

## THE ROLE OF ORGANIZATIONAL COMMITMENTS MEDIATING THE EFFECT OF ORGANIZATIONAL JUSTICE ON OCB

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**ABSTRACT:** The purpose of this study was to determine the role of organizational commitment to mediate the effect of organizational justice on organizational citizenship behavior. This research was conducted at the Pecatu Village Credit Institution, Badung Regency. The number of samples taken was 50 employees, with a saturated sampling method. The data was collected through interviews and questionnaires. The analysis technique used is path analysis. Based on the results of the analysis, it was found that Organizational Justice had a positive and significant effect on Organizational Citizenship Behavior in the LPD Desa Adat Pecatu. Organizational Justice has a positive and significant effect on Organizational Commitment. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior in the LPD Desa Adat Pecatu by mediating Organizational Commitment.

**Keywords:** *Organizational commitment, organizational justice, and organizational citizenship behavior.*

### I. INTRODUCTION

Dessler (2015: 4) states that human resource management is a process for obtaining, training, assessing, compensating employees, and for managing their workforce relationships, their health, safety, and those related to justice. Human resource management is how an organization manages human resources based on the vision of the organization so that organizational goals can be achieved optimally, the organization is growing, enduring the competition and changes that exist in the business world (Rachmawati, 2008: 5). Human resources are also said to be the main driving force for organizations in a company to achieve company goals (Faozi et al., 2017).

Noe et al., (2010: 5) said that, Human Resources Management (HRM) refers to policies, practices, and systems that affect employee behavior, attitudes and performance. Many companies refer to the HRM concept as a form of human practice. Human resources are the potential strengths and abilities possessed by employees who are used to carry out activities that are both technical and managerial in the organization to meet organizational goals (Ardana, et al. 2012: 5).

Organizations can increase their productivity by implementing Organizational Citizenship Behavior (OCB) or Extra-role behavior (Lubis, 2015). Employees who are not only doing their main tasks but are willing to do additional tasks such as cooperating, helping colleagues, and willing to use their work time effectively without any reward will make the organization successful in achieving its goals are known as OCB (Nugraha and Adnyani, 2018). Robbins & Judge (2015: 40) put forward facts that show that organizations that have employees who understand good Organizational Citizenship Behavior (OCB) will have better skills than other organizations.

Organizational Citizenship Behavior (OCB) is a profound contribution that exceeds the demands of a role in the workplace and is given an award by the company for the tasks that have been carried out (Paramita, 2012). OCB is the key to the success of an organization, for example, when the feedback felt by employees is not in accordance with what is expected, it will have an impact on reducing the employee's intention to carry out OCB behavior. A person with high OCB behavior is willing not to be paid in the form of money or certain bonuses, but rather to the social behavior of each employee to work beyond what is expected by the company (Ahdiyana, 2013). The importance of building OCB in employees cannot be separated from the company's or organizational efforts to find out what causes increased OCB behavior. The importance of building OCB in a work environment cannot be separated from how committed the employee is. The commitment of these employees is what drives the creation of OCB in the organization.

Sena (2011) states that the factors that encourage employee OCB are influenced by several motives, namely commitment to the organization where there is a desire to participate well in the organization and are

proud to be part of the organization. Organizational commitment is one of the factors that influence organizational success in dealing with a more complex environment, employees who have a strong organizational commitment will identify their business with the organization's business, the more serious employees at work and having loyalty and affection can pursue organizational goals (Astuti et al., 2013). Organizational commitment can also be interpreted as a person's effort to defend himself in an organization that he likes, to maintain the values and goals of the organization and a strong effort to maintain the name of the organization (Mirah et al., 2019). Great employee commitment will often speak positively about their company, help other individuals and far exceed normal expectations in their work, besides that employees do work based on their own desires or without coercion (Devi and Adnyani, 2015).

