

ENTREPRENEUR

Jurnal Bisnis Manajemen Dan Kewirausahaan

Program Studi Manajemen Fakultas Ekonomika dan Bisnis Universitas Majalengka

Published every January and July e-ISSN : (2776-2483), p-ISSN: 2723-1941

Available online <http://ejournal.unma.ac.id/index.php/entrepreneur>

The Effect Of Organizational Justice, Organizational Commitment And Organizational Support On OCB With Job Satisfaction As An Intervening Variable

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Abstract.

The purpose of this study is to analyze the factors that influence Organizational Citizenship Behavior (OCB) of employees at PT Mas Arya Indonesia in Semarang. The motivation of this study is from the observation that there is currently a shortage in OCB among employees in the industrial sector. This study specifically targeted employees of PT. Mas Arya Indonesia, with a sample size consisting of 92 people. This research utilizes Purposive Sampling technique, which is a type of Non-Probability Sampling methodology. This method entails selecting participants based on certain factors or criteria. The data collection procedure requires distributing questionnaires that assess 38 factors using a Likert Scale. The data analysis technique used is Partial Least Square- Structural Equation Model (PLS-SEM). The test results showed strong and statistically significant relationships between organizational justice, organizational commitment, organizational support, and job satisfaction. In addition, it is important to recognize that factors such as organizational justice, organizational commitment, organizational support, and job satisfaction have a significant and positive impact on OCB. Job satisfaction serves as a mediator in the relationship between organizational justice, organizational commitment, and organizational support for OCB.

Keywords:

Organizational Justice; Organizational Commitment; Organizational Support; Job Satisfaction; OCB

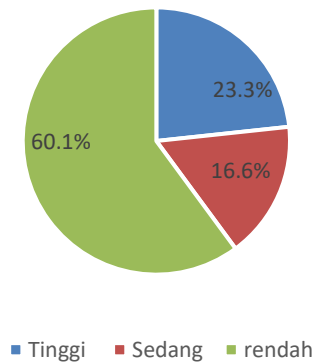
INTRODUCTION

The success of an organization is not only determined by financial aspects such as capital and profit, but also by the quality of human resources. Organizations need to optimize source Power potential human beings who are able to give their best performance to achieve goals . Effectiveness something organization can materialized through employee OCB behavior . Employee OCB behavior includes

employee contributions beyond their duties at work. However, there are employees who are less motivated to help others or go beyond their assigned duties. According to research from a research institute in Indonesia in 2021, the organizational citizenship behavior of employees in the industrial sector is relatively low. (Source: www.kompasiana.com, Arif Setiawan

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Circle Chart
OCB levels in the industrial sector 2021



The diagram shows that in 2021, 23.3% of employees in the industrial sector demonstrated high *OCB*, while 16.6% demonstrated a medium level. However, a significant majority of 60.1% showed low levels of *OCB*. This suggests that the overall level of *OCB* in the industrial sector is

still relatively low in 2021. Besides That based on results Pre-Survey that has been done explain that level behavior citizenship organization at PT. Mas Arya Indonesia is classified not enough high

No	Organizational Citizenship Behavior	SS	S	KS	TS	STS	Skor	Rata - Rata
		5	4	3	2	1		
1	Saya bersedia membantu rekan kerja yang sedang sibuk (pekerjaan overload)	1	5	4	0	0	37	3,70
2	Saya bersedia memberikan bantuan kepada orang yang berada disekitar saya	1	4	5	0	0	36	3,60
3	Saya bersedia menggantikan tugas karyawan lain jika yang bersangkutan tidak dapat menjalankan tugas	0	7	3	0	0	37	3,70
4	Saya bersedia meluangkan waktu untuk membantu orang lain berkaitan dengan permasalahan - permasalahan pekerjaan.	0	4	5	1	0	33	3,30
5	Saya bersedia membantu karyawan baru yang menghadapi kesulitan dalam masa training	1	5	4	0	0	37	3,70
6	Saya bersedia bekerja melebihi waktu yang ditentukan	0	0	3	7	0	23	2,30
7	Saya mematuhi peraturan perusahaan meskipun tidak ada yang mengawasi	1	7	2	0	0	39	3,90
8	Saya memanfaatkan waktu istirahat sebagaimana mestinya	2	6	2	0	0	40	4,00
9	Saya mengikuti pertemuan yang tidak diperintahkan tetapi dianggap penting	0	2	4	4	0	28	2,80
10	saya selalu mengikuti perubahan - perubahan yang ada	3	6	1	0	0	42	4,20
Jumlah rata - rata Organizational Citizenship Behavior (OCB)								3,52
SS = Sangat Sesuai, S = Sesuai, KS = Kurang Sesuai, TS = Tidak Sesuai, STS = Sangat Tidak Sesuai 1,00 - 1,99 Sangat Rendah, 2,00 - 2,99 Rendah, 3,00 - 3,99 Kurang Tinggi, 4,00 - 4,99 Tinggi, 5,00 - dst Sangat Tinggi Nilai rata - rata = Skor / Jumlah responden Rata - rata OCB = Jumlah rata - rata / Jumlah responden								

