ID25964

The Role of Organizational Commitment Between Organizational Justice and Organizational Citizenship Behavior.

Alan Ragil Maulana, Vitradesie Noekent, Kris Brantas Abiprayu, Syam Widia

Departement of Management, Faculty of Economics, Semarang State University, Indonesia.

E-mail: alanmauapa88@gmail.com

Abstract

This study examines the impact of organizational justice on organizational citizenship behavior (OCB) through the mediating role of organizational commitment. The participants were 135 employees from the Kudus Regency Culture and Tourism Office (Disbudpar Kudus). Data was collected using a Likert scale questionnaire, and convenience sampling was employed to select 65 respondents based on the Slovin formula. The data was analyzed using Structural Equation Modeling (SEM) with SmartPLS 3.3. The findings reveal that in the context of the local government, organizational justice indirectly influences OCB through organizational commitment. Additionally, a direct relationship between organizational justice and OCB was observed. To enhance future research, it is suggested to include participants with longer service tenure, involve multiple agencies for broader generalization, and incorporate additional variables like organizational satisfaction and trust in leadership when investigating OCB.

Keywords: *Organizational Citizenship Behavior, Organizational Justice, Organizational Commitment*

Abstrak

Penelitian ini bertujuan untuk menambah bukti empiris mengenai pengaruh keadilan organisasi terhadap perilaku kewarganegaraan organisasi melalui komitmen organisasi. Populasi dalam penelitian ini adalah 135 karyawan Dinas Kebudayaan dan Pariwisata Kabupaten Kudus (Disbudpar Kudus). Metode pengumpulan data menggunakan kuesioner yang diukur dengan skala Likert. Teknik pengambilan sampel menggunakan convenience sampling. Sampel ditentukan sebanyak 65 responden berdasarkan formula Slovin. Teknik analisis data menggunakan SEM dengan bantuan SmartPLS 3.3. Hasil penelitian ini menunjukkan bahwa organisasi publik dalam konteks pemerintah setempat di Disbudpar Kudus menemukan adanya pengaruh tidak langsung dari keadilan organisasi terhadap perilaku kewarganegaraan organisasi yang dimediasi oleh komitmen organisasi. Juga ditemukan adanya pengaruh langsung dari keadilan organisasi terhadap perilaku kewarganegaraan organisasi. Saran dari penelitian ini adalah penelitian di masa depan sebaiknya memilih objek dengan masa kerja yang lebih lama, melibatkan objek dari beberapa lembaga agar hasil penelitian dapat digeneralisasi secara lebih luas, dan menggunakan variabel-variabel yang berbeda untuk pengembangan penelitian mengenai perilaku kewarganegaraan organisasi seperti kepuasan organisasi dan kepercayaan pada pimpinan.

Kata Kunci: *Perilaku Kewarganegaraan Organisasi, Keadilan Organisasi, Komitmen Organisasi*

1. Introduction

Human resources are one of the positive elements for an organization to face challenges in the work environment which can improve organizational performance (Sari & Wahyuni, 2019). An organization can run well if there is a good human resource role in it. Human resources are an asset in an organization that has the function of maintaining and developing the quality of the organization to make it better.

The success of an organization is strongly influenced by individual performance within it, and every organization will always try to improve employee performance results to achieve its goals (Kataria et al., 2019). Erdianza et al. (2020) stated that every employee in an organization who is trying to achieve optimal work results will make a positive contribution to the success of the organization.

Kataria et al. (2019) stated that quality human resources are one of the important aspects in an organization that can provide encouragement to achieve goals with high effectiveness. One of the things that supports organizations to be more effective is organizational citizenship behavior (OCB).

Ariasti and Wulansari (2017) stated that organizational citizenship behavior is free and voluntary because this behavior is not contained in the job description demands on the contract with the organization, but is a personal choice of each. Organizational citizenship behavior can be in the form of contributions by employees to exceed the demands of roles in the workplace. Organizational citizenship behavior can also involve several behaviors such as helping others, volunteering for extra tasks, complying with workplace rules and procedures. Many organizations want to have employees who apply organizational citizenship behavior, this also applies to public organizations, especially in the context of local government.

Based on a literature review, there are factors that can influence organizational citizenship behavior, one of which is employee perceptions of justice in the workplace or more popularly known as organizational justice which is known as one of the crucial variables in influencing organizational citizenship behavior (Gan & Yusof, 2018). Employee perceptions about whether or not an organization treats employees fairly will influence employee behavior in the future, so it is important for an organization to treat all employees fairly. This description is in accordance with previous research literature which consistently shows that perceptions of the level of fairness in organizations are one of the main factors influencing the attitudes and behavior of employees in organizations (Jehanzeb & Mohanty, 2019).

