were also found to have the confidence to succeed in challenging tasks and an optimistic view of current or future problems (Tang et al., 2019). Organizations need to stimulate members to be committed by seeing the many benefits of commitment.

On the other hand, leaders are an essential factor in influencing employee work behavior. Leadership cannot be separated from the trust because it enables task-oriented and relational operations (Commer et al., 2017). Trust is one of the most critical elements of a high-quality relationship between followers and leaders (Commer et al., 2017; Wang et al., 2020). High trust in leaders enables employees to experience stronger role-wide self-efficacy under empowering leadership. Conversely, low trust in the leader will make subordinates suspicious, so they refuse to accept the leader's influence (Yin et al., 2017). Previous research has found that trust in supervisors or leaders positively relates to proactive behavior (Afsar & Masood, 2018). Higher levels of employee trust in their managers increase the likelihood that they will feel truly empowered by them and that it will be reasonably simple for them to work creatively because they will not have to worry about any potential supervisory behavior.

Jones & George (1998) stated that in trust conditions, individuals exchange information and knowledge freely, ask for help from others, sacrifice personal needs and ego, and get more involved in work. Suppose the individual believes in the supervisor and the organization. In that case, the individual is quick to carry out work initiatives, help colleagues, and do work that exceeds the formal standards. Conditions of trust allow individuals to work proactively and as well as possible because these individuals believe that supervisors or organizations will appreciate their positive actions. As such, the description above shows that organizational commitment and trust in supervisors are the factors that trigger proactive behavior. Therefore, we hypothesize that:

H₅: Organizational commitment has a significant effect on proactive behavior

H₆: Trust in supervisors has a significant influence on proactive behavior

Distributive justice climate, organizational commitment, trust, and proactive behavior

Previous literature shows that when an organization creates a fair and inclusive environment, employees respond by showing positive behavior desired and valued by the organization (Paolillo et al., 2021). Another benefit of developing a pleasant organizational climate can increase proactive employee behavior (Abuelhassan & AlGassim, 2022; Guohao et al., 2021; Paolillo et al., 2021). Based on social exchange theory (Blau, 2017 & Cropanzano et al., 2017), we argue that a distributive justice climate positively influences proactive behavior (H1 and H2). We propose that these relationships are mediated by employee commitment and trust in supervisors based on the ability of distributive justice to increase employee commitment and trust in supervisors (H3 and H4), which are then positively related to proactive behavior. Committed employees can be seen from their willingness to help achieve organizational goals and their level of identification, loyalty, and involvement (David, 2019). It means that when an organization creates a conducive distributive justice climate, it can increase employee commitment, ultimately increasing proactive behavior. Whereas on trust in supervisors, previous research has shown that the integrity of supervisor behavior significantly influences proactive behavior (Guohao et al., 2021). It occurs when employees who are recognized and valued for meeting their emotional needs and have high trust demonstrate proactive work attitudes and behaviors. The assumption is that when an organization creates a conducive distributive justice climate, it will increase employee trust, increasing proactive behavior.

Parker et al. (2019) stated that proactive behavior is determined by two main factors: individual characteristics and situational factors. Individual characteristics include proactive personality and self-efficacy, while situational factors can be organizational support, norms, and culture. Organizational commitment and trust formed from a distributive justice climate can also be situational factors determining proactive behavior. Individuals with solid social exchange qualities will maintain this relationship through positive behavior. Organizational commitment and trust in supervisors as a form of solid social exchange qualities will trigger individuals to carry out work initiatives, work innovation, and work changes for

the organization's benefit. As such, we hypothesize that:

H₇: Organizational commitment mediates the relationship between distributive justice climate foci organization and proactive behavior

H₈: Trust in supervisors mediates the relationship between distributive justice climate foci supervisor and proactive behavior

Figure 1 shows a visualization of the interrelationships between variables indicating that organizational commitment is determined by a distributive justice climate originating from organizational sources, while trust in supervisors is determined by a distributive justice climate originating from supervisors (direct superiors).