There are several factors that influence *OCB* , namely personality , culture organization ,

climate organization , job satisfaction, commitment organization, involvement ,

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collectivism , and fairness organization (Wirawan, 2014).

Organizational justice refers to fairness and equality in the way an organization treats its employees". According to Gibson et al. (cited in Kristanto, 2015), organizational justice refers to the subjective experience of receiving fair treatment from individuals in one's company. Employees will show a positive attitude towards the company once they understand that their organization operates fairly (Ayub et al., 2015).

Organizational commitment refers to the mindset of employees who feel a strong sense of belonging beyond just formal membership. These individuals exhibit behaviors that are in line with business values and demonstrate a willingness to overcome challenges to help the organization achieve its goals (Suparyadi, 2015)

According to Setyoningsih (2018), organizational support is the perception that employees have of the work environment and conditions set by the organization. This includes obtaining information, providing incentives, and implementing organizational initiatives to encourage employee contributions. Organizational support encourages increased job satisfaction among employees. Employees who experience high levels of job satisfaction tend to show high levels of *OCB*.

Job satisfaction relates to the level of satisfaction experienced by employees as a result of a positive assessment of their work and work environment (Wibowo, 2019). An individual with a high level of job satisfaction will have a positive disposition towards their work and show a good attitude towards the organization or company.

This can be demonstrated by activities such as helping coworkers and beyond the requirements of their typical job duties. The purpose of this study is to examine how organizational justice, organizational

commitment, and organizational support affect *OCB* by analyzing the function of job satisfaction as a mediating factor. This research is expected to provide benefits for organizations in increasing employee *OCB* and can serve as a benchmark for future research in this field.

LITERATURE REVIEW

Organizational citizen behavior

Najih & Mansyur (2022) state that *OCB* is a voluntary or free attitude to help coworkers who are in need of help or are in trouble. According to Organ in Napitupulu (2018) states that *OCB* indicators are divided into five indicators, namely: "*Altruism, Courtesy, Sportsmanship, Conscientiousness, Civic Virtue*".

Organizational justice

Organizational justice, as defined by Murtiman et al. (2020), relates to employees' personal assessment of whether they receive fair treatment from the organization. Organizational justice, as defined by Jehanzeb and Mohanty (2019), relates to the subjective judgments made by employees regarding the fairness of the treatment they receive from their organization or company. Al-Zu'bi, as cited I Made Angga Saputra & I Made Artha Wibawa (2019) stated that organizational justice indicators can be categorized into three different groups, namely: "interactional justice, distributional justice, and procedural justice".

Organizational commitment

Organizational commitment refers to the level of employee belief and alignment with company goals and principles, which in turn reduces their tendency to switch companies (Aisyah, 2020). Suryani et al. (2019) identified three elements of organizational commitment, namely: "affective commitment, continuance commitment, and normative commitment".

Organizational support

According to Ismainar (2018) organizational support refers to the extent to which employees perceive their social and

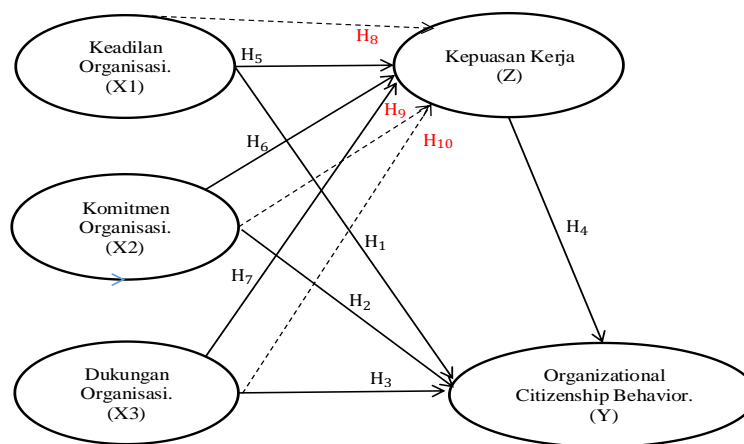
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emotional needs, such as recognition, attention, salary, and health benefits, are valued by the organization. Rosyiana (2019) classified indicators of organizational support into three different areas, namely: "fairness, support from superiors and appreciation from the organization".

