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Predictor Organizational Citizenship Behavior through the Role of Mediation Organizational Commitment

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ABSTRACT

The article aimed of analyzing the effect of perceived organizational support and organizational justice on organizational citizenship behavior through organizational commitment as mediation or intervening. It studied at he Public Sector Institution in Jakarta. The population of this study were 642 employees of Instansi X, consisting of Civil Servants (PNS), TNI soldiers, and members of the National Police, ranging from non-echelon to echelon I/equivalent levels. The sampling technique used non-probability sampling (purposive sampling). The questionnaire was addressed to Instansi X civil servants from non-echelon to echelon III levels. The results of distributing questionnaires obtained a sample of 200 respondents. The research method used a quantitative approach while the data analysis method used descriptive statistical analysis and SEM (Structural Equation Modeling) analysis with the Analysis of Moment Structures (AMOS) version 24 program. The results showed that perceived organizational support and organizational justice had a positive and significant direct effect on organizational citizenship behavior and organizational commitment. The results of this study produce a contribution to the development of literature regarding the effect of perceived organizational support and organizational justice on organizational citizenship behavior through organizational commitment as mediation/intervening, as well as adding theoretical contributions to predictors of the emergence of organizational citizenship behavior of employees in the government sector which are still rarely found.

Keywords: *Perceived Organizational Support, Organizational Commitment, Organizational Citizenship Behavior*

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INTRODUCTION

Human Resources (HR) is something that really needs to be considered in organizational management because HR is considered to have an influence on the effectiveness and efficiency in the implementation of organizational duties and functions in accordance with the vision and mission of the organization (UU RI Nomor 5, 2014), therefore HR needs to be managed very well. Armstrong (2003) defines Human Resource Management (HRM) as a strategy in managing people belonging to

the organization who are the most valuable assets for the organization, so they can work and contribute to the achievement of organizational goals.

In the context of implementing the ideals of the nation and realizing the goals of the state as stated in the preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to develop a state civil apparatus that has integrity, is professional, is neutral and is free from political intervention, is clean against the practice of corruption, collusion and nepotism, and is able to provide public services for the community and is able to play a role as an element of the glue of national unity and integrity (UU RI Nomor 5, 2014).

To be able to carry out this function, the Government has set a focus on developing Indonesian people. President of the Republic of Indonesia Joko Widodo said that Indonesian human resources must excel in all fields to be able to compete globally. The results of World Bank research in 2018 show that the value (Human Capital Index/HCI) of Indonesia is 0.53, ranking 87 out of 157 countries. Indonesia must make various efforts in increasing human resources to catch up. For this reason, it is very important to build quality resources that master science and technology, especially when entering the industrial era 4.0. (*SDM Unggul Indonesia Maju - Tanoto Foundation*, n.d.).

Instansi X must have potential human resources capable of producing the performance expected by the institution in achieving its vision and mission. The HR factor greatly influences the vision, mission and goals of the organization, in this case how the skills and abilities of employees can be developed, both in managerial, human relations or operational technical matters. Thus, organizations are required to have human resources with high integrity, discipline, professionalism, and responsibility to the organization (UU RI Nomor 5, 2014).

Based on observations, the current condition of Instansi X human resources is not yet fully as expected by the institution. Employees have not given an extra role in achieving organizational goals, so that as one of the driving factors for the progress of the organization, the Human Resources of Instansi X are still considered not optimal in carrying out their duties and functions. As the results of the pre-survey conducted, there were 4 (four) problems felt by respondents, namely related to perceived organizational support, organizational justice, organizational commitment, and organizational citizenship behavior. These four variables will be discussed further in this study.

LITERATURE REVIEW

Organizational Behavior Theory

Organizational Behavior (OB) theory according to Robbins and Judge (2008) studies the influence that individuals, groups, and structures have on behavior in organizations. The main objective of OB is to apply this knowledge to increase organizational effectiveness. Organizational behavior is related to 3 (three) attitudes, namely: job satisfaction, job involvement, and organizational commitment. In addition, there are 2 (two) other attitudes that attract the attention of researchers, namely: perceived organizational support and employee engagement.