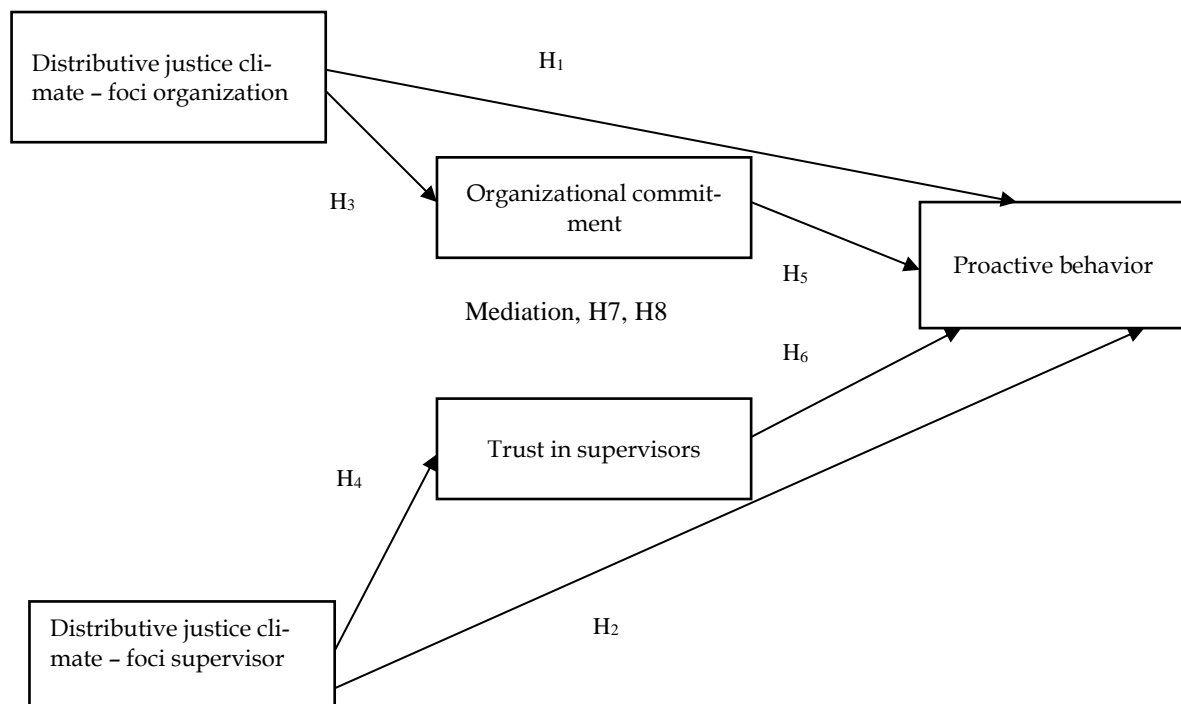


Figure 1. Proposed conceptual framework

3. RESEARCH METHOD

Data collection

The design of the research was a cross-sectional survey. The sample units for this study were work units and the workforce of public sector organizations in the Karisedanan area of Banyumas, Central Java. In the multivariate and cross-level analysis, the recommended sample size was between 20-50 units with 100-700 people (Kozlowski & Klein, 2000). This approach was used as the basis for determining the minimum sample. However, to anticipate the limited number of response rates and to generalize the results of a broader study, the number of samples used in this study was 250 people. Of the 250 questionnaires distributed, the number of questionnaires returned which could be used for data analysis was 153 copies or 61.2 percent, and 25 work units.

The sampling method used was purposive sampling. The criteria for the selected respondents were employees who had worked in the agency concerned for at least three years. The consideration was that employees who have worked for at least three years had well-established social interactions with colleagues, direct supervisors, and organizational management. In addition, the employee could evaluate various policies, rules, and ways of interacting with superiors and management regarding himself and the unit in which he works. Another criterion was that the employees selected as respondents work in a unit with at least four members with one supervisor or direct supervisor. The researcher coordinated with the person in charge of the public sector organization to choose the respondents who fulfill those criteria.

Respondents filled out the questionnaire on paper or online (Google Form).

Variable Measurement

The distributive justice climate foci organizational and supervisory was measured at the unit/group level. Measurement of organizational and supervisory distributive justice climate referred to the five items developed by Niehoff & Moorman (1993). The indicators included rewards from management organization and supervisor according to responsibilities, experience, work unit effort, teamwork, and unit workload. We measured trust in supervisors, organizational commitment, and proactive behavior at the individual level. Trust in supervisors referred to the five items developed by Ozturk & Karatepe (2019). The indicators included reliability to supervisor, supervisor commitment, supervisor competence, and supervisor professionalism. We measured organizational commitment following the six items developed by Allen & Meyer (1990). The indicators included problem identity, part of family, ownership, emotional attachment, spend a career in the organization.

In comparison, we measured proactive behavior according to the ten items developed by Parker et al. (2019). The indicators included creating new methods, changing rules, providing solutions, and correcting wrong procedures. The measurement scale used was the 5 Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). In detail, the final research instrument is presented in Appendix A.

Analytic approach

The Exploratory Factor Analysis (EFA) validity test was carried out to test the suitability of the research instrument (item questions or statements) with the construct to be measured. The Cronbach Alpha reliability test was conducted to test the consistency of the research instrument. The level of agreement (interrater agreement) among unit members regarding the climate of justice is measured using analytical tools r_{wg} (James et al., 1993). Coefficient r_{wg} shows the homogeneity of the perceptions of the work unit or group members.

The analysis tool used was Hierarchical Linear Modeling (HLM) because this method is considered suitable for testing hypotheses with different levels of variable analysis (cross-level), namely the unit level and individual level (Hofmann & Gavin, 1998). According to Saleem et al. (2020), HLM is an appropriate analytical tool for testing cross-level

models in which there are variances at the individual level and group level with individual-level outcomes.