Organizational fairness is an overall perception of what is fair in the workplace (Robbins & Judge, 2015: 249). Organizational fairness is an employee's perception of the extent to which they are treated fairly in the organization, and how this perception can affect employee loyalty to the organization such as commitment and satisfaction (Najafi et al., 2011). Organizational justice has the potential to create powerful benefits for organizations and employees, including: greater trust and commitment, better job performance, more helpful citizenship behavior, increased customer satisfaction and less conflict (Cropanzano et al., 2007).

Organizational justice is the level at which an individual feels treated equally in the organization where he works (Gibson et al., 2012). Injustice in the organization will result in dissatisfaction which can lead to deviant behavior in the workplace, such as being lazy to work, ignoring company rules, and so on. Injustice can lead to the absence of bonds that exist between members of the organization and can hurt individuals and endanger the company (Mustikawati and Suana, 2018). Fair treatment in the workplace may increase the job satisfaction of group members (Cropanzano et al., 2007). According to Nandan and Azim (2015), organizational justice is a concept of employees' perceptions of the extent to which they are treated fairly in the organization.

This research is also motivated by the findings of previous studies. Suparta, et al. (2013) stated that organizational commitment has a positive and significant effect on OCB, meaning that any increase in organizational commitment will result in an increase in OCB. The results of research (Ortiz et al., 2015) conducted on bank employees stated that in their research there was a positive and significant influence between organizational commitment to OCB. Research conducted by Sani (2013) which involved 74 employees of PT. Bank Syariah Malang found that Organizational Commitment has a positive effect on OCB. In line with research conducted by Nurmaladita (2015), Suwandewi (2016) shows that there is a positive and significant relationship between organizational justice and OCB. These results indicate that when employees doubt the fairness of the organization, they tend to lose interest in the organization.

The role of organizational commitment to mediate the effect of organizational justice on Organizational Citizenship Behavior (OCB) can be seen from research conducted by Khan and Rashid (2015) resulting in a conclusion that organizational commitment is a good mediating variable to determine the relationship between organizational culture, leadership style, and justice. organization towards OCB, because in this study organizational commitment has the largest positive and significant effect when compared to other variables. Research conducted by Darmawan and Mujati (2017) shows that organizational commitment has a positive and significant effect on OCB. This statement is made clear from the research conducted by Diatmika and Suwandana (2016) which states that the higher the organizational commitment, the higher the OCB behavior.

Through pre-research with the method of observation and interviews with 4 employees of the LPD Desa Adat Pecatu in the field of employment, head of general affairs, field fund staff, and credit development staff, the results show that Organizational Citizenship Behavior (OCB) owned by LPD Desa Adat Pecatu employees still low. The low level of Organizational Citizenship Behavior in employees is due to a lack of employee cooperation in completing work, as well as a lack of interaction and coordination between employees in doing work, so that employees are more likely to complete their own work rather than taking other jobs outside their work. Then the low OCB behavior in the LPD Desa Adat Pecatu can also be influenced by several factors, namely organizational justice and organizational commitment felt by LPD employees at the Traditional Village of Pecatu. The problem of injustice in the Pecatu Traditional Village LPD arises because of a mismatch between co-workers which causes employees to tend to be apathetic, resulting in a lack of cooperation between employees and it can make it difficult for employees to show their OCB behavior. The low organizational commitment can be seen from the attitude of the employees of each section in the Pecatu Traditional Village LPD which shows a lack of kinship and an attitude that tends not to want to be directly involved in any program that aims to achieve goals and advance the LPD Desa Adat Pecatu.

Based on the phenomenon that occurred in the LPD Desa Adat Pecatu, there are indications that courtesy behavior (politeness) and altruistic behavior (caring) among employees are still low. In courtesy behavior (being polite) there is still a lack of interaction between fellow employees, so it becomes difficult to give advice when finding problems at work. Meanwhile, the altruism behavior (helping behavior) is still a lack of mutual assistance among colleagues in completing work. If this situation is allowed to continue without any changes made by employees, it will have an impact on decreasing effectiveness and productivity in the LPD

Desa Adat Pecatu. In order to continue to develop and achieve its goals, the employees of the LPD Desa Adat Pecatu must apply Organizational Citizenship Behavior as behavior outside the formal requirements of work to provide benefits to the organization. Thus, this will certainly encourage employees to do more things outside of their work. Employees who exhibit courtesy behavior can make a positive contribution to the LPD at the Traditional Village of Pecatu.