Equity Theory and Organizational Justice

The theory of justice according to Schermerhorn et al., (2011) reminds the motivational value of a reward which is determined by how the individual is

interpreted in the context of social comparison. One of the main elements of the theory of justice is where people feel they are treated fairly. This raises many problems in organizational behavior known as organizational justice, which is about how fairly and equally people view practices in their workplaces. Justice will be seen as ethical behavior when the treatment of people is fair and impartial. The idea of organizational justice is important in organizational behavior, and in relation to the theory of justice, which has 3 (three) dimensions, namely: procedural justice, distributive justice, and interactional justice.

Organizational Citizenship Behavior (OCB)

It begins with the concept of OCB which was previously introduced by Kan and Katz (1987) as "employee extra-role behavior" (Jafari & Bidarian, 2012), then it is defined as "individual behavior that is discretionary but in the aggregate it can increase organizational effectiveness, even though it is not directly recognized as a reward system"(Organ, 1988). Robbins and Judge (2008) consider OCB to be "organizational citizenship or discretionary behavior that contributes to organizational effectiveness (such as helping colleagues) but is not part of an employee's formal job description".

In fact, to have a strong OCB behavior requires supporting factors within the organization, because OCB behavior does not increase by itself without interacting with other factors. As stated by Podsakoff et al., (2000), the factors that influence OCB are individual characteristics (including commitment, perceptions of organization, motivation, personality), and organizational characteristics (including culture and organizational climate, organizational support, group cohesiveness), and leadership characteristics (including support and leadership behavior, the quality of the relationship between superiors and subordinates). In addition, Ali (2016) identifies the preconditions for the emergence of organizational citizenship behavior such as organizational justice, role perception, and organizational commitment.

Organ (1988) states that there are 5 (five) dimensions of OCB, namely: 1) Altruism (behavior that helps alleviate individuals in the organization), 2) Courtesy (helps prevent problems with colleagues), 3) Sportsmanship (tolerance of less than ideal or uncomfortable situations that occur in the workplace without complaining), 4) Civic virtue (participating in organizational functions), and 5) Conscientiousness (doing things that benefit the organization beyond the minimum required requirements).

Organizational Commitment

Organizational commitment according to Porter et al., (1974) "a relative strength of the individual's introduction to the organization and individual involvement in an organization". According to Robbins and Judge (2008) organizational commitment is "a situation in which an employee identifies himself with a particular organization and its goals, and wants to maintain membership in the organization". Furthermore, Meyer (2016) defines organizational commitment as "the psychological approach of employees to the organization that has an impact on the decision to stay or leave an organization".

Currently, many researchers have identified the preconditions for the emergence of organizational commitment, Colquitt (2001) established a structural equation model where procedural justice factors are related to the results referenced by organizations,

such as organizational commitment. In addition, Azhar et al., (2019) stated that based on the principle of reciprocity, organizational support for employees can increase employee organizational commitment, as well as reduce resignation and attendance, thereby stimulating employee work performance.

Meyer (2016) proposes 3 (three) dimensions of organizational commitment, namely: 1) Affective commitment which reflects a very personal and emotional bond with the organization, 2) Continuance commitment, which reflects a logical and rational evaluation of the circumstances, opportunities and costs associated with leaving the organization, and 3) Normative commitment which reflects a sense of obligation, duty, and fulfilling expectations.

Organizational Justice

Organizational justice according to Greenberg (1990) refers to "a concept that shows employees' perceptions of the extent to which they are treated fairly in an organization and how this perception affects organizational outcomes". Then, organizational justice according to Robbins and Judge (2008) as "the overall perception of what is fair in the workplace". Furthermore, according to Griffin and Moorhead (2014) organizational justice refers to "the perception of people in an organization about justice".

Al-Zu'bi (2010) states that there are 3 (three) dimensions of organizational justice, namely: 1) Distributive Justice (justice from the results received by individuals/employees of the organization), 2) Procedural Justice (employees' perceptions of matters relating to the rules and procedures that govern a process in an organization), and 3) Interactional Justice (the quality of personal treatment during organizational procedures).