4. DATA ANALYSIS AND DISCUSSION

Respondents Profile

Table 1 shows the respondents' demographic profile consisting of sex, age, education, work tenure, and marital status. The most profile respondents are male (73.8 percent), with an age range of 31 – 40 years old (52.3 percent), have senior high school education background (55.6 percent), with work tenure of 6 – 10 years (39.2 percent) and married (82.4 percent). Male-dominated respondents because the job characteristics consisted of technical work and fieldwork. Moreover, those works can apply by a person with at least a senior high school education background, especially from a vocational high school.

Table 1. Respondent's profile

Profile	Frequencies	Percentage
Sex:		
Male	113	73.8%
Female	40	26.2%
Age:		
20 – 30 years	30	19.6%
31 – 40 years	80	52.3%
41 – 50 years	38	24.8%
> 50 years	5	3.3%
Education:		
High School	85	55.6%
Diploma	13	8.5%
Bachelor	54	35.3%
Master	1	0.65%
Work Tenure		
<5 years	24	15.7%
6 – 10 years	60	39.2%
11 – 15 years	40	26.1%
16 – 20 years	16	10.5%
>20 years	13	8.5%
Status		
Married	126	82.4%
Single	27	17.6%

Construct reliability and validity

Table 2 summarizes the results of the validity and reliability tests. The validity test results indicated that the instruments used in this study were appropriate and valid for measuring research variables. Only valid indicator items are used for further data analysis, namely hypothesis testing (relationships between variables).

The validity test results with factor analysis show that the factor loading score for each variable is generally above 0.6, which is one of the cut-offs in

validity testing. However, one indicator (item) has a loading factor score below 0.6, namely “employee problems are agency problems,” with a score of

0.057. This statement is part of the indicators for measuring organizational commitment, so these indicators are not used in further analysis.

Table 2. Validity test results with factor analysis

Indicator	Loading Factor				
	1	2	3	4	5
1. Rewards from the leadership according to the responsibilities of the work unit	0.854				
2. Rewards from the leadership according to the experience of the work unit	0.870				
3. Rewards from the leadership according to the work unit's efforts	0.882				
4. Rewards from the leadership are following the work of the work unit	0.806				
5. Rewards from the leadership following the workload of the unit	0.638				
6. Rewards from direct superiors according to responsibility		0.795			
7. Rewards from immediate superiors according to experience		0.828			
8. Rewards from direct superiors according to the effort		0.994			
9. Rewards from direct superiors according to work		0.828			
10. Rewards from direct superiors according to workload		0.856			
11. Employee problems are organizational problems.			0.057*		
12. Employees are “part of the family” of the organization			0.619		
13. Strong ownership of the organization			0.732		
14. “Emotional closeness” to the organization			0.676		
15. Spend the rest of your career in the current organization.			0.497		
16. Reliability of direct superiors in fulfilling responsibilities				0.657	
17. Reliability direct superiors do the best work				0.702	
18. Immediate supervisor upholds commitments				0.520	
19. There is no doubt about the competence of the immediate supervisor				0.644	
20. The direct supervisor works professionally				0.514	
21. Efforts to implement new procedures in assignments					0.717
22. Change the way you work to be more effective					0.726
23. Better procedure effort at work					0.782
24. Efforts to create new methods of work					0.722
25. Efforts to change the rules are not productive					0.676
26. Make constructive suggestions for improvement					0.787
27. Attempts to correct wrong procedures					0.728
28. Efforts to eliminate unnecessary procedures					0.674
29. Efforts to find and provide solutions					0.728
30. Introduce a new approach to efficiency					0.657

Note: indicators 1 – 5 (distributive justice climate foci organizational), indicators 6 – 10 (distributive justice climate foci supervisor), indicators 11 – 15 (organizational commitment), indicators 16 – 20 (Trust in supervisors), and indicators 21 – 30 (proactive behavior). *invalid

Table 3 shows the number of indicators for each variable declared valid and used for further analysis. Table 3 also shows the Cronbach Alpha coefficient, which is a test measure of the reliability or consistency of measurement of each variable. The reliability test results showed that the variable has adequate reliability or consistency with a Cronbach Alpha coefficient above 0.8. So that data analysis can be continued for the next step.