Job satisfaction

Fattah (2017) defines job satisfaction as a measure of satisfaction or a measurable positive attitude that arises from research conducted on the job. Pandi Afandi (2018) established a set of five metrics to assess job satisfaction, which include: "the job itself, wages or salary, promotions, supervisors, and coworkers"

Empirical model of research



Hypothesis

- H₁ : "It is suspected that organizational justice affects OCB".
- H₂ : "It is suspected that organizational commitment affects OCB".
- H₃ : "It is suspected that organizational support affects OCB".
- H₄ : "It is suspected that job satisfaction affects OCB".
- H₅ : "It is suspected that organizational justice affects job satisfaction".
- H₆ : "It is suspected that organizational commitment affects job satisfaction".
- H₇ : "It is suspected that organizational support affects job satisfaction".
- H₈ : "It is suspected that organizational justice affects OCB through mediation of job satisfaction".
- H₉ : "It is suspected that organizational commitment affects OCB through mediation of job satisfaction".
- H₁₀ : "It is suspected that organizational support affects OCB through mediation of

job satisfaction".

METHOD

This study uses quantitative research methodology, specifically with a positivist approach, to examine specific demographics and samples. The data collection process involves the use of research tools, while the analysis is carried out using quantitative statistics. The main objective is to evaluate the hypothesis formulated (Sugiyono, 2019). The research was conducted on a population of 1040 employees of PT Mas Arya Indonesia. The sample size of 92 people was calculated using the Slovin algorithm. The sample strategy used is *Non-Probability sampling*, more precisely the *purposive sampling* method is used. According to Sugiyono (2019), *non-probability sampling* is a sampling method that does not provide equal opportunities for each member of the population to be selected as a sample member. This is because this

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method depends on certain criteria. Researchers used *purposive sampling* to carefully select participants based on certain criteria, as described by Sugiyono (2019). For this situation, the requirement is to have a work duration exceeding 1 year and currently being an employee of PT Mas Arya Indonesia. Data analysis uses descriptive analysis and *Partial Least Square* (PLS) analysis.

Descriptive analysis requires examining the data by considering the average value (Ghozali, 2021). PLS analysis is an enhanced statistical method used to evaluate and analyze complex interactions between variables. PLS analysis consists of two different models: the measurement model (sometimes referred to as the outer model) and the structural model (often referred to as the inner model).

RESULTS AND DISCUSSION

Validity Test

Results of Loading Factor Value Evaluation

	Dukungan Organisasi	Keadilan Organisasi	Kepuasan Kerja	Komitmen Organisasi	Organizational Citizenship Behavior	Ket
DO.1	0,746					Valid
DO.2	0,711					Valid
DO.3	0,827					Valid
DO.4	0,816					Valid
DO.5	0,801					Valid
DO.6	0,761					Valid
KE.O1		0,793				Valid
KE.O2		0,804				Valid
KE.O3		0,864				Valid
KE.O4		0,835				Valid
KE.O5		0,784				Valid
KE.O6		0,844				Valid
KK.1			0,858			Valid
KK.10			0,745			Valid
KK.2			0,747			Valid
KK.3			0,737			Valid
KK.4			0,874			Valid
KK.5			0,791			Valid
KK.6			0,811			Valid
KK.7			0,702			Valid
KK.8			0,833			Valid
KK.9			0,784			Valid
KO.O1				0,790		Valid

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KO.O2				0,797		Valid
KO.O3				0,899		Valid
KO.O4				0,786		Valid
KO.O5				0,715		Valid
KO.O6				0,743		Valid
OCB.1					0,738	Valid
OCB.10					0,845	Valid
OCB.2					0,784	Valid
OCB.3					0,799	Valid
OCB.4					0,806	Valid
OCB.5					0,779	Valid
OCB.6					0,752	Valid
OCB.7					0,816	Valid
OCB.8					0,798	Valid
OCB.9					0,790	Valid

Source: Primary data processed with SmartPLS 3.0 (2024)

Based on the test results provided, it can be concluded that the *outer loading* value of each indicator has exceeded 0.70, which means that all

indicators have successfully passed the validity test.