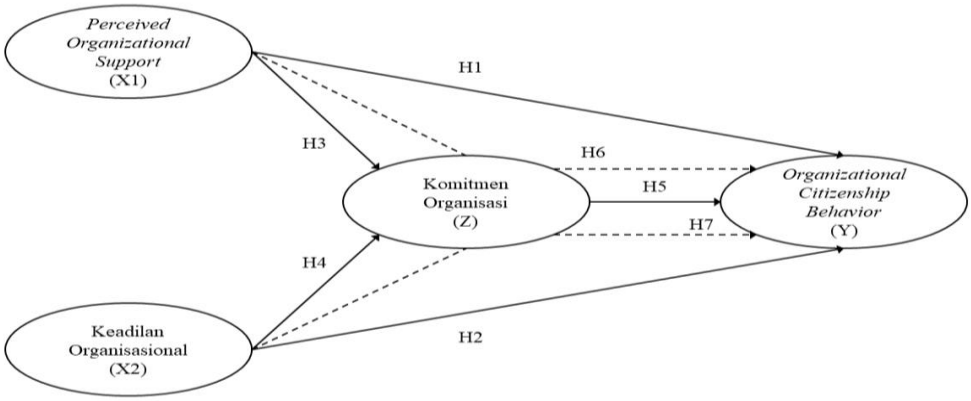
Perceived Organizational Support (POS)

Perceived organizational support according to Eisenberger et al., (1986) is defined as "employee perceptions of the extent to which the organization assesses the organization's contribution and concern to employee welfare". Then according to Robbins and Judge (2008) POS is "the level where employees believe the organization appreciates employee contributions and cares for employee welfare". Furthermore, according to Pack (2005) POS is "the employee's perception of the extent to which the organization provides support to employees and the extent to which the organization is ready to provide assistance to employees when needed".

Kraimer and Wayne (2004) state that there are 3 (three) dimensions of POS, namely: 1) Financial support (the extent to which the organization cares about the financial needs of employees and provides rewards for employees in the form of incentives and benefits), 2) Career support (to what extent the company cares about career advancement and employee self-development), 3) Adjustment support (the extent to which the company is willing to provide support for the adjustment of employees and also their families in relation to certain assignments or jobs).

THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Figure 1: Theoretical Framework



1. **The effect of perceived organizational support on organizational citizenship behavior**

   Perceived organizational support (POS) is believed to have an influence on OCB. As a theory that links perceptions of organizational support with OCB, Organ (1988) underlines that workers who perceive the organization as providing maximum support to them wish to engage in more additional role behaviors or "organizational citizenship behavior" than those who perceive that the organization does not value them as they deserve. Then, Luthans (2011) adds that the support provided by organizations will affect their perceptions of organizational support, which in turn encourages them to reciprocate with OCB, beyond the requirements of formal jobs.

   As the results of previous research, Putra and Sriathi (2017) and Azhar et al., (2019) prove that there is a positive and significant effect of perceived organizational support on organizational citizenship behavior. The higher the organizational support felt by employees, the OCB behavior will emerge from the employees.

   H1: POS has an effect on OCB

2. **The effect of organizational justice on organizational citizenship behavior**

   Organizational justice is believed to have an influence on OCB. As the theory that links organizational justice with OCB, Organ (1990) believes that justice plays an important role in promoting OCB, the existence of organizational justice in the workplace shows the importance of the organization for employees. Then, Moorman (1991) said, fair treatment (fairness) was related to topics such as citizenship behavior.

   As the results of previous research, Prameswari and Suwandana (2017) and Musringudin et al., (2017) prove that there is a positive and significant effect of organizational justice on organizational citizenship behavior. The higher the level of fairness felt by employees in the workplace, the higher the level of OCB felt by employees.

   H2: Organizational justice affects OCB

3. **The effect of perceived organizational support on organizational commitment**

   Perceived organizational support (POS) is believed to have an influence on organizational commitment. As the theory that connects POS with organizational

commitment, Rhoades and Eisenberger (2002) convey, POS has been found to be related to results or problems that benefit such as the commitment of conventional organizations. In addition, Meyer (2016) found that POS is the strongest driver of organizational commitment. Furthermore, McShane and Glinow (2010) stated that organizations that support employee welfare tend to foster higher loyalty in return.