Table 3. Validity and reliability test results

Name variable	Item Valid	Cronbach Alpha
Distributive Justice Climate - Org	5	0.934
Distributive Justice Climate - Soup	5	0.949
Organizational Commitment	4	0.860
Trust in Supervisors	5	0.896
Proactive Behavior	10	0.921

Distributive justice climate foci organization and supervisor are variables with unit or group analysis level. Therefore, a justification for aggregating the unit or group-level variables is needed. The analytical tool used to carry out this justification is the interrater agreement (IRA). The interrater agreement measures consensus or individual agreement within a work unit indicated by the index r_{wg} . Thus, this test is carried out on each work unit for each distributive justice climate variable. The index minimum limit r_{wg} is 0.7 (James et al., 1993)

Table 4 shows the results of the testing unit or group-level data on public companies owned by local governments. There were 25 work units/work groups whose consensus was tested concerning distributive justice climate, both on an organizational and supervisory basis. Consensus test results with

IRA show that two work units do not meet a minimum score of 0.7 (the 18th with a score of r_{wg} 0.57 and the 20th with an r_{wg} 0.44). As a result, the two units and their members were excluded from the data list and were not used in further data analysis; the number of members in unit 18 is seven, while in unit 20, there are six people. Thus, the total number of work units involved in further data analysis is 23 work units with 140 members. It shows that the members do not agree about organizational and supervisor-based distributive justice in the two work units (work units 18 and 20). While employees spread across 23 work units agree that they are treated fairly by the organization and their direct superiors. Table 5 summarizes the results of testing the unit or group-level data consisting of the average and median values of the coefficient r_{wg} .

Table 4. Unit or group-level data test results

Units/ Groups	Interrater agreement (r_{wg}) Distributive Justice Climate		Units/ Groups	Interrater agreement (r_{wg}) Distributive Justice Climate	
	Organization Foci	Foci Supervisor		Organization Foci	Foci Supervisor
1	0.92	0.98	14	0.95	0.95
2	0.95	0.96	15	0.76	0.92
3	0.95	0.95	16	0.97	1.00
4	0.92	0.93	17	0.97	0.97
5	0.95	0.96	18	0.57	0.76
6	0.83	0.86	19	0.98	0.79
7	0.96	0.98	20	0.94	-0.44
8	0.94	0.96	21	0.88	0.72
9	0.95	0.95	22	0.96	0.91
10	0.98	0.98	23	0.88	0.92
11	1.00	0.99	24	0.93	0.94
12	0.99	1.00	25	1.00	1.00
13	0.73	0.95			

Note: N units = 25, 2 units are excluded due to the coefficient $r_{wg} < 0.7$.

Table 5. Summary of a unit or group-level data test results

No.	Variable	r_{wg} (rat)	r_{wg} (med)
1.	Distributive Justice Climate (Foci Organizational)	0.91	0.95
2.	Distributive Justice Climate (Foci Supervisor)	0.86	0.95

Note: r_{wg} = interrater agreement, rat = average, med = median. N units = 25, 2 units are excluded due to the coefficients $r_{wg} < 0.7$.

Testing the hypothesis of this study uses hierarchical linear models (HLM) to examine the effect of cross-level climate justice on individual attitudes and behavior. The first step that must be taken before testing the hypothesis is to test the null model of the dependent variable. Null model testing is carried out to determine whether there is a variance of the dependent variable between work units (between-group variance). The existence of this variance is a condition that must be met before cross-level hypothesis testing is carried out. The null model test was carried out on three variables: the

consequence of distributive justice climate, namely proactive behavior, organizational commitment, and trust in supervisors.

In HLM analysis, the null model test means entering each of these variables as an outcome variable without any predictor variables, both individual-level predictors (level 1) and unit-level predictors (level 2). The null model test is a different test with a one-way ANOVA approach used to determine group differences. The indicators used in the null model test include *chi-square* (χ^2) to determine

the significance of differences in variance between units and ICC (interclass correlation) to determine the magnitude of the variance of the output variables between units.

Table 6 summarizes the null model test results for the three output variables. The results of the null model test for the three variables show a significant chi-square for proactive behavior ($\chi^2 = 94,121$; $p < 0,001$), organizational commitment ($\chi^2 = 96,702$; $p < 0,001$), and trust in supervisors ($\chi^2 = 113,032$; $p < 0,001$). These results indicate that there are indeed

differences in the output variables between work units. The magnitude of the variance of the output variable between work units can be calculated using the ICC, as shown in Table 5. The ICC values show that 35.23 percent of the variance for proactive behavior, 33.33 percent for organizational commitment, and 39.56 percent for trust in supervisors is between work units (between unit variance). This ICC index requires no cut-off point (Woltman et al., 2012). So, based on the null model test, cross-level hypothesis testing using HLM can be carried out.