Employees consider an unfair decision-making process in an organization to have an impact on employee contributions to organizational citizenship behavior (Lim & Loosemore, 2017). Jehanzeb and Mohanty (2019) revealed, when employees feel treated unfairly by the organization, employees will assume that social exchanges have been violated. If the employee feels the sacrifice to survive is greater than the benefits, then slowly the employee will withdraw from the relationship. Decreased performance, increased absenteeism percentage, decreased affective commitment, and decreased organizational citizenship behavior are examples of employee withdrawal due to unfair treatment by the organization. Conversely, when organizations treat employees fairly, employees tend to show organizational citizenship behavior (Gan & Yusof, 2018). This

shows that a fair work environment has a positive influence on increasing organizational citizenship behavior.

Harumi and Riana's (2019) research on 40 employees of the Princess Keisha Hotel in Denpasar and Nanang et al. (2021) on 205 nurses at the Tuban General Hospital in Indonesia, found that organizational justice has a positive and significant effect on organizational citizenship behavior. The results of this study are in line with the perspective of social exchange theory (SET), which states that when employees are treated well, one of which is through organizational justice, then they will be motivated to repay this treatment by carrying out organizational citizenship behavior (Tripathi & Ghosh, 2018). However, different results were found by Jehanzeb and Mohanty (2019) for bank employees in Pakistan and Obedgiu et al. (2020) on civil servants in Uganda. The results of this study indicate a positive and insignificant relationship with the influence of organizational justice on organizational citizenship behavior.

Based on previous studies that have been described, it can be seen that there are still inconsistencies in research results regarding the relationship between organizational justice and organizational citizenship behavior. Therefore, the authors suspect that there is a need for a mediating variable in the relationship between organizational justice and organizational citizenship behavior. The effect of organizational justice on organizational citizenship behavior can be mediated by organizational commitment (Zayed et al., 2021). Laela (2019) revealed that high organizational commitment is one of the most important factors in shaping organizational citizenship behavior among employees. Saputra and Riana (2021) found that organizational commitment is an attitude that shows employee loyalty in the process of continuing their work, organizational members pay attention to the success and sustainable progress of the organization. McBey et al. (2017) explained that organizational commitment describes a situation in which an individual identifies with an organization and its goals accompanied by a desire to maintain membership in order to achieve these goals.

Organizations cannot achieve success without organizational commitment from employees, this is because organizational commitment can affect individual behavior (Zayed et al., 2021). Koirala and Charoensukmongkol (2020) argue that employees who are committed are willing to continue to contribute and work with the organization, and have loyalty and attachment to the organization. Employees who show organizational commitment will have high performance, excellent attendance, and perform organizational citizenship behavior (Zayas-ortiz et al., 2015). From this statement it can be seen that in order to improve organizational citizenship behavior, it is necessary to feel the employee's attachment to the organization which is manifested in the organizational commitment variable. Therefore, the organizational commitment variable is considered a good mediating variable on the influence of organizational justice on organizational citizenship behavior.

Based on social exchange theory (SET), employees who see fair treatment in an organization will try to develop an attitude of organizational commitment to the organization (Zayed et al., 2021). Research by Mahmoudi et al. (2017) on bank employees in Pakistan and Zayed et al. (2021) on non-managerial ministry employees in Kuwait, supporting this theory with the finding that organizational justice has a positive

and significant effect on organizational commitment. In contrast to the results of research by Ariasti and Wulansari (2017) on elementary school teachers in East Semarang, who found that organizational justice had a positive and insignificant relationship to organizational commitment. Social exchange theory (SET) also suggests that when employees feel fairly treated in an organization, they feel happier and more emotionally attached to the organization. As a result, they can show more helpful, polite, avoid complaining, and responsible behaviors that can benefit the organization (Zayed et al., 2021). This description is supported by research conducted by Jehanzeb and Mohanty (2019) on bank employees in Pakistan and Obedgiu et al. (2020) on civil servants in Uganda who found that organizational commitment has a positive and significant relationship to organizational citizenship behavior. However, the results of Sambung's (2014) research on civil servants at the University of Palangka Raya found different results, namely that there was a positive and insignificant relationship between organizational commitment and organizational citizenship behavior.

Based on social exchange theory (SET), when employees realize that the organization is fair, this will increase organizational commitment which can then support and strengthen employee organizational citizenship behavior (Zayed et al., 2021). Pan et al., (2018) concluded that the direct effect of organizational justice on employee organizational citizenship behavior is smaller than the indirect effect. This statement is in line with research conducted by Kharismasyah and Bagis (2019) on bank employees in Kebumen and Zayed et al. (2021) on non-managerial ministry employees in Kuwait, who found that organizational commitment was able to mediate the relationship between organizational justice and organizational citizenship behavior in a positive and significant way. However, Sanhaji et al. (2016) found that organizational commitment had a negative and insignificant effect on the relationship between organizational justice and organizational citizenship behavior. This research was conducted on employees of PT. Pos Indonesia.