As the results of previous research, Ardi and Sudarma (2015) and Azhar et al., (2019) prove that there is a positive and significant effect of perceived organizational support on organizational commitment. Perceptions of high organizational support tend to increase employee organizational commitment so that employees have an obligation to contribute and care for the organization in achieving its goals.

H3: POS affects organizational commitment

4. **The effect of organizational justice on organizational commitment**

Organizational justice is believed to have an influence on organizational commitment. As the theory that links organizational justice with organizational commitment, Greenberg (2001) states, the high and low levels of commitment that organizational members have are reflected in the level of justice felt by members for the justice provided by the organization. Then, Colquitt (2001) states, organizational justice has a strong influence on global behavior, such as organizational commitment. Furthermore, McShane and Glinow (2010) state that commitment will be higher for organizations that fulfill their obligations to employees and adhere to human values, such as justice, decency, forgiveness, and moral integrity. These values are related to the concept of organizational justice. This tends to foster higher loyalty in return.

As the results of previous research, Ardi and Sudarma (2015), Musringudin et al., (2017), and Hutagalung and Wibawa (2018) prove that there is a positive and significant effect of organizational justice on organizational commitment. When an organization behaves fairly and is good in terms of distributive (salary, compensation), procedural (decision-making procedures) or interactional (relationship between superiors and subordinates), it makes employees feel that they are not differentiated from other employees. Employees who feel treated fairly will feel comfortable at work so that they can work well, then can create a sense of belonging to the organization which in turn can increase their organizational commitment.

H4: Organizational justice affects organizational commitment

5. **The effect of organizational commitment on organizational citizenship behavior**

Organizational commitment is believed to have an influence on OCB. As the theory that links organizational commitment to OCB, Organ (2003) reveals that organizational commitment is one of the variables that is widely known to have a close relationship with OCB. Then, Jahangir et al., (2004) stated that organizational commitment has been recognized as one of the important prerequisites for OCB. This is because OCB is considered a reflection of employees' commitment to their organization, and empirically, organizational commitment related to OCB. Furthermore, Luthans (2011) stated that organizational commitment is clearly related to OCB because employees will be involved in OCB to retaliate against their organizational actions.

As the results of previous research, Ardi and Sudarma (2015), Prameswari and Suwandana (2017), Claudia (2018), and Azhar et al., (2019) prove that there is a

positive and significant effect of organizational commitment on organizational citizenship behavior. Organizational commitment is seen as the involvement and loyalty shown by an employee to his superior. Loyalty implies that an employee with high organizational commitment is certainly willing to do more than his formal duties. Employees with high organizational commitment will show behavior that exceeds their role (OCB).

H5: Organizational commitment affects OCB

6. **The effect of perceived organizational support on organizational citizenship behavior through organizational commitment**

   Organizational commitment is believed to have an influence as a mediation or intervening of the variable perceived organizational support on OCB. As the research results of Ardi and Sudarma (2015) and Azhar et al., (2019) prove that organizational commitment is able to mediate the relationship between POS and OCB. POS is one of the factors that influence organizational commitment. Employees who get support from the organization will feel that they are meaningful to the organization. This in turn encourages employees to commit to helping the organization achieve its goals. Furthermore, employees who have high organizational commitment, not only do the tasks they are obliged to do, but will do other tasks voluntarily which can be classified as extra effort or OCB behavior.

   H6: POS affects OCB through mediating organizational commitment

7. **The effect of organizational justice on organizational citizenship behavior through organizational commitment**

   Organizational commitment is also believed to have an influence as a mediating or intervening variable of organizational justice on OCB. As the research results of Ardi and Sudarma (2015) and Mahmoudi et al., (2017) prove that there is a mediating role of organizational commitment in the relationship between organizational justice and OCB. This shows that the organizational justice felt by employees can affect OCB such as helping colleagues, caring about what is happening in the organization through the commitment of employees.