Table 6. Null model test results

Variable	Chi-Square (χ^2)	σ^2 and τ	ICC = $\tau / (\tau + \sigma^2)$	Description
Proactive Behavior	$\chi^2(22) = 94.121$; $p < 0.001$	$\sigma^2 = 0.171$ $\tau = 0.093$	35.23 %	The null model results show a significant chi-square (there are differences in the dependent variable in different groups). Hence, we can continue using the HLM analysis.
Organizational Commitment	$\chi^2(22) = 96.702$; $p < 0.001$	$\sigma^2 = 0.238$ $\tau = 0.119$	33.33 %	
Trust in Supervisors	$\chi^2(22) = 113.032$; $p < 0.001$	$\sigma^2 = 0.194$ $\tau = 0.127$	39.56 %	

Note: σ^2 = variances, τ = intercept, ICC = Interclass Correlation

Hypothesis testing is divided into three parts: (i) testing the influence of cross-level fairness climate on proactive behavior, organizational commitment, and trust in supervisors, (ii) testing the hypothesis at the individual level, namely the influence of organizational commitment and trust in supervisors on proactive behavior, and (iii) testing the hypothesis of the mediating effect of organizational commitment and trust in supervisors. Testing the direct effect of unit-level variables on individual-level variables in HLM is known as the intercepts-as-outcomes model. This model is used to test hypotheses 1 to hypothesis 4. Testing the effect of individual-level variables on other individual-level variables in the HLM is known as the random coefficient regression model. This model is used to test hypotheses 5 and 6. Testing the mediating hypothesis, namely hypotheses 7 and 8, is

carried out in several steps: (i) fulfilling the prerequisites for testing the effect of mediation based on Baron & Kenny (1986) and (ii) using the steps recommended by Zhang et al. (2009) about testing mediating effects in cross-level analysis using HLM.

Table 7 summarizes the results of testing the hypothesis for the direct effect of distributive justice climate foci organization and supervisor on several outcome variables with individual analysis levels. These variables are proactive behavior, organizational commitment, and trust in supervisors. Table 7 also shows the results of testing the hypothesis of the effect of organizational commitment and trust in supervisors on proactive behavior. The results of testing each hypothesis will be discussed in the description below.

Table 7. Summary of HLM output results

Variable	Behavior Proactive		Organizational Commitment		Trust in Supervisors	
	γ	SE	γ	SE	γ	SE
Unit Level						
Distributive Justice Climate- Org	0.555**	0.078	0.434*	0.202	-	-
Distributive Justice Climate - Sup	0.453**	0.093	-	-	0.665**	0.128
Individual Level						
Organizational Commitment	0.347*	0.129	-	-	-	-
Trust in Supervisors	0.279*	0.106	-	-	-	-

Note: ** $p < 0.01$; * $p < 0.05$, γ = regression coefficient, SE = standard error

Testing hypotheses 1 to 4 is cross-level testing, namely the influence of unit/group level variables on individual-level variables. Hypothesis 1 states that a distributive justice climate positively affects proactive behavior. Table 6 shows a positive and significant influence of distributive justice climate foci organization on proactive behavior ($\gamma = 0.555$; $SE = 0.078$; $p < 0.01$). These results indicate that hypothesis 1 is supported. Hypothesis 2 states that distributive justice climate foci supervisors positively affect proactive behavior. Table 6 shows a positive and significant influence of the distributive justice climate foci supervisors on proactive behavior ($\gamma = 0.453$; $SE = 0.093$; $p < 0.01$). These results indicate that hypothesis 2 is supported. Hypothesis 3 states that distributive justice climate foci organization positively affects organizational commitment. Table 6 shows a positive and significant influence of distributive justice climate foci organization on organizational commitment ($\gamma = 0.434$; $SE = 0.202$; $p < 0.05$). These results indicate that hypothesis 3 is supported. Hypothesis 4 states that distributive justice climate foci supervisors positively affect trust in supervisors. Table 6 shows a positive and significant influence of distributive justice climate foci supervisor on trust in supervisors ($\gamma = 0.665$; $SE = 0.128$; $p < 0.01$). These results indicate that hypothesis 4 is supported.

Testing hypotheses 5 and 6 test the hypothesis of direct influence at the individual level. Hypothesis 5 states that organizational commitment has a positive effect on proactive behavior. Table 6 shows organizational commitment's positive and significant influence on proactive behavior ($\gamma = 0.347$; $SE = 0.129$; $p < 0.05$). These results indicate that hypothesis 5 is supported. Hypothesis 6 states that trust in supervisors positively affects proactive behavior. Table 6 shows a positive and significant influence of trust in supervisors on proactive behavior ($\gamma = 0.279$; $SE = 0.106$; $p < 0.05$). These results indicate that hypothesis 6 is supported.

In addition, this section also discusses the results of testing the hypothesis of indirect or mediating influence. That is, the effect of the independent variable on the dependent variable is mediated by certain variables. This study's mediating variables are organizational commitment and trust in supervisors, and these variables mediate the influence of organizational and supervisory distributive justice climate on proactive behavior. Two hypotheses have a mediating effect: hypothesis 7 and hypothesis 8. Several requirements must be met before testing this hypothesis is carried out. Baron & Kenny (1986) states that several conditions must be met as initial conditions for testing the effect of mediation.

First, the independent variable (climate of distributive justice) significantly influences the dependent variable (proactive behavior). Second, the independent variable (climate of distributive justice) significantly influences the mediating variable (organizational commitment and trust in supervisors). Third, mediating variables (organizational commitment and trust in supervisors) significantly influence the dependent variable (proactive behavior). The testing of hypotheses 7 and 8 can be continued from these three conditions.