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational justice is the company's treatment of employees regarding all company rules, procedures and policies that must be carried out fairly (Iqbal, 2013). Research by Mustafa et al., (2016) states that the higher the fairness felt by employees, the extra-role behavior (OCB) will occur. Research conducted by Demirel et al., (2018) revealed a positive and significant relationship between organizational justice and organizational citizenship behavior. According to Saifi and Shahzad (2017), organizational justice has a significant positive impact on organizational citizenship behavior. Research conducted by Mahendra and Surya (2017), proves that organizational justice has a positive and significant effect on organizational citizenship behavior. Roohi and Feizi (2013) found that organizational justice and dimensions of organizational justice have a positive and significant relationship with organizational citizenship behavior (OCB). Ibrahim and Perez (2014) in their research also show that organizational justice has a positive and significant effect on organizational citizenship behavior.

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

Organizational commitment is the ability to exert extra effort for the benefit of the organization and a strong desire to maintain membership in the organization (Zeinabadi and Salehi, 2011). Based on previous research conducted by Diatmika and Suwandana (2016), it shows that organizational commitment has a positive and significant effect on organizational citizenship behavior at Alam Puri Villa Art Museum Resort and Spa Penatih Denpasar. Ferdus and Thawhidul, (2018) state that organizational commitment has a positive and significant effect on organizational citizenship behavior. Prameswari and Suwandana (2017) found that organizational commitment has a positive influence on OCB. This is influenced by the indication that employees who have loyalty and commitment will do their best to achieve goals and are responsible for all work and actively seek important information that is useful for the organization. Widyanto et al. (2013) stated that organizational commitment has a positive and significant effect on OCB behavior. Likewise, research conducted by Rehan et al. (2013) found that the overall form of commitment significantly affected organizational citizenship behavior. Maysarah and Raharjo (2015) concluded that there is a positive and significant influence between organizational commitment to organizational citizenship behavior.

H2: Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior.

Karim and Rehman (2012), found a strong correlation between organizational justice and organizational commitment. Employees will comply with fair treatment from the organization if the policies, procedures, and implementation are fair, so that employees will have confidence in the fairness they feel and are able to generate greater organizational commitment. Jawad et al. (2012) in their research entitled Role of Organizational justice in organizational commitment with moderating effects of employee work attitudes, said that there was a positive and significant influence between distributive justice, procedural justice and interactional justice on organizational commitment. Khan et al. (2018) examined the effect of organizational justice on organizational commitment, showing that organizational justice has a positive and significant effect on organizational commitment. Indrayani (2016) states that organizational justice has a positive and significant effect on organizational commitment. Research conducted by Suwandewi (2016) found that organizational justice has a positive and significant effect on organizational commitment. Lashari et al. (2016) show that organizational justice has a positive and significant effect on organizational commitment. Dehkordi et al. (2013) in their research found that organizational justice has a positive and significant effect on organizational commitment, lack of fairness in the organization will create low organizational commitment.

H3: Organizational Justice has a positive and significant effect on Organizational Commitment.

This study will also examine the mediating effect of organizational commitment on the relationship of organizational justice to Organizational Citizenship Behavior (OCB). Khan & Rashid's (2012) research found that organizational commitment is the right mediating variable to determine the relationship between organizational culture, leadership style, and organizational justice to OCB. Research conducted by Indrayani & Suwandana (2016) states organizational commitment mediates the effect of organizational justice on organizational citizenship behavior. Prameswari (2017) says that organizational commitment mediates the effect of organizational justice on organizational citizenship behavior. Suparta et al. (2013) stated that organizational commitment has a positive and significant effect on organizational citizenship behavior, meaning that any increase in organizational commitment will result in an increase in OCB. Ibrahim and Aslinda (2013), examined the relationship between organizational commitment and organizational citizenship behavior. In this study it was

concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior.