   H7: Organizational justice affects OCB through mediating organizational commitment

RESEARCH METHODOLOGY

The population of this study were 642 employees of Instansi X, consisting of Civil Servants (PNS), TNI soldiers, and members of the National Police, ranging from non-echelon to echelon I/equivalent levels. The sampling technique used non-probability sampling (purposive sampling). The questionnaire was addressed to Instansi X civil servants from non-echelon to echelon III levels. The results of distributing questionnaires obtained a sample of 200 respondents. This research method uses a quantitative approach. The data analysis method used descriptive statistical analysis and SEM (Structural Equation Modeling) analysis with the Analysis of Moment Structures (AMOS) version 24 program.

RESULT AND DISCUSSION

RESULT

Respondent Profile Description

The profile of respondents in this study were 200 Civil Servants of Instansi X from non-echelon to echelon III levels. Based on the results of the analysis, the majority

of respondents were male (56.5%), while 43.5% were female. Based on age, most of the respondents were between 31 s.d. 40 years (39%), 26% between 21 s.d. 30 years, 16.5% are between 41 s.d. 50 years, and 18.5% are over 50 years old. Meanwhile, based on their educational background, most of the respondents had the latest education of D4/S1 (42.5%), while 10% had the latest high school education/equivalent, 22% had the latest education D1/D2/D3, and 25.5% had education. last S2. Then, based on the length of service, most of the respondents had a work period of 6 to 10 years (28.5%), while 23.5% had a work period of 0 to 5 years, 19.5% had a working period of 11 to 15 years, 7, 5% had a service life of 16 to 20 years, and 21% had a service life of more than 20 years.

Can be known, the results of descriptive statistical tests on the indicators of this research variable consisting of perceived organizational support, organizational justice, organizational commitment, and organizational citizenship behavior show that the resulting average value is considered good.

Data Processing Using Structural Equation Modeling (SEM)

1. **Validity and Reliability Test**

   Based on the results of discriminant validity and reliability tests, all research indicators have a value of more than 0.4, so it means that all indicators are declared valid. Then based on the results of the reliability test, the standardized loading estimate output value on the entire indicator has met the requirements, which is more than 0.4, so it can be concluded that the exogenous and endogenous construct forming indicators used are valid and reliable.

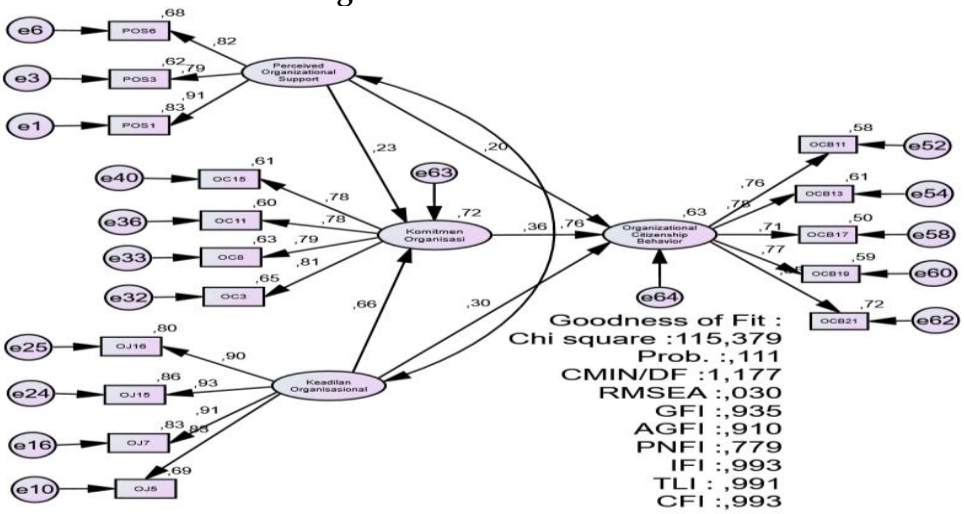
2. **Structural Equation Model Assumptions**

   a) This study used a sample of 200 respondents, which means that they have met the minimum requirements.
   b) Based on the mahalanobis distance value, it can be seen that all p1 or p2 values are greater than 0.05, so it can be concluded that the data is free from outliers.
   c) From the test results, the c.r multivariate value is 2,259 or less than 2.58, so it can be concluded that the research data is normally distributed.

3. **Goodness of Fit**

   After the suitability test is carried out, goodness of fit results are obtained that the planned model is fit well, because the values of CMIN/DF, RMSEA, GFI, AGFI, PNFI, IFI, TLI and CFI get good results, as shown in Figure 2.