Hypothesis Development

Organizational justice is the employee's perception that there is fair treatment received by individuals in the organization, which then creates a reaction or behavior in acting within the organization. Someone who gets fair treatment by their organization will show beneficial behavior as a reaction to what they feel in the organization. Kharismasyah and Bagis (2019) revealed that employee organizational citizenship behavior will increase if they are treated fairly in the organization and the leadership has a good relationship with them. Thus, employees who get the distribution of justice either from the organization or the leader's treatment, they will tend to be involved in mutually beneficial social relations.

Garg et al. (2013) describe organizational justice as employee responses that can lead to beneficial actions that result in organizational citizenship behavior. When employees feel that they have been treated unfairly, the level of organizational citizenship behavior will be affected which then leads to a decrease in organizational effectiveness and threatens the survival of the organization (Alzayed et al., 2017). Conversely, if the employee feels that he is being treated fairly, he will show superior and better

performance. Thus, organizations that focus on justice can be used to predict organizational citizenship behavior. Employees will personally evaluate the organizational decisions they feel, bearing in mind that organizational citizenship behavior is an activity outside of formal duties, organizational justice will greatly affect this. A number of studies have shown that organizational justice has a positive effect on organizational citizenship behavior (Zayed et al., 2021; Kharismasyah & Bagis, 2019; Mahmodi et al., 2016; Alzayed et al., 2017).

H1: Organizational justice has a positive and significant effect on organizational citizenship behavior.

Perceptions of fairness affect the psychological perception of the organization by its members, and thus serve as a critical mechanism for the formation of members' work attitudes (Tziner et al., 2015). Fairness strengthens the involvement of individuals in their tasks and organizations, in accordance with the explanation of organizational commitment, which is a psychological state that describes the relationship between employees and their organizations and reduces the possibility that employees will leave the organization (Allen & Meyer, 1990). Therefore, by obtaining organizational justice by employees, it will shape their psychological perception to be involved in the organization by forming organizational commitment and maintaining membership. Fatima et al. (2012) in his study explained that fair behavior towards employees by organizations leads to higher commitment to the organization and organizational citizenship behavior. Furthermore, it is more likely that people who perceive injustice will leave the organization or show a low level of organizational commitment, they may even begin to behave in abnormal ways such as taking revenge. That is, organizational justice plays an important role in improving employee organizational commitment.

A number of studies have shown that organizational justice has a positive effect on organizational commitment, for example Mohammad et al. (2016) explained that procedural justice and interactional justice affect organizational commitment through employee perceptions of the dimensions of distributive justice. Veress and Gavreliuc (2018) tested the dimensions of organizational justice (distributive justice, informational justice, and procedural justice) that directly or indirectly affect all dimensions of organizational commitment (continuance commitment, normative commitment, and affective commitment).

H2: Organizational justice has a positive and significant effect on organizational commitment.

Bakhshi (2011) explains that organizational commitment is the willingness of an employee to try to achieve organizational goals, acceptance of goals, and main values with the desire to maintain organizational membership. Employees who have high organizational commitment will voluntarily do work to achieve organizational goals. This is because employees who have a high commitment to an organization will be loyal to their organization, so that it will encourage behavior that benefits the organization and involve themselves in voluntary actions such as organizational citizenship behavior. Organizational commitment is also known to have an influence on organizational

behavior, especially in improving employee performance, extra-role, morale, and job satisfaction (Mayer & Schoorman, 1998). The positive impact of organizational commitment is an increase in higher performance, this will then result in organizational citizenship behavior as a form of their commitment to the organization. However, on the contrary if employees have low organizational commitment then they will perform lower which then increases absenteeism. Thus, organizational commitment influences individual behavior, because commitment indicates an individual's sense of identity and dependence on the organization.

Chang et al. (2011) in his research explained that organizational commitment focuses on emotional attachment. That is, employees who are emotionally attached to their organization tend to contribute more, and produce performance that is beneficial to the continuity of the organization. Employees evaluate the organization's ability to keep up with their participation and the efforts they put forth on an ongoing basis. Employees who evaluate positively will increase their interest and motivation to participate in the organization. Organizational commitment will further foster organizational citizenship behavior among employees. A number of studies have shown that organizational commitment has a positive effect on organizational citizenship behavior (Bakan et al., 2011; Zayed et al., 2021; Tan et al., 2019). Zayed et al. (2021) revealed that all dimensions of organizational commitment (affective commitment, normative commitment, and continuance commitment) have a significant impact on organizational citizenship behavior.