H4: Organizational Commitment mediates the influence of Organizational Justice on Organizational Citizenship Behavior.

**III. METHODS**

This research was conducted at the LPD Desa Adat Pecatu which is located on Jl. Raya Uluwatu-Pecatu, South Kuta District, Badung Regency, Bali. This location was chosen because it found problems related to organizational citizenship behavior. The objects in this study are organizational commitment, organizational justice, and organizational citizenship behavior.

The population in this study were all permanent employees of the LPD Desa Adat Pecatu, totaling 50 employees. The sample used in this study were all 50 permanent employees of the LPD Desa Adat Pecatu. Then for the method of determining the sample using saturated sampling technique because all members of the population in this study became respondents.

The analysis technique used in this research is path analysis. Path analysis aims to predict the significance of the relationship between a variable and other variables, as well as the existence of an indirect effect. The similarities in this study are

Sub-structural equation 1:

$$Y = \beta_1 + e_1 \dots\dots\dots (1)$$

Sub-structural equation 2:

$$M = \beta_2 + \beta_3 + e_2 \dots\dots\dots (2)$$

$\beta_1$  = regression coefficient of organizational justice variable has a direct effect on organizational citizenship behavior.

$\beta_2$  = regression coefficient of organizational commitment variable has a direct effect on organizational citizenship behavior.

$\beta_3$  = regression coefficient of organizational justice variable has a direct effect on organizational commitment.

e = error of term or confounding variable.

**IV. RESULTS AND DISCUSSION**

*Path Analysis Results*

In this study, the effect of Organizational Justice on Organizational Commitment was calculated through the SPSS 21.0 for windows program. The following shows the results of the calculation of the first structure in Table 1.

**Table 1. The Result of Path Analysis in Structure 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.911	0.352		2.585	0.013
Organizational Justice	0.714	0.097	0.729	7.387	0.000
R <sup>2</sup> : 0,532					

Primary Data, 2020

Based on the results of the path analysis in Table 1, the structural equation that is formed can be formulated as follows.

$$M = 0.729 X + e_1$$

The Organizational Justice variable has a coefficient of 0.729 which means that Organizational Justice has a positive influence on Organizational Commitment, this means that if Organizational Justice increases then Organizational Commitment will increase by 0.729.

In this study, the effect of Organizational Justice and Organizational Commitment on Organizational Citizenship Behavior was calculated through the SPSS 21.0 for windows program. The following shows the results of the calculation of the second structure in Table 2.

**Table 2. Result of Path Analysis in Structure 2**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.164	0.416		0.395	0.695
Organizational Justice	0.525	0.156	0.465	3.360	0.002
Organizational	0.406	0.160	0.352	2.545	0.014

Commitment					
R <sup>2</sup> : 0,579					

Primary Data, 2020

Based on the results of the path analysis in Table 2, the structural equation that is formed can be formulated as follows.

$$Y = 0.465X + 0.352M + e_2$$

The Organizational Justice variable has a coefficient of 0.465, which means that Organizational Justice has a positive effect on Organizational Citizenship Behavior, this means that if Organizational Justice increases, Organizational Citizenship Behavior will increase by 0.465.

The Organizational Commitment variable has a coefficient of 0.352, which means that Organizational Commitment has a positive influence on Organizational Citizenship Behavior, this means that if Organizational Commitment increases, Organizational Citizenship Behavior will increase by 0.352.

#### *The Effect of Organizational Justice on Organizational Citizenship Behavior*

Based on the results in Table 2, Organizational Justice has a Beta value of 0.465 and a Sig value. of 0.002, it can be said that Ha is accepted because the Sig. 0.002 < 0.05. The conclusion is that Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior, in other words, the increase in Organizational Justice, the Organizational Citizenship Behavior in the LPD at the Pecatu Traditional Village will increase. So that the first hypothesis is accepted.