Hypothesis testing 7 and 8 were carried out in three steps as recommended by Zhang et al. (2009) regarding the steps of testing mediating effects in cross-level research using HLM: (i) examining the direct effect of the independent variable (unit level) on the dependent variable (individual level), (ii) examining the effect of the independent variable (unit level) on the mediating variable (individual level), and (iii) examining the effect of independent variables (unit level) and mediating variables (individual level) on the dependent variable (individual level) with group mean centering. Group means centering on the mediating variable is used to avoid the founding effect between variance and within variance. Zhang et al. (2009) state that using a group means centering on mediating variables (organizational commitment and trust in the organization) guarantees that the mediating effect is between variance. However, the grand mean centering method is used to compare mediating effect testing.

The effect of full mediation (fully mediated) occurs when the effect of the independent variable on the dependent variable (first step), which was initially significant, becomes insignificant after the mediation variable (third step) is introduced. The effect of partially mediated occurs when the influence of the independent variable on the dependent variable (first step), which was initially significant, becomes still significant after there is a mediating variable (third step). However, there is a change in the value of the regression coefficient (γ) and significant influence (r^2).

Table 8 shows the steps for testing hypothesis 7, which states that organizational commitment mediates the effect of distributive justice climate foci organization on proactive behavior. The first step is to examine the influence of distributive justice climate foci organization on proactive behavior. This step tests hypothesis 1, and the results are significant ($\gamma = 0.555$; $p < 0.01$). The second step is to examine the influence of distributive justice climate foci organization on organizational commitment. This second step tests hypothesis 3, and the results are

significant ($\gamma = 0.434$; $p < 0.05$). The third step examines the influence of distributive justice climate foci organization on proactive behavior by including organizational commitment as a mediating variable. Organizational commitment is included in the equation model with group mean centering and grand mean centering.

The test results with the group mean centering show that the effect of distributive justice foci organization on proactive behavior remains significant ($\gamma = 0.554$; $p < 0.01$). However, there is a

decrease in the regression coefficient value (γ), in which the first step amounted to 0.555, and the third step amounted to 0.554. The value of r^2 has also changed from 0.174 to 0.146. Tests with grand mean centering also show results that are not much different. The effect of distributive justice foci organization on proactive behavior remains significant ($\gamma = 0.422$; $p < 0.01$). So, the mediating effect of trust in supervisors is partial, so hypothesis 7 is partially supported.

Table 8. Hypothesis 7 testing steps

Steps	Direct effect (γ)	Effect After Mediation (γ)	Information
Steps 1: effect DO \rightarrow PP (hypothesis 1)	$\gamma = 0.555$; $p(0.001) < 0.01$ $r^2 = 0.174$	---	Significant
Steps 2: effect DO \rightarrow KO (hypothesis 3)	$\gamma = 0.434$; $p(0.043) < 0.05$ $r^2 = 0.239$	---	Significant
Steps 3: effect DO, KO \rightarrow PP (With <i>group mean centering</i>)	---	$\gamma = 0.554$; $p(0.001) < 0.01$ $\tau_0 = 0.027$; $\tau_{\text{means}} = 0.034$ $r^2 = 0.146$	The effect of DO on PP remains significant, but there is a decrease in the coefficient γ and r^2
Steps 3: effect DO, KO \rightarrow PP (with <i>grand mean centering</i>)	---	$\gamma = 0.422$; $p(0.004) < 0.01$ $\tau_0 = 0.027$; $\tau_{\text{means}} = 0.039$ $r^2 = 0.146$	The effect of DO on PP remains significant, but there is a decrease in the coefficient γ and r^2

Note: DO (distributive justice climate foci organization), KO (organizational commitment), PP (proactive behavior).

Table 9 shows the steps for testing hypothesis 8, which states that trust in the supervisor mediates the effect of distributive justice climate foci supervisor on proactive behavior. The first step is to examine the influence of distributive justice climate foci supervisors on proactive behavior. This step tests hypothesis 2, and the results are significant ($\gamma = 0.453$; $p < 0.01$). The second step is to examine the influence of distributive justice climate foci supervisor on trust

in the supervisor. This second step tests hypothesis 4, and the results are significant ($\gamma = 0.665$; $p < 0.01$). The third step examines the influence of distributive justice climate foci supervisor on proactive behavior by including trust in the supervisor as a mediating variable. Trust in the supervisor is included in the equation model with group mean centering and grand mean centering.

