

THE INFLUENCE OF DISTRIBUTIVE JUSTICE, JOB SATISFACTION AND AFFECTIVE COMMITMENT TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Purpose: This study aims to determine and analyze distributive justice, job satisfaction, and affective commitment to the Organizational Citizenship Behavior (OCB) of employees at a telecommunication company in Indonesia.

Methodology/Approach: The population used was employees at a certain public telecommunication company in Indonesia, amounting to 80 people. The sample used the saturated sample method. The data analysis method used the multiple linear regression analysis.

Findings: Results indicate that partially positive distributive justice is not significant to OCB. Job Satisfaction has a positive and significant effect on OCB, and Affective Commitment has a positive and significant impact on OCB. In contrast, simultaneously Distributive Justice, Job Satisfaction, and Affective Commitment have a significant effect on OCB of employees.

Research Limitation/implication: This research studied at the branch of the telecommunication company in a province level, therefore the results cannot be generalized to represent the opinions of all employees throughout Indonesia. The variables were limited to distributive justice, satisfaction, and affective commitment. The number of operational variables in this model was relatively limited; in fact, several other variables have not been included.

Originality/Value of paper: The research finding gives contribution to the human resources management to enhance the company's competitiveness through maintaining the OCB.

KEYWORD: competitiveness, human resource, organizational commitment, performance, personality.

A INFLUÊNCIA DA JUSTIÇA DISTRIBUTIVA, SATISFAÇÃO NO TRABALHO E COMPROMISSO AFETIVO COM O COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL

RESUMO

Objetivo: Este estudo visa determinar e analisar a justiça distributiva, a satisfação no trabalho e o compromisso afetivo com o Comportamento de Cidadania Organizacional (CCO) de funcionários de uma empresa de telecomunicações na Indonésia.

Metodologia: A população utilizada foram os funcionários de uma determinada empresa pública de telecomunicações na Indonésia, totalizando 80 pessoas. A amostra usou o método de amostra por saturação. O método de análise de dados utilizou a análise de regressão linear múltipla.

Resultados: Os resultados indicam que a justiça distributiva parcialmente positiva não é significativa para o CCO. A satisfação no trabalho tem um efeito positivo e significativo no CCO, e o Compromisso Afetivo tem um impacto positivo e significativo no CCO. Em contraste, simultaneamente, Justiça Distributiva, Satisfação no Trabalho e Compromisso Afetivo têm um efeito significativo no CCO dos funcionários.

Limitação: Esta pesquisa foi realizada na filial da empresa de telecomunicações em nível de província, portanto, os resultados não podem ser generalizados para representar as opiniões de todos os funcionários em toda a Indonésia.

Originalidade: O resultado da pesquisa dá uma contribuição para a gestão de recursos humanos para aumentar a competitividade da empresa por meio da manutenção do CCO.

PALAVRAS-CHAVE: competitividade, recursos humanos, comprometimento organizacional, desempenho, personalidade.



1. INTRODUCTION

Each company should have a strategy to maintain sustainability and existence. One of the essential things to achieve the objectives of this strategy is the optimum management of human resources (HR). Good HR management in the company can provide benefits to increase the effectiveness and efficiency of the organization. Regardless of the company's form and goals, the vision is achieved for the benefit and the implementation of the mission performed by humans (Prameswari and Suwandana, 2017; Osman, Othman, Rana, Solaiman, and Lal 2015). Thus, HR is the key to achieving a competitive advantage. Attention companies that staff owns thoughts, feelings, desires, and backgrounds vary on each people brought within the company and need to be formulated included correctly in their welfare (Hasibuan, 2012). Teamwork and good relations between superiors and subordinates can positively impact the company (Wibowo, 2015). In this good relationship will bring employee behavior has dedication and loyalty to the company's high or known in the OCB (Organizational Citizenship Behavior). Companies also need behavior outside the job description to properly support their duties (Isnani and Widiartanto, 2018). Not all employees can complete their work on their own. Sometimes some employees need help from other employees. This happens not only in teamwork activities but also in other employees' willingness to help out for activities outside the team. This behavior can grow when employees have the skills to communicate openly and honestly, cooperate, share information, acknowledge differences, resolve conflicts, and suppress personal goals for common goals (Atmaja and Ratnawati, 2019); so that OCB becomes important in the organization.

