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THE EFFECT OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEES ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT: The purpose of this study is to explain the effect of organizational justice, organizational commitment, and job satisfaction on OCB. This research was conducted on UD. Romo who is located on Jalan Raya Celuk, Gianyar with approach quantitative is associative causal. The sample consisted of 63 employees. The sample technique used is the saturated sample technique and the data collection method uses a survey approach with a questionnaire method which is measured using a Likert scale. Meanwhile, the data analysis technique used multiple linear regression analysis. Based on the results of this study indicate that the significance value of organizational justice is $0.018 < 0.05$ which indicates H1 is accepted, then Organizational justice has a significant positive effect on OCB. The significance value of organizational commitment is $0.015 < 0.05$ which indicates H2 is accepted, then Organizational commitment has a significant positive effect on OCB. The significance value of job satisfaction is $0.000 < 0.05$, which indicates that H3 is accepted, then Job satisfaction has a significant positive effect on OCB.

Keywords: organizational justice, organizational commitment, job satisfaction, organizational citizenship behavior (OCB).

I. INTRODUCTION

Santi and Rahyuda (2019) state that one of the behaviors that can increase organizational success is extra-role behavior or also known as Organizational Citizenship Behavior (OCB). According to Suryanatha and Ardana (2014), OCB can also be said to be the behavior of employees who do their work happily, sincerely and voluntarily without having to be controlled and ordered by their superiors. Examples of OCB behavior are taking the initiative to help colleagues, obeying the rules and procedures of the organization, not wasting work time, proposing useful ideas or suggestions, being able to work better without the supervision of the leader and this behavior is usually characterized by spontaneity. and sincerity (Maria and Yuniawan, 2016).

This research was conducted at a company engaged in the silver crafts sector, one of which is UD. The priest, who is located on Jalan Raya Celuk, Celuk Village, Sukawati District, Gianyar Regency, sells silver handicraft items in the form of women's accessories such as necklaces, bracelets, rings and so on. The majority of employees who work at UD. Romo himself is a native of Celuk Village, amounting to 63 people. The pre-survey that was carried out involved only ten samples of employees from a total of 63 employees in various UD Romo divisions. So it was found that the results of several problems that occurred in employees related to OCB were low.

The results of the interviews showed that as many as 60 percent of employees complained about their own work, which was too much work, requiring overtime, because according to employees the number of employees owned by UD. Priests are still in the insufficient category, because they feel that the workload they do does not match the compensation they get. Employees at UD. Priests often complain about co-workers' duties they do as long as other co-workers don't come either because of illness or permission. Priests still really need awareness in participating in non-obligatory activities or events held by UD. Romo, one of which is social activities, that is, no more than 10% of the total employees participate. This means that it can be assumed that the attitude of the Organizational Citizenship Behavior (OCB) of employees. Priests tend to be low which later can have an impact on the performance of UD Romo employees who is decreasing.

Maysarah and Rahardjo (2015) in a number of studies have shown a strong relationship between organizational justice and OCB. Robbins and Judge (2015: 144) define organizational justice as the overall perception of what is fair in the workplace. Kristanto (2015) argues that organizational justice is an individual's perception of justice and decisions taken by their superiors. Fair treatment by the organization to each employee will create a good work situation. Real organizational justice that companies need to prioritize is that employees

must feel that they are treated fairly both in procedures and results. This fair concept can include several things that are of concern to the company, including the division of labor, wages, rewards, treatment, and the things that determine the quality of interactions within the company. Striving for the best possible justice in the organization will indirectly foster a sense of commitment by the employees themselves (Santika and Wibawa, 2017).

Research by Roohi and Feizi (2013) concluded that organizational justice and dimensions of organizational justice have a positive and significant relationship with OCB. Nwibere(2014) also shows that employees' perceptions of fairness have a positive and significant effect on OCB. When employees feel that they have been treated fairly by the company, the employee's extra-role behavior increases. Different results were obtained in the research of Srimulyani et al., (2017) which stated that organizational justice had no significant effect on OCB. Therefore, apart from organizational justice, OCB can also be influenced by organizational commitment.

Organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to the organization. A person who joins an organization is required to have a commitment in him. Employees who are committed to their organization will be loyal to the organization and give their best for the organization (Moorhead and Griffin, 2013: 73). Low commitment to the organization shows less responsibility than an employee in carrying out their work, commitment is low or difficult to implement because the company applies a contract system to its employees (Suryanatha and Ardana, 2014). To increase employee commitment, managers are advised to increase employee job satisfaction.

Research by Santi and Rahyuda (2019) states that organizational commitment has a positive and significant effect on OCB. This means that employees who have high organizational commitment will automatically lead to OCB behavior in employees. Nugraha and Adnyani (2018) state that there is a partially positive and significant influence between organizational commitment to OCB. This means that the better the organizational commitment, the higher the employee's OCB. Different results were obtained in Bodroastuti and Rulijaji's (2016) research which stated that organizational commitment had no positive effect on OCB. This shows inconsistent research results, so that the influence between organizational commitment to OCB is interesting to re-examine.

Another factor that can affect OCB is the job satisfaction obtained by employees (Naqvi et al., 2013). Job satisfaction is an assessment of workers about how far their overall job satisfies their needs (Putrana et al., 2016). Extensive research on job satisfaction shows that personal factors such as individual needs and aspirations determine this job satisfaction, along with group and organizational factors such as the relationship between coworkers and supervisors and working conditions, work policies and compensation (Moorhead and Griffin, 2013: 74). It seems logical that job satisfaction is also a determinant of the existence of OCB. Satisfied workers should appear to speak positively about their organization, helping colleagues and exceeding normal expectations at work which may be because they want to reciprocate positive experiences. Job satisfaction correlates with OCB as seen from the people who are satisfied with their work are more likely to be involved in OCB (Robbins and Judge, 2015: 53).

Charmiati and Surya (2019) states Job satisfaction has a positive effect on employee OCB. This research means that the more satisfied employees are with their jobs, the higher the level of OCB the employees have. Prameswari and Suwandana (2017) also states that job satisfaction has a positive and significant effect on OCB. The higher the level of job satisfaction felt by employees, the higher the level of OCB felt by employees in the organization. An employee who is satisfied with his job will show OCB behavior. This means that this research is in line with research conducted by Yanti and Supartha (2017) that job satisfaction has a positive and significant effect on OCB. The results obtained mean that the higher the job satisfaction, the higher the OCB.

Research conducted by Harumi and Riana (2019) stated Organizational justice has a positive and significant effect on OCB at Princess Keisha Hotel. This means that a company that can treat its employees fairly with all the rules and results received will lead to OCB behavior among employees. Research from Santika and Wibawa (2017) states that organizational justice has a positive and significant effect on OCB. This means that employees who are treated fairly in the place where the employee works will have a high OCB level. Purba and Novliadi(2017) also evaluates the relationship between the dimensions of organizational justice and OCB which shows that there is a positive influence of organizational justice on OCB in employees. This means that the higher the organizational justice perceived by employees, the higher the frequency of employees doing OCB. Based on this description, the following research hypothesis can be stated.

H1: Organizational justice has a positive and significant effect on OCB.

Research conducted by Mahardika and Wibawa (2017) states that organizational commitment has a positive and significant effect on OCB, this shows that if it is getting bigger employee organizational commitment to the company, it will improve OCB attitudes to employees in the organization. In line with the research of Fitria et al. (2015) mentions a positive role between organizational commitment and OCB in nurses at Ratu Zalecha Martapura Hospital. This means that the higher the organizational commitment, the higher the

OCB will be. Based on theoretical basis and various research results, then a hypothesis can be put forward research as follows.

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

Research conducted by Osman et al., (2015) involving 300 employees in organizations located in America shows that job satisfaction has a positive effect on OCB. In line with Saepudin and Djati's (2019) research, the results show that teacher job satisfaction has a positive and significant effect on OCB for public high school teachers in Tambun Utara and Babelan districts. This means that the higher the job satisfaction of the teachers, the higher the OCB of public high school teachers in North Tambun and Babelan Districts. Based on several researchers previously, the hypothesis can be formulated as follows.