Average variance extracted (AVE) test

Average variance extracted (AVE) Test Results

	Average variance extracted (AVE)
Dukungan Organisasi	0,605
Keadilan Organisasi	0,675
Kepuasan Kerja	0,624
Komitmen Organisasi	0,625
OCB	0,626

Sumber : Pengolahan Data Primer , 2024

Based on the results of the Average variance extracted (AVE) test above, it is known that the Average variance extracted (AVE) value of each

variable gets a value above 0,50 so it can be concluded that all variable meet the validity test standard.

Discriminant Validity Test

Discriminant Validity Test Results

	Dukungan Organisasi	Keadilan Organisasi	Kepuasan Kerja	Komitmen Organisasi	Organizational Citizenship Behavior
Dukungan Organisasi	0,778				
Keadilan Organisasi	0,251	0,821			
Kepuasan Kerja	0,422	0,543	0,790		

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Komitmen Organisasi	0,339	0,467	0,561	0,790	
Organizational Citizenship Behavior	0,478	0,685	0,782	0,648	0,791

Source: Primary data processed with SmartPLS 3.0 (2024)

Based on the table provided, the discriminant validity test results show that for each indicator in the research variable, the cross loading value is

more than 0.70, as seen in the table provided. Thus, it can be said that there is good discriminant validity in the indicators used in this study.

Reliability Test

Reliability Test Results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Ket
Dukungan Organisasi	0,869	0,874	0,902	0,605	Reliabel
Keadilan Organisasi	0,903	0,907	0,925	0,675	Reliabel
Kepuasan Kerja	0,932	0,936	0,943	0,624	Reliabel
Komitmen Organisasi	0,880	0,889	0,909	0,625	Reliabel
Organizational Citizenship Behavior	0,933	0,934	0,944	0,626	Reliabel

Source: Primary data processed with SmartPLS 3.0 (2024)

Based on table 4.9, it shows that each variable has a composite reliability value of more than 0.70 and an alpha Cronbach value of more than 0.70.

Therefore, it can be said that each variable shows reliable testing criteria.

R-Square Test

R-Square Test Results

	R Square	R Square Adjusted
Kepuasan Kerja	0,461	0,443
Organizational Citizenship Behavior	0,759	0,748

Source: Primary data processed with SmartPLS 3.0 (2024)

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Based on Table, displays the findings of the R-Square Test. For job satisfaction, the R-Square value is 0.443, while for *OCB*, it is 0.748. The results show that the characteristics of organizational justice, organizational commitment, and organizational support can be attributed to 44.3 percent of the elements that affect job satisfaction. Variables not included in this study have an impact on the remaining 55.7 percent of the

parameters. Organizational justice, organizational commitment, organizational support, and job satisfaction factors account for about 74.8 percent of *OCB* variables. The remaining 25.2% is influenced by factors not included in this study

Direct effect test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values
Dukungan Organisasi -> Kepuasan Kerja	0,227	0,225	0,089	2,560	0,011
Dukungan Organisasi -> Organizational Citizenship Behavior	0,145	0,144	0,063	2,301	0,021
Keadilan Organisasi -> Kepuasan Kerja	0,333	0,339	0,114	2,927	0,003
Keadilan Organisasi -> Organizational Citizenship Behavior	0,317	0,303	0,111	2,856	0,004
Kepuasan Kerja -> Organizational Citizenship Behavior	0,431	0,426	0,094	4,585	0,000
Komitmen Organisasi -> Kepuasan Kerja	0,328	0,326	0,088	3,714	0,000
Komitmen Organisasi -> Organizational Citizenship Behavior	0,210	0,221	0,084	2,488	0,013

1. The statistical results of organisational support for job satisfaction of 2,560 > 1.96 and p values of 0.011 < 0.05 then the hypothesis that states that organisational support affects job satisfaction is accepted.
2. The statistical results of organisational support for Organisational Citizenship Behaviour of 2,301 > 1.96 and p values of 0.021 < 0.05, so the hypothesis that the organisation's support has an effect on Organisational Citizenship Behaviour is accepted.
3. The statistical results of organisational justice towards job satisfaction of 2,927 > 1.96 and p values of 0.003 < 0.05 then the hypothesis that states organisational justice affects job satisfaction is accepted.
4. The results of organisational justice statistics on Organisational Citizenship Behaviour of 2,856 > 1.96 and p values 0.004 < 0.05 then the hypothesis that states that organisational justice affects Organisational Citizenship Behaviour is accepted.
5. The results of job satisfaction statistics on Organisational Citizenship Behaviour of 4,585 > 1.96 and p values of 0.000 < 0.05 then the hypothesis that states job satisfaction affects Organisational Citizenship Behaviour is accepted.