Figure 2: Research Model



Hypothesis Test

Based on the results of hypothesis testing using SEM, it can be concluded that all hypotheses in this study are significant, which means that all hypotheses in this study can be accepted.

Determination Coefficient Test (R^2)

The coefficient of determination test is used to see how much influence the independent variable contributes to the dependent variable.

Table 1: Results of the determination coefficient test

Model Summary				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	,862[a]	,742	,738	7,713

a. Predictors: (Constant), Z, X1, X2
b. Dependent: Y

Sumber: Data Penelitian, Hasil Olahan SPSS, diolah 2020

Based on Table 1, the results of the coefficient of determination between the independent variables consisting of perceived organizational support (X1), organizational justice (X2), and organizational commitment (Z) to the dependent variable, namely organizational citizenship behavior (Y) show an Adjusted R Square value of 73.8%, which means that together the influence of perceived organizational support, organizational justice and organizational commitment to organizational citizenship behavior produces a value of 73.8%, while the remaining 26.2% is influenced by other factors outside of this study.

DISCUSSION

1. **The effect of perceived organizational support on organizational citizenship behavior (H1)**

   Based on the results of the analysis, it is known that the CR value is 1.990 which means more than 1.96 then H1 is accepted, thus POS has a positive and significant effect on OCB, meaning that changes in POS value have a unidirectional effect on changes in OCB or in other words if POS increases, there will be an increase in the level. OCB and statistically have a significant effect. This is in line with the theory that links POS with OCB, as stated by Organ (1988), Eisenberger et al., (2016), and Luthans (2011). Workers who feel the organization gives them maximum support want to be more involved in organizational citizenship behavior, compared to those who perceive the organization as not respecting them as they deserve (Organ, 1988).

   In addition, the results of data processing with Amos 24 show that the POS path coefficient value to OCB is 0.139, which means it has a positive relationship. This shows that the POS practices that have been carried out by Instansi X have been considered good by employees, such as financial support in terms of salaries and benefits, and adjustment support in terms of adjustment of employees and their families in relation to certain assignments or jobs. A good POS will be considered by employees as a form of organizational support and concern for the welfare of employees, so that it has an impact on OCB behavior as a form of

feedback from employees such as participating in resolving Instansi X problems and providing innovative suggestions to improve the quality of Instansi X.

Furthermore, the results of this analysis support the results of previous studies conducted by Putra and Sriathi (2017), and Azhar et al., (2019) which showed a positive and significant effect of POS on OCB. The higher the organizational support felt by employees, the OCB behavior will emerge from the employees. Employees who feel fully supported by the organization will feel a debt of gratitude to the organization so that it has a positive impact on work performance and behavior beyond their obligations (OCB) (Azhar et al., 2019).

2. **The effect of organizational justice on organizational citizenship behavior (H2)**

Based on the results of the analysis, it is known that the CR value is 2,341 which means more than 1.96 then H2 is accepted, thus organizational justice has a positive and significant effect on OCB, meaning that changes in the value of organizational justice have a direct effect on changes in OCB or in other words if organizational justice increases, it will there was an increase in the level of OCB and it was statistically significant. This is in line with the theory that links organizational justice with OCB, as stated by Organ (1990), Moorman (1991), and Luthans (2011). Fairness plays an important role in promoting OCB, organizational justice in the workplace demonstrates the importance of the organization to employees (Organ, 1990).

In addition, the results of data processing with Amos 24, it is known that the coefficient value of the organizational justice pathway to OCB is 0.234, which means it has a positive relationship. This shows that the organizational justice practices that have been implemented by Instansi X are considered good by the employees, such as awards (rewards, promotions, etc.) are given to employees fairly and proportionally. Good organizational justice will be considered by employees as a form of organizational attitude that does not differentiate between employees, so that it has an impact on OCB behavior as a form of reciprocity from employees such as participating in resolving Instansi X problems and providing innovative suggestions to improve the quality of Instansi X.