H3: Job satisfaction has a positive and significant effect on OCB.

II. METHODS

This research was conducted at UD. Romo who is located at Jalan Raya Celuk No. 42, Celuk Village, Kec. Sukawati, Kab. Gianyar, Bali. This location was chosen because there are problems related to organizational justice, organizational commitment, job satisfaction and OCB. The population in this study were all employees of UD. Priests, amounting to 63 people. The population in this study were all employees.

The number of population obtained is 63 people, so the method of determining the sample used is nonprobability sampling using total sampling (census), which is a technique by taking all members of the population as samples. This method was chosen because considering the population in this study was still relatively few and below 100 people, so that all members of the population could be used as samples in this study. Multiple linear regression analysis is used to answer the problem in this study. The problem that must be answered in this study is the influence of the independent variables (organizational justice, organizational commitment, and job satisfaction) to simultaneously, partially and dominantly affect the dependent variable (OCB). The analysis model used in this research is multiple linear regression analysis using the help of the application SPSS version 24.0 (Statistical Package for Social Science) for windows. The analysis model of multiple regression in question is as follows:

$$\hat{Y} = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e_i \dots \dots \dots (1)$$

Information :

- \hat{Y} : Organizational Citizenship Behavior (OCB)
- α : Constant number
- X_1 : Organizational Justice
- X_2 : Organizational Commitment
- X_3 : Job satisfaction
- b_1, b_2, b_3 : Regression coefficients from X_1 - X_3
- e : Error

III. RESULTS AND DISCUSSION

Multiple linear regression methods were used in this study to determine the effect of organizational justice (X_1), organizational commitment (X_2), job satisfaction (X_3), and OCB (Y). This method was tested using a computer system in the form of SPSS version 2.3. The influence of the independent variable on the dependent variable was tested with a confidence level (confidence interval) of 95 percent or $\alpha = 5$ percent.

Table 1. Results of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,401	3,320		7,049	.000
	Organizational Justice	.250	.103	.268	2,434	.018
	Organizational Commitment	.282	.112	.274	2,515	.015
	Job satisfaction	.304	.080	.391	3,789	.000

Primary data, 2020

Based on Table 1, the following multiple linear regression equation can be made:

$$Y = 23.401 + 0.250X_1 + 0.282X_2 + 0.304X_3$$

Model feasibility test (F test), aims to show the feasibility of multiple linear regression models as an analytical tool that tests the effect of independent variables on the dependent variable. The F test was carried out

by looking at the significance value in the ANOVA table with the help of SPSS. If the ANOVA significance value $< \alpha = 0.05$, this model is said to be feasible as the independent variable is able to explain the dependent variable.

Table 2. F-test results

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1042,371	3	347,457	37,780	.000b
	Residual	542,613	59	9,197		
	Total	1584,984	62			

Primary Data, 2020

Based on table 2 test results Simultaneous significance (Test F) obtained a significance value of F of 0.000. A significant value of $0.000 < 0.05$ means that organizational justice, organizational commitment and job satisfaction are thought to be significantly associated with OCB. And the model is feasible to use.

The small Adjusted R Square value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation in the dependent variable.

Table 2. Results of the Analysis of the Coefficient of Determination (R2)

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.811a	.658	.640	3,033

Primary Data, 2020

Based on table 2, it can be observed that the adjusted R2 value of 0.640 means 64.0 percent change (up and down) in OCB which is influenced by organizational justice, organizational commitment, and job satisfaction, while the remaining 36.0 percent is influenced by other factors outside the study. this.

Partial test (t test) is used to test the effect of the variable organizational justice, organizational commitment and job satisfaction on the dependent variable OCB partially. The way to test partially is by looking at the following: If the t-table value is greater than the t-count value of $\beta_1 / \beta_2 / \beta_3$ or the significance level $\beta_1 / \beta_2 / \beta_3 < \alpha$ 5 percent, it can be said that the variables of organizational justice, organizational commitment and satisfaction work affects the OCB variable.