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6. The statistical result of the organisation's commitment to job satisfaction of 3,714 > 1.96 and p values of 0.000 < 0.05 then the hypothesis that states that the organisation's commitment affects job satisfaction is accepted
7. The statistical results of the organization's commitment to

Organisational Citizenship Behaviour of 2,488 > 1.96 and p values of 0.013 < 0.05, then the hypothesis that states the organization's commitment to Organisational Citizenship Behaviour is accepted.

Indirect effect test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P values
Dukungan Organisasi -> Kepuasan Kerja -> Organizational Citizenship Behavior	0,098	0,097	0,047	2,100	0,036
Keadilan Organisasi -> Kepuasan Kerja -> Organizational Citizenship Behavior	0,143	0,144	0,057	2,497	0,013
Komitmen Organisasi -> Kepuasan Kerja -> Organizational Citizenship Behavior	0,141	0,140	0,051	2,794	0,005

1. The indirect effect of organisational support on Organisational Citizenship Behaviour with job satisfaction as a mediation variable gets a statistical t value of 2,100 > 1.96 and p values of 0.036 < 0.05, so it can be stated that organisational support has a significant effect on Organisational Citizenship Behaviour through job satisfaction as a mediation variable.
2. The indirect influence of organisational justice on Organisational Citizenship Behaviour with job satisfaction as a mediation variable gets a statistical t value of 2,497 > 1.96 and p values of 0.013 < 0.05 so it can be stated that organisational justice has a significant effect on Organisational Citizenship Behaviour through job satisfaction as a mediation variable
3. The indirect effect of the organization's commitment to Organisational Citizenship Behaviour with job satisfaction as a mediation variable gets a statistical t value of 2,794 > 1.96 and p values of 0.005 < 0.05 then it can be stated that the organization's commitment has a significant effect on

Organisational Citizenship Behaviour through job satisfaction as a mediation variable.

DISCUSSION

This research shows that a person's level of job satisfaction is directly correlated with the amount of support they get from their supervisor. Job satisfaction and organizational support are highly correlated. Workers who feel that their superiors support them tend to be more satisfied with their jobs. Job satisfaction and organizational support are highly correlated. The results of this study are consistent with research by Wijayanti & Netra (2022) and Triani & Maria (2019), which showed a significant relationship between job satisfaction and organizational support.

This research suggests that employee engagement in *OCB* is directly influenced by the level of support offered by an organization. Workers often show greater levels of motivation, satisfaction and engagement when they feel that their organization provides them with assistance. This in turn motivates them to demonstrate actions that benefit their coworkers and the company at large on a voluntary basis. The results of this study are consistent with research by Wijayanti & Netra (2022) and Fabanyo et

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al. (2023), which showed the significant influence that organizational support has on *OCB*.

This study shows that the level of individual job satisfaction is significantly influenced by organizational justice. Organizational justice affects job satisfaction. Workers' job satisfaction can be influenced by the implementation of impartial decision-making processes by superiors, such as in the allocation of salary increases. The level of justice that workers believe and their level of job satisfaction are positively correlated. The results of this study are consistent with research by Pratiwi & Dewi (2023) and Jufrizen & Sari (2023), which show that job satisfaction is significantly affected by organizational justice.

This study shows that organizational justice has a major influence on *OCB* which is a positive attitude that employees have towards their superiors when they are treated fairly by the organization. The results of this study are consistent with research by Jufrizen & Sari (2023), Pratiwi & Dewi (2023), and Sunaris et al. (2020).

This study shows that *OCB* is significantly influenced by job satisfaction. This study shows the relationship between *OCB* and job satisfaction. *OCB* is strongly influenced by job satisfaction. When workers are happy with their positions, they often take voluntary initiatives to support colleagues and advance the organization as a whole. There is a favorable relationship between workers' engagement in *OCB* and their level of job satisfaction. The results of this study support previous research on the impact of job satisfaction on *OCB* by Fatimah & Parmin (2023) and Jufrizen & Sari (2023).