H3: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

Organizational justice basically assesses the extent to which individuals are treated fairly and fairly within their organizations. The perception that arises will lead to results in the form of employee commitment to their organization. This is because employees who are treated fairly will build trust within themselves which will then improve their relationship with their superiors and encourage them to carry out organizational citizenship behavior (Kharismasyah & Bagis, 2019). This means that organizational justice felt by employees will affect their actions in the organization. Zayed et al. (2021) revealed that employees tend to form perceptions about how the organization treats them fairly, then employees will respond with behavior based on their perceptions of the organization which has an impact on commitment and satisfaction. The commitment will identify their involvement in the organization as a guide for their actions.

Emotionally attached employees will focus on doing the morally right thing to do their duty to the organization. The employee's emotional bond which is an organizational commitment will then motivate employees to behave outside of their job description, namely organizational citizenship behavior. Zayed et al. (2021) in their observations revealed that organizational justice when mediated by organizational commitment tends to increase organizational citizenship behavior. This means that the perception of justice felt by employees will shape employee attachment to their organization which then motivates them to engage in organizational citizenship behavior.

H4: Organizational justice has a positive and significant effect on organizational citizenship behavior through organizational commitment as a mediating variable.
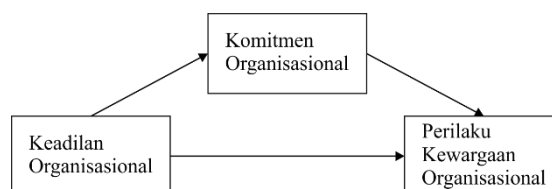

Figure 1. Research Model

2. Method

This study uses a quantitative approach to examine the direct and indirect effects of organizational justice, organizational commitment, and organizational citizenship behavior variables. The design used in this research is descriptive method. The data analysis method in this study is the outer model and inner model analysis using the SmartPLS version 3.3 analysis tool.

The population of this study were 135 employees of the Kudus Regency Culture and Tourism Office (Disbudpar Kudus). This study used the Slovin formula and obtained the results of 57 respondents.sampling technique uses a convenience sampling technique, which is a sampling technique by collecting market research data from the available set of respondents (Sugiyono, 2015). Data collection techniques through questionnaires or questionnaires. The scale used in preparing the questionnaire is the Likert Scale. But in distributing the questionnaires, the number of questionnaires returned to the researchers was 65 out of 80 copies. The number of questionnaires that did not return was 15 questionnaires.

The variable in this study, namely, organizational justice (X) includes three indicators (distributive justice, procedural justice, and interactional justice). Organizational commitment (M) with three indicators (affective commitment, continuance commitment and normative commitment). Organizational citizenship behavior with five indicators (altruism, courtesy, conscientiousness, sportsmanship, and civic virtue).

3. Result and Discussion

Characteristics of Respondents
Characteristics of respondents based on age dominated the 26-30 year old category by 40%. The characteristics of respondents based on gender were dominated by men by 55%. Respondents' characteristics based on length of service were dominated by the category of 1-5 years of service (55%). Respondent characteristics based on last education were dominated by senior high school (SMA/SMK) by 48%.
Outer
Convergent Validity Test

Convergent validity is measured using the loading factor value or the average variance extracted (AVE) value. If the loading factor of the statement item is > 0,7, the statement item is declared valid (Chin, 1995). If the loading factor on the statement item is < 0,7, then the statement item should be removed or replaced with another statement item, because it has low convergent validity. Table 1. The following shows the value of the loading factor.

Table 1. Convergent Validity Test with Loading Factor

No	Variabel	Indicator	Loading Factor	Statement
1	X	X1	0,769	Valid
		X7	0,785	Valid
		X13	0,817	Valid
		X14	0,864	Valid
		X16	0,823	Valid
		X18	0,893	Valid
2	M	M2	0,801	Valid
		M7	0,866	Valid
		M8	0,851	Valid
		M9	0,838	Valid
3	Y	Y2	0,810	Valid
		Y4	0,894	Valid
		Y5	0,765	Valid
		Y6	0,709	Valid

Discriminant Validity Test

Discriminant validity needs to be tested at the level of an indicator called cross loading, the outer loading of an indicator for a construct must be greater than the outer loading for other constructs in order to meet the discriminant validity requirements (Santosa, 2018).

Table 2. Discriminant Validity Test with Cross Loading

	X	M	Y	Statement
X1	0,769	0,463	0,471	Valid
X7	0,785	0,501	0,576	Valid
X13	0,817	0,576	0,626	Valid
X14	0,864	0,626	0,613	Valid
X16	0,823	0,498	0,599	Valid
X18	0,893	0,587	0,577	Valid
M2	0,617	0,801	0,549	Valid
M7	0,623	0,866	0,554	Valid
M8	0,455	0,851	0,490	Valid
M9	0,496	0,838	0,556	Valid
Y2	0,606	0,546	0,810	Valid
Y4	0,683	0,674	0,894	Valid
Y5	0,453	0,357	0,765	Valid

Y6	0,439	0,394	0,709	Valid

In addition to the loading factor, convergent validity and discriminant validity can also be determined based on the AVE value. The square root of AVE must be greater than the correlation between constructs and other constructs in the research model. Table 3. presents the square root of AVE.