Table 3. The results of the t-test

Variable	t	Sig.	Hypothesis Results
1 (Constant)	7,049	.000	
Organizational Justice	2,434	.018	H1 accepted
Organizational Commitment	2,515	.015	H2 accepted
Job satisfaction	3,789	.000	H3 is accepted

Primary Data, 2020

The Effect of Organizational Justice on OCB

Based on the results of the t test the effect of organizational justice on OCB obtained a significance value of 0.018 with a regression coefficient value of 0.250 that is positive. A significance value of $0.018 < 0.05$ indicates that H1 is accepted. The results of this study indicate that there is a positive and significant influence between organizational justice on OCB. This means that if organizational justice is getting better, then OCB is getting better, conversely, if organizational justice is getting worse, then OCB will get worse.

The results of this study mean that the values contained in the variable organizational justice can significantly influence OCB behavior among UD. Romo employee. This indicates that if distributive justice, then procedural justice and interactional justice can be improved, it will have an effect on the increasing OCB behavior of employees. The results also give meaning if the overall award that employees get at UD. Romo is feasible, the distribution of salaries that have been given while the employee worked at UD. Romo is fair, employees feel that the promotion of employees of UD. Romo has been running fairly, so employees will feel high distributive justice, so that the OCB behavior of employees increases.

The results show meaning if employees feel the reward system procedure has been implemented properly by UD. Romo, policies or procedures implemented by UD. Romo is based on accurate information, UD. The priest applies the rules or procedures consistently so that employees will experience high procedural fairness, so that the employee's OCB behavior increases. Bosses are transparent or open in communicating with

their subordinates, ensure that all subordinates' concerns are heard before job decisions or policies are made, and give their subordinates the opportunity to convey input in decision making so that employees will feel high interactional justice, so that employee OCB behavior increases.

The results of this study support the research Trimisat and Baraba (2020), Dhamayanti and Sudibya (2019), Harumi and Riana (2019), Santika and Wibawa (2017), Purba and Novliadi (2017) who found that organizational justice has a positive and significant effect on OCB, namely when employees feel that they have been treated fairly by the company, the extra-role behavior of the employees increases.

The Effect of Organizational Commitment on OCB

Based on the results of the t test The effect of organizational commitment on OCB obtained a significance value of 0.015 with a regression coefficient value of 0.282 which is positive. A significance value of 0.015 < 0.05 indicates that H2 is accepted. The results of this study indicate that there is a positive and significant influence between organizational commitment to OCB. This means that if organizational commitment is getting better, then OCB is getting better, conversely, if organizational commitment is getting worse, then OCB will be getting worse too.

The results of this study mean that the values contained in the organizational commitment variable can significantly influence the OCB behavior of UD. Romo employee. This indicates that if affective commitment, then continuous commitment and normative commitment can be increased, it will affect the employee's OCB behavior which is increasing. Results also give meaning when employees feeling emotionally attached both pleasant and unpleasant at UD. Romo, feel part of a big family UD. Romo and feel happy to spend the rest of his career at UD. Romo, then this will create a high affective commitment to employees, so that the OCB behavior of UD. Romo employee is increasing. The results show if employees think that leaving UD. Priests do not necessarily get the benefits that are currently obtained in other companies, so employees are very worried about what will happen if they quit their job at UD. Priests and many things in the lives of employees will be disrupted if they decide to leave UD. Romo, then this will create a high sustainable commitment to employees, so that the OCB behavior of UD. Romo employee is increasing.

The results show if employees feel that loyalty to UD. Romo is a wise act, then feels that there is no reason for employees to leave UD. Romo, even though there are better job offers at other companies and loyalty is very important for employees, so that employees will continue to work at UD. Romo, then this will form a high normative commitment to employees, so that the OCB behavior of UD. Romo employee is increasing.