Furthermore, the results of this analysis support the results of previous studies conducted by Prameswari and Suwandana (2017), Musringudin et al., (2017) which show a positive and significant effect of organizational justice on OCB. The higher the level of fairness felt by employees in the workplace, the higher the level of OCB felt by employees (Prameswari & Suwandana, 2017).

3. **The effect of perceived organizational support on organizational commitment (H3)**

Based on the results of the analysis, it is known that the CR value is 2.598 which means more than 1.96 then H3 is accepted, thus POS has a positive and significant effect on organizational commitment, meaning that changes in the value of POS have a unidirectional effect on changes in organizational commitment, or in other words if POS increases, there will be an increase in the level of organizational commitment and statistically has a significant effect. This is in line with the theory that connects POS with organizational commitment, as stated by Rhoades and Eisenberger (2002), Meyer (2016), and McShane and Glinow (2010). POS has been found in connection with results or benefits that are profitable such as commitment of traditional organizations (Rhoades & Eisenberger, 2002) and POS is the strongest driver of organizational commitment (Meyer, 2016).

In addition, the results of data processing with Amos 24 show that the POS path coefficient value of organizational commitment is 0.216, which means it has a positive relationship. This shows that the POS practices that have been carried out by Instansi X have been considered good by employees, such as financial support in terms of salaries and benefits, and adjustment support in terms of adjustment of employees and their families in relation to certain assignments or jobs. A good POS will be considered by employees as a form of organizational support and concern for the welfare of employees, so that it has an impact on increasing organizational commitment as a form of reciprocity from employees such as conveying pride in Instansi X to outsiders and not easily moving to other organizations.

Furthermore, the results of this analysis support the results of previous studies conducted by Ardi and Sudarma (2015), and Azhar et al., (2019) which show a positive and significant effect of POS on organizational commitment. High perceptions of organizational support tend to increase employee organizational commitment so that employees have an obligation to contribute and care for the organization in achieving goals (Azhar et al., 2019).

4. **The effect of organizational justice on organizational commitment (H4)**

Based on the results of the analysis, it is known that the CR value is 6,921 which means more than 1.96 then H4 is accepted, thus organizational justice has a positive and significant effect on organizational commitment, this means that changes in the value of organizational justice have a direct effect on changes in organizational commitment, or in other words, if organizational justice increases, there will be an increase in the level of organizational commitment and statistically has a significant effect. This is in line with the theory that links organizational justice with organizational commitment, as stated by Greenberg (2001), Colquitt (2001), and McShane and Glinow (2010). The high and low level of commitment that members of the organization have are reflected in the level of fairness felt by members for the justice provided by the organization (Greenberg, 2001).

In addition, the results of data processing with Amos 24 show that the coefficient value of the organizational justice pathway to organizational commitment is 0.689, which means it has a positive relationship. This shows that the organizational justice practices that have been implemented by Instansi X are considered good by the employees, such as awards (rewards, promotions, etc.) are given to employees fairly and proportionally. Good organizational justice will be considered by employees as a form of organizational attitude that does not differentiate between employees, so that it has an impact on increasing organizational commitment as a form of reciprocity from employees such as conveying pride in Instansi X to outsiders and not easily moving to other organizations.

Furthermore, the results of this analysis support the results of previous research conducted by Ardi and Sudarma (2015), Musringudin et al., (2017), and Hutagalung and Wibawa (2018) which show a positive and significant effect of organizational justice on organizational commitment. Organizational commitment can be increased by resolving and improving organizational justice (Musringudin et al., 2017).

5. **The effect of organizational commitment on organizational citizenship behavior (H5)**

Based on the results of the analysis, it is known that the CR value is 2,724 which means more than 1.96 then H5 is accepted, thus organizational commitment has a positive and significant effect on OCB, meaning that changes in the value of organizational commitment have a direct effect on changes in OCB or in other words if organizational commitment increases it will there was an increase in the level of OCB and it was statistically significant. This is in line with the theory that links organizational commitment to OCB, as stated by Organ (2003), Jahangir et al., (2004), and Luthans (2011). Organizational commitment is clearly related to OCB because employees will engage in OCB to retaliate against their organizational actions (Luthans, 2011).