Table 3. Square Root of AVE

No	Construct	AVE	SR AVE
1	X	0,683	0,826
2	M	0,705	0,840
3	Y	0,636	0,797

Reliability Test

Reliability test was tested using two methods, namely the cronbach's alpha method and the composite reliability method. The requirement to be said to be reliable is that the cronbach's alpha must be > 0,7 and the composite reliability must be > 0,7 (Ghozali, 2014). Table 4. presents the value of Cronbach's alpha and composite reliability.

Table 4. Cronbach's Alpha (CA) and Composite Reliability (CR)

Variable	CA	CR	Statement
X	0,906	0,928	Reliable
M	0,861	0,905	Reliable
Y	0,812	0,874	Reliable

Based on Table 4. it is known that the value of cronbach's alpha and composite reliability for all variables has a value of > 0,7. It can be concluded that the instruments used in this study are consistent and accurate for measuring a construct or in other words have good reliability.

Structural Model (Inner Model)

The coefficient of determination is one of the measurements most often used to evaluate the structural model (inner model). This value indicates the predictive power of the path model and is an indication of how well the model matches the data obtained (Santosa, 2018). The coefficient of determination (R-Square) is 0,19-0,33 (weak), 0,34-0,67 (moderate), and > 0,68 (strong). The way to find out the value of the coefficient of determination is the value of R-Square (R^2) multiplied by 100%. Table 5. presents the results of the R-Square.

Table 5. R-Square Test Result

Variable	R-Square
Organizational Commitment	0,436
Organizational Citizenship Behavior	0,550

Table 5. shows that the R-Square (R²) when multiplied by 100%, the coefficient of determination for organizational commitment is 43.6% and organizational citizenship behavior is 55%. From these results, the value of the coefficient of determination can be interpreted that 55% of the variation in the value of organizational citizenship behavior can be explained by organizational justice and organizational commitment, while the remaining 45% is explained by other variables outside the analysis model. Furthermore, 43,6% of the variation in the value of organizational commitment can be explained by organizational justice, while the remaining 56,4% is explained by other variables outside the analysis model of this study.

Hypothesis Testing

Original sample values   and t-statistics were used to evaluate direct effect tests. Testing the indirect effect (mediation) in this study was evaluated based on the original sample and the t-statistic on the total indirect effect. The original sample is used to see the direction of positive or negative influence as well as the magnitude of the influence of the independent variables on the dependent variable and the estimated value which describes the relationship between latent variables using the bootstrapping (Ghozali, 2014). The measurement item is said to be significant if the t-statistic is greater than 1,669 (one-tailed) with a significance level of 5%.
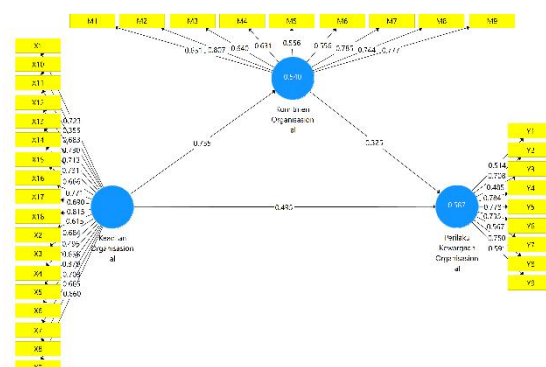

Figure 2. Structural Model

Direct Effect

Table 6. Path Coefficients Results

	Original Sample (O)	T Statistic (| O/STD |)	P Values	Statement
X-M	0,660	10,494	0,000	Positive & Significant
X-Y	0,492	3,453	0,000	Positive & Significant
M-Y	0,318	2,085	0,019	Positive & Signivicant

In the first hypothesis testing whether organizational justice positively influences organizational citizenship behavior, these results indicate that the original sample of

organizational justice is 0,660 and the t-statistic is 10,494 greater than 1,669 then the p-value is 0,000 < 0,05. From these results, it shows that there is a significant effect because the p-value is smaller than 0,05. Thus, **H1 is supported** that organizational justice has a positive effect on organizational citizenship behavior.

In the second hypothesis testing whether organizational justice has a positive effect on organizational commitment, these results indicate that the original sample of organizational justice is 0,492 and the t-statistic of 3,453 is greater than 1,669 then the p-value is 0,000 < 0,05. From these results, it shows that there is a significant effect because the p-value is smaller than 0,05. Thus, **H2 is supported** that organizational justice has a positive effect on organizational commitment.