The results of the hypothesis in this study indicate that Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior, in other words, the increase in Organizational Justice, the higher the level of Organizational Citizenship Behavior in the LPD Desa Adat Pecatu, so that the first hypothesis is accepted. Organizational justice is the company's treatment of employees regarding all company rules, procedures and policies that must be carried out fairly (Iqbal, 2013). Research by Mustafa et al., (2016) states that the higher the fairness felt by employees, the extra-role behavior (OCB) will occur. Research conducted by Demirel et al., (2018) revealed a positive and significant relationship between organizational justice and organizational citizenship behavior. According to Saifi and Shahzad (2017), organizational justice has a significant positive impact on organizational citizenship behavior. Research conducted by Mahendra and Surya (2017), proves that organizational justice has a positive and significant effect on organizational citizenship behavior. Roohi and Feizi (2013) found that organizational justice and dimensions of organizational justice have a positive and significant relationship with organizational citizenship behavior (OCB). Ibrahim and Perez (2014) in their research also show that organizational justice has a positive and significant effect on organizational citizenship behavior.

#### *The Effect of Organizational Justice on Organizational Commitment*

Based on the results in Table 1, Organizational Justice has a Beta value of 0.729 and a Sig value. amounting to 0,000, it can be said that Ha is accepted because of the Sig. 0.000 < 0.05. The conclusion is that Organizational Justice has a positive and significant influence on Organizational Commitment, in other words the increasing Organizational Justice in the LPD at the Pecatu Traditional Village, the more the Organizational Commitment in the LPD at the Traditional Village of Pecatu. So that the second hypothesis is accepted.

The results of the hypothesis in this study indicate that Organizational Justice has a positive and significant effect on Organizational Commitment, in other words, the increase in Organizational Justice in the LPD at the Traditional Village of Pecatu, the higher the level of Organizational Commitment in the LPD at Desa Adat Pecatu, so that the second hypothesis is accepted. Organizational commitment is the ability to exert extra effort for the benefit of the organization and a strong desire to maintain membership in the organization (Zeinabadi and Salehi, 2011). Based on previous research conducted by Diatmika and Suwandana (2016), it shows that organizational commitment has a positive and significant effect on organizational citizenship behavior at Alam Puri Villa Art Museum Resort and Spa Penatih Denpasar. Ferdus and Thawhidul, (2018) state that organizational commitment has a positive and significant effect on organizational citizenship behavior. Prameswari and Suwandana (2017) found that organizational commitment has a positive influence on OCB. This is influenced by the indication that employees who have loyalty and commitment will do their best to achieve goals and are responsible for all work and actively seek important information that is useful for the organization. Widyanto et al. (2013) stated that organizational commitment has a positive and significant effect on OCB.

Likewise, research conducted by Rehan et al. (2013) found that the overall form of commitment significantly affected organizational citizenship behavior. Maysarah and Raharjo (2015) concluded that there is a positive and significant influence between organizational commitment to organizational citizenship behavior.

#### *The Effect of Organizational Commitment on Organizational Citizenship Behavior*

Based on the results in Table 2, Organizational Commitment has a Beta value of 0.352 and a Sig value. amounting to 0.014, it can be said that Ha is accepted because of the Sig. 0.014 < 0.05. The conclusion is that

Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior, in other words if Organizational Commitment increases, Organizational Citizenship Behavior in the LPD Desa Adat Pecatu will increase. So that the third hypothesis is accepted.