In addition, the results of data processing with Amos 24 show that the coefficient value of the organizational commitment pathway to OCB is 0.268, which means it has a positive relationship. This shows that the organizational commitment practices that have been carried out by Instansi X employees are already good, such as conveying pride towards Instansi X to outsiders and not easily moving to other organizations. A good organizational commitment will encourage employees to have an emotional attachment to the organization and feel part of the large family of the organization, so that it creates a sense of wanting to always be a member of the organization. Thus, this will have an impact on improving employee OCB behavior such as participating in solving Instansi X problems and providing innovative suggestions to improve the quality of Instansi X.

Furthermore, the results of this analysis support the results of previous research conducted by Ardi and Sudarma (2015), Prameswari and Suwandana (2017), Claudia (2018), and Azhar et al., (2019) which shows a positive and significant influence of organizational commitment to OCB. Organizational commitment is seen as the involvement and loyalty shown by an employee to his superior, loyalty implies that an employee with high organizational commitment is certainly willing to perform tasks that exceed his formal duties and show behavior that exceeds his role (Claudia, 2018).

6. The effect of perceived organizational support on organizational citizenship behavior through mediating organizational commitment (H6)

Based on the results of the analysis through the sobel test, it is known that the t-count value is 1.885 which means more than 1.28 at alpha 10%, then H6 is accepted, thus the effect of POS on OCB through mediation of organizational commitment shows a significant indirect effect on alpha 10%, meaning that if increased organizational commitment, there will be an increase in the influence between POS on OCB.

As the results of the research of Azhar et al., (2019), it is proven that organizational commitment is able to mediate the relationship between POS and OCB. Employees who get support from the organization will feel that they are meaningful to the organization. This in turn encourages employees to commit to helping the organization achieve its goals. Furthermore, employees who have high organizational commitment do not only perform tasks that are their obligations, but do other tasks voluntarily, which are classified as extra effort or OCB behavior. In addition, Ardi and Sudarma (2015) prove that the perception of organizational support that employees feel can influence OCB, such as helping colleagues, caring about what happens in the organization through the commitment of employees. As

described, it is concluded that the results of this study support the results of previous studies conducted by Ardi and Sudarma (2015), and Azhar et al., (2019).

7. **The effect of organizational justice on organizational citizenship behavior through mediating organizational commitment (H7)**

Based on the results of the analysis through the sobel test, it is known that the t-count value is 2.541 which means more than 1.96 at alpha 5%, then H7 is accepted, thus the effect of organizational justice on OCB through mediation of organizational commitment shows a significant indirect effect on alpha 5%, meaning that If organizational commitment increases, there will be an increase in the influence of organizational justice on OCB.

As the results of research by Mahmoudi et al., (2017), it is proven that there is a mediating role of organizational commitment in the relationship between justice and the behavior of organizational citizens. In addition, Ardi and Sudarma (2015) prove that organizational justice perceived by employees can influence OCB such as helping colleagues, caring about what happens in the organization through the commitment of employees. As described, it is concluded that the results of this study support the results of previous studies conducted by Ardi and Sudarma (2015), and Mahmoudi et al., (2017).

Based on the results of the study, it can be said that this study has implications theoretically, because it has contributed to the development of the literature regarding the relationship between perceived organizational support, organizational justice, organizational commitment, and organizational citizenship behavior. In addition, this study also investigates the relationship between perceived organizational support and organizational justice on organizational citizenship behavior through the mediating role of organizational commitment. Then, this study also adds a theoretical contribution to the predictors of the emergence of organizational citizenship behavior of employees in the government sector which is still rarely found.

In addition, the results of this study have implications for managerial policy, because they can be used by Instansi X as a reference for decisions related to HR management, as well as a rationale for strategic policy making or determining policy priorities in an effort to improve perceived organizational support and organizational justice, as well as organizational commitment, so as to foster organizational citizenship behavior of Instansi X employees.

CONCLUSIONS

From the results of the analysis, it can be concluded, as follows: first, perceived organizational support and organizational justice have a positive and significant direct effect on organizational citizenship behavior and organizational commitment. Second, organizational commitment has a positive and significant direct effect on organizational citizenship behavior. Third, perceived organizational support and organizational justice have a significant effect on organizational citizenship behavior through mediating organizational commitment.

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