In the third hypothesis testing whether organizational commitment has a positive effect on organizational citizenship behavior, these results indicate that the original sample job satisfaction is 0,318 and the t-statistic of 2,085 is greater than 1,669 then the p-value is 0,019 < 0,05. From these results, it shows that there is a significant effect because the p-value is smaller than 0,05. Thus, **H3 is supported** that organizational commitment has a positive effect on organizational citizenship behavior.

Indirect Effect

Table 6. Path Coefficients Results

	Original Sample (O)	T Statistic (│ O/STD │)	P Values	Statement
X-M-Y	0,210	1,990	0,024	Positive & Significant

In the fourth hypothesis this study examines whether organizational commitment can mediate the relationship between organizational justice on organizational citizenship behavior. These results indicate the value of the original sample of organizational commitment 0,210 and the t-statistic value is 1,990, this value is greater than 1,669 with a p-value of 0,024 < 0,05. Thus **H4 is supported** that organizational commitment is able to mediate the influence of organizational justice on organizational citizenship behavior.

4. Conclusion and Recomendation

The conclusions from the results of the study proved that organizational justice has a **positive** and **significant** influence on the organizational citizenship behavior of the Kudus Disbudpar employees. This means that organizational justice can significantly influence organizational citizenship behavior. Organizational justice has a **positive** and **significant** influence on the organizational commitment of the Kudus Disbudpar employees. This means that organizational justice can affect organizational commitment significantly. Organizational commitment has a **positive** and **significant** influence on the organizational citizenship behavior of the Kudus Disbudpar employees. This means that organizational commitment can influence organizational citizenship behavior significantly. Organizational commitment **able to mediate** the effect of organizational justice on the organizational citizenship behavior of the Kudus Disbudpar employees. This means that the organizational commitment of employees can increase the influence of organizational justice on organizational citizenship behavior.

The practical implications of this research are given to the leadership of the Kudus

Disbudpar to improve organizational citizenship behavior. This suggestion is more aimed at human resource governance, especially for contract employees who dominate the sample of this study. Furthermore, suggestions are prepared based on seven question items that have an index value on a moderate scale. The leadership of the Kudus Disbudpar should clarify the characteristics of the tasks, especially in terms of time so that employees can carry out the assigned tasks more efficiently. The leadership of the Kudus Disbudpar should provide more appropriate frequency feedback form of suggestions, input, or material awards so that employees feel they are being treated fairly. The leadership of the Kudus Disbudpar should involve subordinates and provide a more detailed explanation of each decision that directly affects subordinates, with detailed explanations it is hoped that subordinates can implicitly interpret the purpose of giving a task, this is able to increase subordinates' trust in leaders which has an impact on increasing employee perceptions of organizational justice. The leadership of the Kudus Disbudpar should pay more attention to the interests and interests of employees in carrying out their work for agencies, this can provide opportunities for employees to develop themselves, the higher the employee's contribution to the agency, the organizational commitment will be formed by itself. The leadership of the Kudus Disbudpar should further build positive values within the organization such as carrying out social activities together, praying together before carrying out activities, organizing joint sports activities, and so on. Building a sense of togetherness will create a sense of community so that work in an organization is not just a formality.

The theoretical implications of this research should be that future research can choose objects with a longer service life so that generalizations are broader. The scope used in this research only covers one institution whose scope is less broad, so that the research results cannot be generalized to a wider object. Future research should use objects in several agencies so that research results can be generalized more broadly. This research is limited to conducting research on organizational justice, organizational commitment, and organizational citizenship behavior. Therefore, future research can use different variables to develop research on organizational citizenship behavior such as organizational satisfaction and trust in leaders (Podsakoff et al., 2000).

Referensi

Allen, N. J., & Meyer, J. P. (1990). The measurement and anteccendents of affective. Continuance and normative commitment to the organization.

Alzayed, M., Jauhar, J., & Mohaidin, Z. (2017). The Mediating Effect of Affective Organizational Commitment in the Relationship between Organizational Justice and Organizational Citizenship Behavior: A Conceptual Model. *Asian Social Science*, *13*(5), 165. https://doi.org/10.5539/ass.v13n5p165

Ariasti, R. F., & Wulansari, N. A. (2017). Pengaruh Keadilan Prosedural pada Perilaku Kewargaan Organisasional melalui Komitmen Organisasi. *Management Analysis Journal*, *6*(1), 67–75.

Bakan, I. B. I., Buyukbese, T., Ersahan, B., & Kefe, I. K. I. (2011). The Effect of Organizational Commitment on Women Employees' Organizational Citizenship

Behavior. In *Indian Journal of Applied Research* (Vol. 3, Issue 2, pp. 202–204). The Global Journals. https://doi.org/10.15373/2249555x/feb2013/70

Bakhshi, A. (2011). *Organizational Commitment as predictor of Organizational Citizenship Behavior*. *3*(4), 78–87.