The results of the hypothesis in this study indicate that Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior, in other words if Organizational Commitment increases, Organizational Citizenship Behavior in LPD Desa Adat Pecatu will increase, so that the third hypothesis is accepted. Karim and Rehman (2012), found a strong correlation between organizational justice and organizational commitment. Employees will comply with fair treatment from the organization if the policies, procedures, and implementation are fair, so that employees will have confidence in the fairness they feel and are able to generate greater organizational commitment. Jawad et al. (2012) in their research entitled Role of Organizational justice in organizational commitment with moderating effects of employee work attitudes, said that there was a positive and significant influence between distributive justice, procedural justice and interactional justice on organizational commitment. Khan et al. (2018) examined the effect of organizational justice on organizational commitment, showing that organizational justice has a positive and significant effect on organizational commitment. Indrayani (2016) states that organizational justice has a positive and significant effect on organizational commitment. Research conducted by Suwandewi (2016) found that organizational justice has a positive and significant effect on organizational commitment. Lashari et al. (2016) show that organizational justice has a positive and significant effect on organizational commitment. Dehkordi et al. (2013) in their research found that organizational justice has a positive and significant effect on organizational commitment, lack of fairness in the organization will create low organizational commitment.

*The Effect of Organizational Justice on Organizational Citizenship Behavior by Mediating Organizational Commitments*

The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable which is mediated by the mediator variable. The Sobel test is formulated by the following equation and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a confidence level of 95 percent), then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}} \dots \dots \dots (1)$$

Information:

a =0,729

S<sub>a</sub> = 0,097

b =0,352

S<sub>b</sub> = 0,160

Source: Baron and Kenny (1986)

$$Z = \frac{0,729 \cdot 0,352}{\sqrt{(0,352^2 \cdot 0,097^2) + (0,729^2 \cdot 0,160^2) + (0,097^2 \cdot 0,160^2)}}$$

$$Z = \frac{0,257}{0,123} Z = 2,094$$

Based on the results of the Sobel Test, it shows that the tabulation results are  $Z = 2.094 > 1.96$ , which means that the Organizational Justice variable has a positive and significant effect on Organizational Citizenship Behavior in the LPD in the Traditional Village of Pecatu with mediation of Organizational Commitment, so that Organizational Commitment is a mediating variable for the influence of Organizational Justice on Organizational Citizenship Behavior in the LPD Desa Adat Pecatu, so the fourth hypothesis is accepted.

The results of the hypothesis in this study indicate that Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior in the Pecatu Traditional Village LPD by mediating Organizational Commitment, so Organizational Commitment is a mediating variable for the influence of Organizational Justice on Organizational Citizenship Behavior in the LPD Desa Adat Pecatu, so the fourth hypothesis be accepted. The results of this study are in line with the results of research conducted by Organizational Commitment as a mediator for the influence of Organizational Justice on Organizational Citizenship. Khan & Rashid's (2012) study found that organizational commitment is the right mediating variable to determine the relationship between organizational culture, leadership style, and organizational justice. against OCB. Research conducted by Indrayani & Suwandana (2016) states organizational commitment mediates the effect of organizational justice on organizational citizenship behavior. Prameswari (2017) says that organizational commitment mediates the effect of organizational justice on organizational citizenship behavior. Suparta et al. (2013) stated that organizational commitment has a positive and significant effect on

organizational citizenship behavior, meaning that any increase in organizational commitment will result in an increase in OCB. Ibrahim and Aslinda (2013), examined the relationship between organizational commitment and organizational citizenship behavior. In this study it was concluded that organizational commitment has a positive and significant effect on organizational citizenship behavior.

*Testing the Value of the Determination Coefficient ( $R^2$ ) and the Variable Error ( $e$ )*

In this test, we will see the value of each coefficient of determination for structure 1 and structure 2 and the value of each error variable in each structure with the aim of compiling the final path diagram model. Following are the results of the calculation of the error variable values for each structure.

$$e_1 = \sqrt{1 - R_1^2}$$

$$e_1 = \sqrt{1 - 0,532} = \sqrt{0,468} = 0,684$$

$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,579} = 0,649$$

In calculating the effect of error ( $e$ ), the results for the effect of structural error 1 ( $e_1$ ) are 0.684 and the effect of structural error 2 ( $e_2$ ) is 0.649. Furthermore, the total coefficient of determination will be calculated as follows:

$$R^2_m = 1 - (e_1)^2 (e_2)^2$$

$$= 1 - (0,684)^2 (0,649)^2$$

$$= 1 - (0,468) (0,421)$$

$$= 1 - 0,197 = 0,803$$

In the calculation of the total determination coefficient value is 0.803, the conclusion is that 80.3% of the Organizational Citizenship Behavior variable in the LPD at Pecatu Traditional Village is influenced by Organizational Justice and Organizational Commitment, while the remaining 19.7% is influenced by other factors not included in the model. research or outside the research model.