Table 9. Hypothesis 8 testing steps

Steps	Direct Effect (γ)	Effect After Mediation (γ)	Information
Step 1: Effect DS \rightarrow PP (Hypothesis 2)	$\gamma = 0.453$; $p(0.001) < 0.01$ $r^2 = 0.174$	---	Significant
Step 2: Effect DS \rightarrow KS (Hypothesis 4)	$\gamma = 0.665$; $p(0.001) < 0.01$ $r^2 = 0.195$	---	Significant

Langkah 3: Effect DS, KS \rightarrow PP (with <i>group mean centering</i>)	---	$\gamma = 0.452; p(0.001) < 0.01$ $\tau_0 = 0.038;$ $\tau_{\text{means}} = 0.041$ $r^2 = 0.159$	The effect of DS on PP remains significant, but there is a decrease in the coefficient γ and r^2
Step 3: Effect DS, KS \rightarrow PP (with <i>grand mean centering</i>)	---	$\gamma = 0.273; p(0.022) < 0.05$ $\tau_0 = 0.038;$ $\tau_{\text{means}} = 0.039$ $r^2 = 0.159$	The effect of DS on PP remains significant, but there is a decrease in the coefficient γ and r^2

Note: DS (Distributif justice climate *foci* supervisor), KS (Trust in supervisor), PP (Proactive Behavior).

The test results with the mean centering group show that the effect of a climate of distributive justice foci supervisors on proactive behavior remains significant ($\gamma = 0.452; p < 0.01$). However, the regression coefficient (γ) has decreased, in which the first step amounted to 0.453 to 0.452 compared to the third step. The value of r^2 has also changed from 0.174 to 0.159. Tests with grand mean centering also show results that are not much different. The effect of a climate of distributive justice foci supervisors on proactive behavior remains significant ($\gamma = 0.273; p < 0.05$). So, the mediating effect of trust in supervisors is partial, so hypothesis 8 is partially supported.

The research results contribute novelties, especially the consequences of a distributive justice climate on organizational commitment and trust in supervisors, which act as mediating factors, while proactive behavior is the dependent variable. The relationship model between variables is developed by integrating various approaches and theories such as multifocal justice, the same target model, organizational climate, and social exchange theory. We supported the target similarity model and the multifocal approach to distributive justice climate consequences based on the analysis results. Generally, the group-level variables top-down influence proactive attitudes and behavior. This finding is in line with (Abuelhassan & AlGassim, 2022; Wang & Xie, 2018), which show that fairness in the organization in developing promotions, bonuses, or recognition for employees will increase their capacity to provide the best service. It means that a fair distributive climate, whether sourced from organizational management or supervisors, will encourage individuals to work more effectively and efficiently, provide input and suggestions for work improvement, and provide constructive solutions to problems. This finding is also reinforced by social exchange theory (Blau, 2017). A high fairness climate strengthens positive reciprocal social exchange relationships. The fairer the organization and

supervisors, the more proactive the employees will be.

The subsequent finding is a positive relationship between distributive justice foci organization and organizational commitment. These findings support previous research that organizational justice climate is essential to employee attitudes in organizational commitment (Jang et al., 2019; Lambert et al., 2020; Tjahjono et al., 2019). In this case, distributive justice climate foci organization can form a sense of loyalty and an emotional attachment of employees to their organization. Conversely, if individuals view the climate of organizational justice negatively, they will have a low level of organizational commitment.

On the other hand, a distributive justice climate foci supervisor can determine trust in his supervisor. Alshaabani et al. (2020), Mansour (2014), Phong & Son (2020), and Tlaiss & Elamin (2015) found that if the climate of distributive justice is conducive, then employees' trust in supervisors will be higher. It happens when giving rewards according to responsibilities, completion of work, suitability of workload, and effort provided by the organization will give rise to individual trust in their supervisors.

This research examines the effect of cross-level justice climate on individual attitudes and behavior and the influence at the individual level. It was found that organizational commitment positively and significantly affects proactive behavior. In line with Brosi et al. (2018), Joo & Bennett III (2018) and Meyers (2020) showed that the higher the level of organizational commitment, the higher the level of individual proactive behavior. That is, individuals who have an emotional attachment to the organization, feel they belong to the company and think the company is part of themselves, and are loyal in the long term to the company will encourage individuals to work proactively.

In addition, trust in supervisors also significantly influences proactive behavior. That is, the individual's trust in the supervisor will encourage individuals to behave proactively at work (Afsar &

Masood, 2018). Employees will feel valued by working effectively and proactively when they trust their managers and feel truly empowered by them.

The cross-level influence of distributive justice climate with mediating factors applies to organizational and supervisor foci. Organizational commitment mediates the influence of distributive justice climate foci organization on proactive behavior. The organization's way of providing rewards following responsibilities, completion of work, suitability of workload, and effort will lead to the commitment of work unit members to their organization (Paolillo et al., 2021). There is a process of positive social exchange between the organization and work unit members. The organization creates a fair distributive climate within the work unit, and the members are committed to the organization. The consequence of this positive relationship is positive individual behavior. Individuals carry out proactive behavior at work that benefits the organization to maintain and strengthen these social relations.