Chang, C. C., Tsai, M. C., & Tsai, M. S. (2011). The organizational citizenship behaviors and organizational commitments of organizational members influences the effects of organizational learning. In *International Journal of Trade ….* modir3-3.ir. http://modir3-3.ir/article-english/article381.pdf

Chin, W. W. (1995). Partial Least Squares is to LISREL as Principal Components Analysis is to Common Factor Analysis. *Technology Studies*, *2*(1995), 315–319.

Erdianza, N., Tentama, F., & Sari, E. Y. D. (2020). The Effect of Work Enjoyment and Work-life Balance on Organizational Citizenship Behavior with Job Satisfaction as Mediator. *International Journal of Management and Humanities*, *4*, 67–73.

Fatima, A., Iqbal, M. Z., & Imran, R. (2012). Organizational Commitment and Counterproductive Work Behavior: Role of Employee Empowerment. In *Lecture Notes in Electrical Engineering* (pp. 665–679). Springer London. https://doi.org/10.1007/978-1-4471-4600-1_57

Gan, J. L., & Yusof, H. M. (2018). Does organizational justice influence organizational citizenship behavior among engineers? A conceptual paper. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 2227–2234.

Garg, P., Rastogi, R., & Kataria, A. (2013). Promoting Citizenship Behaviors in Workplace: The Relevance of Organizational Justice and Psychological Well-being of Employees. *Jindal Journal of Business Research*, *2*(2), 67–84. https://doi.org/10.1177/2278682115593439

Ghozali, I. (2014). *Aplikasi Analisis Multivariate dengan Program SPSS*. Universitas Diponegoro.

Harumi, T. A. M., & Riana, I. G. (2019). Peran Mediasi Kepuasan Kerja Pada Pengaruh Keadilan Organisasional Terhadap Organizational Citizenship Behavior (OCB). In *Distribusi-Journal of Management and ….* scholar.archive.org. https://scholar.archive.org/work/k6mhjwsnfven3iuxaunwtdx23i/access/wayback/http://distribusi.unram.ac.id/index.php/distribusi/article/download/65/pdf

Jehanzeb, K., & Mohanty, J. (2019). The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, *49*(2), 445–468. https://doi.org/10.1108/PR-09-2018-0327

Kataria, A, Garg, P., & Rastogi, R. (2019). Do high-performance HR practices augment OCBs? The role of psychological climate and work engagement. *International Journal of Productivity and ….* https://doi.org/10.1108/IJPPM-02-2018-0057

Kataria, Aakanksha, Garg, P., & Rastogi, R. (2019). *Do high-performance HR practices augment OCBs ? The role of psychological climate and work engagement International Journal of Productivity and Performance Management Article information : March*. https://doi.org/10.1108/IJPPM-02-2018-0057

Koirala, M., & Charoensukmongkol, P. (2020). Contributions of CSR perception to employees commitment and job satisfaction: Does personal income matter? *Kasetsart Journal of Social Sciences*, *41*(2), 303–307. https://doi.org/10.34044/j.kjss.2020.41.2.06

Laela, E. (2019). Persepsi Dukungan Organisasi dan Organizational Citizenship Behavior terhadap Komitmen Organisasi pada PT. Gunung Putri Perkasa Kantor Cabang Purwakarta. *Eqien-Jurnal Ekonomi Dan Bisnis*. http://stiemuttaqien.ac.id/ojs/index.php/OJS/article/view/71

Lim, B. T. H., & Loosemore, M. (2017). The effect of inter-organizational justice perceptions on organizational citizenship behaviors in construction projects. *International Journal of Project Management*, *35*(2), 95–106.

Mahmodi, R., Dehcheshmeh, S. S., & Pordanjani, H. M. (2016). A study on the relationship between organizational justice and behavior of organizational citizenship. In *Asian Journal of Research in Banking and Finance* (Vol. 6, Issue 2, p. 76). Diva Enterprises Private Limited. https://doi.org/10.5958/2249-7323.2016.00007.9

Mahmoudi, S., Hassani, M., & Aghlmand, S. (2014). *The Relationship between Organizational Justice and Organizational Citizenship Behavior among Nurses (Examining the Mediating Role of Organizational Commitment , Organizational Trust , and Job Satisfaction Article history : 2*(2).