The results of this study support the research of Santi and Rahyuda (2019) which states that organizational commitment has a positive and significant effect on OCB. The results of this study are also in line with the research of Nugraha and Adnyani (2018), Mahardika and Wibawa (2017), Felicia (2017) and Fitria et al. (2015) which states that organizational commitment has a positive and significant effect on OCB, this indicates that it is getting bigger organizational commitment of employees to the company, it will improve OCB attitudes to employees in the organization.

The Effect of Job Satisfaction on OCB

Based on the results of the t test the effect of job satisfaction on OCB obtained a significance value of 0.000 with a regression coefficient value of 0.304 which is positive. A significance value of 0.000 < 0.05 indicates that H3 is accepted. The results of this study indicate that there is a positive and significant influence between job satisfaction on OCB. This means that if job satisfaction is getting better, then OCB is getting better, on the other hand, if job satisfaction gets worse, then OCB will get worse too.

The results of this study mean that the values contained in the job satisfaction variable can significantly influence the OCB behavior of UD. Romo employee. This indicates that if the job, salary, promotion, superiors and co-workers can be improved, it will have an effect on the increasing OCB behavior of employees. The results of this study give meaning if the employees really enjoy the work that I do at UD. Romo, the division of labor given by the superior of UD. The priest is in accordance with the expertise possessed and always completes the work given to the maximum with full responsibility, then this will form a high individual employee job, so that the OCB behavior of UD. Romo employee is increasing. The results show the meaning when employees are satisfied with the salary given by UD. Romo, because it is in accordance with the work load, receive holiday allowances according to the time determined by UD. Romo, get additional income in accordance with the additional duties given by UD. Romo, then this will form the perception of high salaries in employees, so that the OCB behavior of UD. Romo employee is increasing.

The results show that if employees feel satisfied because there is an open opportunity to be promoted, they feel satisfied because the assessment for promotion is based on the performance and work results of UD. Romo employee, and was satisfied with the level of career advancement at UD. Romo, then this will form a high promotional perception of employees, so that the OCB behavior of UD. Romo employee is increasing. This research also indicates that if the boss always gives support to the work done by the employee, always motivates

the subordinates to complete the job, and ready to help subordinates when having difficulty doing work then this will form a good perception of superiors so that the OCB behavior of UD. Romo employee is increasing. There are relationships with colleagues that are harmoniously established, then employees enjoy working with colleagues at work and employees like to work with colleagues who provide sufficient support to employees so this will form a good perception of co-workers so that the OCB behavior of is increasing

The results of this study support Charmiati and Surya's (2019) research which states that job satisfaction has a positive effect on employee OCB. This means that the more satisfied the employee is with his job, the higher the level of OCB the employee has. The results of this study are also in line with the research of Prameswari and Suwandana (2017), Yanti and Supartha (2017), Saepudin and Djati (2019), as well as Osman et al., (2015) which shows that job satisfaction has a positive effect on OCB.

IV. CONCLUSION

Based on the explanation, it can be stated that organizational justice has a significant positive effect on OCB. These results imply that in order for each employee to increase his / her ideas and motivation for the company, the employees need freedom in developing their abilities provided that each employee holds true responsibility. So that organizational justice for every employee can be implemented properly.

Organizational commitment OCB has a significant positive effect. This implies that to improve the ability of employees to develop their ideas, proper direction is needed. Leaders who are able to provide experience for each employee to develop and leaders who are able to guide each employee in personal development. This is what can cause every employee to develop their ideas well.

Job satisfaction significantly positive influence OCB well. This implies that there is a need for leaders who understand employees and are able to lead the company optimally so that employees can develop themselves well. A good leader can increase the influence of empowerment for each employee on developing ideas that can develop and help improve OCB.

The results of this study are in accordance with the theory social exchange theory, where the social exchange theory states when employees feel treated fairly by the company, when employees have a high sense of commitment to their work, and when employees are satisfied with their work, they will reward them so they will reply to it. Retaliation from the employee includes a sense of belonging to the organization and OCB behavior, so that the higher the sense of justice, commitment and satisfaction felt by the employee, the effect on the employee's OCB behavior increases.

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