Trust in supervisors mediates the effect of distributive justice climate foci supervisors on proactive behavior. Employees who believe in supervisors will have a positive relationship with the climate of organizational justice (Alshaabani et al., 2020) which linearly affects the distributive justice climate of proactive behavior (Guohao et al., 2021; Sušanj et al., 2019). How the supervisor or direct special treats employees somewhat, such as rewards and salaries according to their responsibilities, will generate trust in their supervisors. There is a process of positive social exchange between supervisors and work unit members. Supervisors or immediate superiors create a fair distributive climate within the work unit, and members of the work unit provide a sense of trust in their supervisors. The consequence of this positive relationship is positive individual behavior. Individuals carry out proactive behavior at work that benefits supervisors to maintain and strengthen these social relationships.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The present study enhanced the Social Exchange Theory by uncovering the relationship between distributive justice climate, organizational commitment, trust in supervisors, and proactive behavior in the context of public sector organizations by filling significant literature gaps through a cross-level analysis. Based on the analysis and discussion above, it can be concluded that by implementing SET, our findings show that distributive justice climate foci organization and

supervisor positively influences proactive behavior. The distributive justice climate foci organization significantly influences organizational commitment, and the distributive justice climate foci supervisors significantly influence trust in supervisors. Organizational commitment has a significant effect on proactive behavior, and trust in supervisors has a significant influence on proactive behavior. Furthermore, they find that organizational commitment mediates the relationship between a distributive justice climate foci organization and proactive behavior. Lastly, trust in supervisors mediates the relationship between distributive justice climate foci supervisor and proactive behavior.

Discussing the theoretical implications of our research are: To our knowledge, this study is the first to contribute to SET theory by uncovering the relationship between distributive justice climate, organizational commitment, trust in supervisors, and public sector organizations, by filling significant literature gaps through a multilevel study. In general, the study's results support the target similarity model and the multi-foci approach to the direct effect of a distributive justice climate on individual attitudes and behavior. Distributive justice climate foci organization is related to organizational commitment, while the distributive justice climate foci supervisor is related to trust in the supervisor. In addition, a multi-foci approach with mediating factors is partially supported because organizational commitment and trust in supervisors mediate, so this study enriches and expands previous research on distributive justice.

There are some practical implications of the findings. A distributive justice climate positively affects individual attitudes and behavior, so creating a conducive environment for a justice climate is vital. Supervisors must offer rewards to their employees and simultaneously oversee the distribution of rewards to create a positive climate because perceptions of unfairness can lead to the opposite positive effect. Employee perceptions of equality and fairness in the distribution of rewards are also crucial in shaping proactive behavior and employee trust in supervisors. Supervisors can create the trust that involves a good relationship between supervisors and employees to contribute to organizational commitment.

This research is not without limitations. Some limitations have been found in the courses of this research. First, the current study tries to achieve a more reliable sample size that can be generalized across studies. Therefore, due to communication

problems and worker reluctance in the public sector, it had to be excluded from the sample, which is the most critical limitation of this study. The two currently available studies are limited in context to public sector organizations, so further research is needed to generalize the proposed model to other geographies or industries. Third, more literature is needed on public sector organizations related to organizational climate justice. These four studies are limited to a few constructs which essentially analyze the climate of distributive justice in proactive behavior. Further research is suggested to conduct further research, namely the impact of proactive behavior on performance or other constructs.

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APPENDIX A: Research instrument

Distributive Justice Climate – Foci Organization

1. Rewards from the organization according to the responsibilities of the work unit
2. Rewards from the organization according to the experience of the work unit
3. Rewards from the organization according to the work unit's efforts
4. Rewards from the organization are following the work of the work unit
5. Rewards from the organization following the workload of the unit

Distributive Justice Climate -Foci Supervisor

6. Rewards from direct superiors according to responsibility
7. Rewards from immediate superiors according to experience
8. Rewards from direct superiors according to the effort
9. Rewards from direct superiors according to work
10. Rewards from direct superiors according to workload

Organizational Commitment

11. Employee problems are organizational problems
12. Employees are "part of the family" of the organization
13. Strong ownership of the organization
14. "Emotional closeness" to the organization
15. Spend the rest of your career in the current organization

Trust to Supervisor

16. Reliability of direct superiors in fulfilling responsibilities
17. Reliability direct superiors do the best work
18. Immediate supervisor upholds commitments
19. There is no doubt about the competence of the immediate supervisor
20. The direct supervisor works professionally

Proactive Behavior

21. Efforts to implement new procedures in assignments
 22. Change the way you work to be more effective
 23. Better procedure effort at work
 24. Efforts to create new methods of work
 25. Efforts to change the rules are not productive
 26. Make constructive suggestions for improvement
 27. Attempts to correct wrong procedures
 28. Efforts to eliminate unnecessary procedures
 29. Efforts to find and provide solutions
 30. Introduce a new approach to efficiency
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