According to this study, job satisfaction and organizational commitment are correlated. Strong organizational commitment is demonstrated by workers who exert their best efforts to meet company goals and who are highly motivated to remain with the company. Workers who stay in the company often feel satisfied with their jobs. The results of this study support the research of Tania (2020) and Fatimah & Parmin (2023), who found that organizational commitment significantly and beneficially affects job satisfaction.

This research shows that there is a relationship between *OCB* and organizational commitment. Organizational commitment can affect personnel *OCB*. Employees who have a high commitment to the organization tend to continue to do their best to

achieve goals. Workers with a high level of commitment will behave well towards the company. The results of this study are in line with the research of Sunaris et al. (2020) and Fatimah & Parmin (2023) who found a substantial relationship between organizational commitment and *OCB*.

In that study, greater organizational support was positively correlated with increased employee job satisfaction, which in turn affected the level of employee *OCB* behavior. The findings of this study are in line with research conducted by Wijayanti & Netra (2022), and Aryaningtyas & Maria (2019), which showed that organizational support affects *OCB* through job satisfaction.

This study shows that organizational justice has an indirect impact on *OCB* through job satisfaction. There is a positive correlation between employees' perceptions of organizational justice and their level of job satisfaction, which in turn affects their level of *OCB*. The findings of this study are in line with research conducted by Nurhidayatil et. al (2021), and Pratiwi and Dewi (2023). The study showed that organizational justice has a positive and significant impact on *OCB* through job satisfaction.

This research shows that a person's level of commitment to the organization has a direct impact on their engagement in *OCB* which is mediated by their level of satisfaction with their job. Employees who have a strong commitment to their organization are generally more satisfied with their jobs, and this job satisfaction can influence their *OCB*. Employees who experience a strong emotional connection with the organization tend to have higher job satisfaction because they feel valued and aligned with the organization's goals. Job satisfaction is positively correlated with the display of *OCB* by employees. The findings of this study are in line with research conducted by Krisjayanti & Supartha (2020) and Fatimah & Parmin (2023) which state that organizational commitment has a significant influence on *OCB* through job satisfaction.

CONCLUSIONS AND SUGGESTIONS

Conclusion

The purpose of this study is to examine how organizational justice, organizational commitment, and organizational support affect *OCB* at PT Mas Arya Indonesia. In particular, this study will focus on the mediating function of job satisfaction in this

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relationship. Based on the results of the PLS analysis conducted using Smart PLS 3.0 and the discussion of the previous chapter, it is clear that all hypotheses have been verified, indicating a significant positive correlation between these variables. Organizational citizenship behavior, or the tendency of employees to perform constructive activities that benefit the organization, is influenced by organizational justice. Employee engagement in *OCB* is influenced by organizational commitment. Employee behavior described as organizational citizenship behavior-doing more than the call of duty for the good of the organization-is influenced by organizational support. Job satisfaction affects organizational citizenship behavior. Job satisfaction is influenced by organizational justice. Satisfaction is influenced by organizational commitment. Support from the organization affects job satisfaction. *OCB* is directly influenced by organizational justice, which is influenced by job satisfaction. The relationship between organizational commitment and *OCB* is mediated by job satisfaction.

Suggestions

1. For PT Mas Arya Indonesia

The existence of organizational justice significantly affects employee *OCB* behavior at PT Mas Arya Indonesia. Therefore, to maintain desirable employee behaviors, it is important for businesses to preserve and maintain current organizational justice practices.

The level of organizational support significantly affects the *OCB* behavior of employees at PT Mas Arya Indonesia. As a result, it is important for companies to enforce and improve the provision of organizational support to ensure that employees continue to demonstrate *OCB* towards the organization.

Organizational commitment has a relatively weak impact on employee *OCB* behavior at PT Mas Arya Indonesia. To overcome this, companies should increase organizational commitment by offering competitive compensation and benefits, encouraging employee development and career opportunities, and fostering a positive and supportive work environment. This has the potential to increase employee *OCB*.

2. For the author

Future researchers studying job satisfaction and *OCB* should consider including new, trending

independent variables. Furthermore, it is important to investigate the influence of external factors, such as organizational environment, organizational culture, and transformational leadership, on the variables.

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ENTREPRENEUR
Jurnal Bisnis Manajemen Dan Kewirausahaan
Program Studi Manajemen Fakultas Ekonomika dan Bisnis Universitas Majalengka
Published every January and July e-ISSN : (2776-2483), p-ISSN: 2723-1941
Available online <http://ejournal.unma.ac.id/index.php/entrepreneur>

Indonesia. 913–921.
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