The total effect of each structural equation will be presented in Table 3 below.

**Table 3.**

**Direct Effect, Indirect Effect of Organizational Justice (X), On Organizational Commitment (M) and Organizational Citizenship Behavior (Y)**

Variable	Direct	Indirect	Total
X→M	0,729		0,729
M→Y	0,352		0,352
X→Y	0,465	0,257	0,722

Primary Data, 2020

In Table 3, the summary results of the value of each direct and indirect effect between variables and the error value in each structural equation are generated through the path analysis technique. The following will describe the meanings of the values in Table 3.

- Effects of Organizational Justice on Organizational Commitment**  
In research conducted on employees at the LPD Desa Adat Pecatu regarding the effect of Organizational Justice on Organizational Commitment, it was found that the results of Organizational Justice had a direct effect on Organizational Commitment of 0.729.
- The Effect of Organizational Commitment on Organizational Citizenship Behavior**  
In a study conducted on employees at the LPD Desa Adat Pecatu regarding the effect of Organizational Commitment on Organizational Citizenship Behavior, it was found that the results of Organizational Commitment had a direct influence on Organizational Citizenship Behavior of 0.352.
- The Effect of Organizational Justice on Organizational Citizenship Behavior**  
In a study conducted on employees at the LPD Desa Adat Pecatu regarding the influence of Organizational Justice on Organizational Citizenship Behavior, it was found that the results of Organizational Justice had a direct influence on Organizational Citizenship Behavior of 0.465.
- The Role of Organizational Commitment in mediating the influence of Organizational Justice on Organizational Citizenship Behavior**  
In the research conducted on employees at the LPD Desa Adat Pecatu regarding the role of Organizational Commitment in mediating the influence of Organizational Justice on Organizational Citizenship Behavior, the results show that Organizational Justice has a direct and indirect influence through Organizational Commitment to Organizational Citizenship Behavior with the respective coefficient values. amounting to 0.465 and 0.257, so the total effect magnitude is 0.722.

## V. CONCLUSION

Organizational justice and organizational commitment positively and significantly affect organizational citizenship behavior. Organizational commitment is a partial mediation variable because it is able to show that organizational justice and organizational commitment are factors that affect organizational citizenship behavior.

The results of this study can also provide evidence on the development of organizational behavior science and management science, especially regarding organizational justice, organizational commitment and organizational citizenship behavior.

In addition, the results of this study also have practical implications for employees and the LPD at the Traditional Village of Pecatu. In the variable of organizational justice, it is stated that organizational justice in the LPD Desa Adat Pecatu has increased and is significantly positive. These results imply that the Pecatu Traditional Village LPD must create and maintain justice in the form of a fair workload and awards given according to the achievements made by employees, so that it will have a good impact on the LPD Desa Adat Pecatu. In the organizational commitment variable, the results showed that organizational commitment in the LPD Desa Adat Pecatu was increasing and was significantly positive. This indicates that the Pecatu Traditional Village LPD needs to maintain and increase organizational commitment to every employee, so that employees always feel proud to be part of the Pecatu Traditional Village LPD and employees will feel loss if they leave the Pecatu Traditional Village LPD. Then in the organizational citizenship behavior variable, the results show that organizational citizenship behavior in the LPD in the Traditional Village of Pecatu is very high, where employees do not provide issues that can bring down other employees and other employees are willing to help colleagues who have more workload voluntarily, so that the work will be resolved quickly with assistance between colleagues.

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