Mayer, R. C., & Schoorman, F. D. (1998). Differentiating antecedents of organizational commitment: a test of March and Simon's model. *Journal of Organizational Behavior*, *19*(1), 15–28. https://doi.org/10.1002/(sici)1099-1379(199801)19:1<15::aid-job816>3.3.co;2-3

McBey, K., Karakowsky, L., & Ng, P. (2017). Can I make a difference here? The impact of perceived organizational support on volunteer commitment. *Journal of Management Development*. https://doi.org/10.1108/JMD-05-2015-0078

Mohammad, J., Quoquab, F., Makhbul, Z. M., & ... (2016). Bridging the gap between justice and citizenship behavior in Asian culture. *Cross Cultural & ....* https://doi.org/10.1108/CCSM-08-2015-0097

Nanang, A. S., Setiawan, M., Hadiwidjojo, D., & Idris, I. (2021). *Transformational Leadership and Organizational Citizenship Behavior : Exploring the mediation of Organizational Learning Culture and Organizational Justice. 7*(2), 66–79.

Obedgiu, V., Nkurunziza, G., & Simiyu, G. (2020). *An investigation of key predictors of organizational citizenship behavior of civil servants Empirical evidence from Uganda. May*. https://doi.org/10.1108/IJOTB-03-2019-0041

Pan, W., Zhang, Q., Teo, T. S. H., & Lim, V. K. G. (2018). The dark triad and knowledge hiding. *International Journal of Information ....* https://www.sciencedirect.com/science/article/pii/S0268401218303037

Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). *Organizational Citizenship Behaviors : A Critical Review of the Theoretical and Future Research. 26*(3), 513–563.

Sambung, R. (2014). Pengaruh Kepribadian Terhadap Organizational Citizenship Behavior (Ocb) Dengan Komitmen Organisasional Sebagai Intervening (Studi Pada Universitas Palangka Raya). *Jurnal Manajemen Dan Akuntansi*, *3*(1).

Sanhaji, A., Soetjipto, B. E., & Suharto. (2016). Pengaruh Keadilan Organisasi Dan Budaya Organisasi Terhadap Perilaku Anggota Organisasi (Ocb) Melalui Komitmen Organisasi Dan Kepuasan Kerja. *Jurnal Pendidikan: Teori, Penelitian, Dan Pengembangan*, *1*(5), 917–926.

Santosa, P. I. (2018). *Metode Penelitian Kuantitatif – Pengembangan Hipotesis dan Pengujiannya Menggunakan SmartPLS*. Andi.

Saputra, J. M. D., & Riana, I. G. (2021). The Effect of Job Satisfaction on Organizational Commitments and Organizational Citizenship Behavior. *Journal of Multidisciplinary ....* http://www.kemalapublisher.com/index.php/JoMA/article/view/528

Sari, A. D. K., & Wahyuni, S. (2019). Effect of employee resilience against OCB: The role of organizational commitment mediation. In *International Journal of Education and Social ....* ijessr.com. https://ijessr.com/uploads2019/ijessr_02_220.pdf

Tan, L. P., Yap, C. S., Choong, Y. O., Choe, K. L., Rungruang, P., & Li, Z. (2019). Ethical leadership, perceived organizational support and citizenship behaviors: The moderating role of ethnic dissimilarity. *Leadership and Organization Development Journal*, *40*(8), 877–897. https://doi.org/10.1108/LODJ-04-2019-0160

Tripathi, N., & Ghosh, V. (2018). Gender differences in the effect of downward influence strategies on perceived stress and general-health: The mediating role of organizational justice. *Employee Responsibilities and Rights Journal*, *30*(1), 1–35.

Tziner, A., Felea, M., & Vasiliu, C. (2015). Relating ethical climate, organizational justice perceptions, and leader-member exchange (LMX) in Romanian organizations. *Revista de Psicologia Del Trabajo y de Las Organizaciones*, *31*(1), 51–57. https://doi.org/10.1016/j.rpto.2015.02.005

Veress, Z. E., & Gavreliuc, A. (2018). Organizational Commitment, Organizational Justice and Work Satisfaction: A Comprehensive Model in a Romanian Organizational Setting. *Romanian Journal of Applied Psychology*, *20*(2), 60–69. https://doi.org/10.24913/rjap.20.2.05

Yusnar Kharismasyah, A., & Bagis, F. (2019). Affective Commitment Sebagai Variabel Mediasi Antara Pengaruh Distributive Justice Dan Procedural Justice Terhadap Organizational Citizenship Behavior Di Bank Bni Cabang Kebumen. *Jurnal Manajemen Bisnis*, *10*(1), 130–144. https://doi.org/10.18196/mb.10173

Zayas-ortiz, M., Rosario, E., Marquez, E., & Gruñeiro, P. C. (2015). Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and Social Policy*, *35*, 91–106. https://doi.org/10.1108/IJSSP-02-2014-0010

Zayed, M., Jauhar, J., Mohaidin, Z., & Murshid, M. A. (2022). The Relation of Justice and Organizational Citizenship Behaviour in Government Ministries: The Mediating of Affective Commitment. *Employee Responsibilities and Rights Journal*, *34*(2), 139–167.