Awareness that OCB is an important behavior requires companies to find what factors cause an increase in employees in performing this behavior. The increase in OCB is influenced by two factors, namely, internal factors and external factors (Purpa and Sudharma (2015). Internal factors that are affected by employees are job satisfaction, commitment, morale, and motivation. In comparison, the former factor foreign-influenced outside employees include leadership styles, justice, culture, and trust in the leader. Organizational justice focuses on how employees feel involved by superiors and when making decisions in the workplace. Employees who feel that they are treated reasonably well have positive emotions, which in turn will encourage them to perform OCB behavior (Robbins and Judge, 2015). The provision of compensation can have a negative effect if the implementation is unfair. This phenomenon shows that currently, there is still a lack of employee justice that is enforced in his work environment. Unequal justice can create new problems in an organization because it will affect employees' attitudes and behavior.

In today's business development, OCB has become an essential part of the employment. Apart from fairness, the aspects of satisfaction and commitment are factors that influence the development of OCB. The problem of job satisfaction will be related to any attempt to improve the company by finding how to create a dynamic employee behavior in doing the job. Employees who have received a sense of satisfaction encourage better performance (Haryanto, Fathoni, and Minarsih, 2018). Another factor that influences OCB behavior is organizational commitment. A person who has committed the organization to do the work of an employee will feel that the organization they work is part of his life.

The feeling of employees belonging to this organization encourages employees to do something more outside their formal responsibilities or extra-roles (Awanti, Fathoni, and Malik, 2018; Rimbawan, 2019). This interaction will make all the company's elements genuinely commit to organizational goals that are not just theory (Rasyid and Indarti, 2017). The focus proposed in this study is that there is no evidence about the role of OCB in the organizational competitiveness of an Indonesian company. Identifying working conditions in the company evidence factors that influenced OCB increasing had been implemented well. Still, the organization had not yet developed it as a structured policy in HR management. Based on this reason, the objectives of this study is to describe the effect of distributive justice, job satisfaction, and affective commitment on OCB of the telecommunication company both partially and simultaneously.

Besides the introduction, this article includes five other sections. The literature review section describes a review of the concepts, theories, and similar research results. The next section is the materials and methods explaining the research stages, along with the instruments used. As a result, it presents statistical data analysis and explanations. The next section discusses the results with theories, concepts, and research implications. The final section describes these findings in brief, following the objectives of the study as a conclusion.

2. LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB is the behavior of employees in a company. Regarding OCB, Lubis (2015) states that the company is run based on teamwork to work effectively. Despite this, in reality, if one of the team members has obstacles in carrying out the work, it influences collective achievement. This situation should be anticipated so as not to interfere with other aspects of the work. The behaviors to help each other colleagues will alleviate the problematic task. Willingness to work extra voluntarily is what is called the OCB. Companies that have employees with good OCB behavior will achieve better performance. According to Gareth and Jennifer (2010), in Nurhayati (2014), OCB is a behavior that is not a requirement of organizational members but increases and is vital for the organization's efficiency, effectiveness, and competitive advantage. OCB is also individual behavior as a form of satisfaction based on performance and is not formally ordered. Finally, OCB is not directly related to the reward system. It means that employees' extra-role behavior does not expect rewards in the form of money (Niehoff & Moorman, 1993).

Meanwhile, Siregar (2018) explains that in-role behavior tends to be associated with rewards and sanctions. This behavior arises from feeling satisfied as a "member" organization when doing "something that is more." They were confident in this behavior when they think fair for what has been given by the company. OCB is a behavior that is not a formal requirement of organizational members but capable of enhancing and is essential for the organization's efficiency, effectiveness, and competitive advantage. These behaviors include helping others, respecting others, sportsmanship, obedience, and responsibility. According to Organ et al. by author Titisari (2014), an increase of OCB is affected by two main factors, namely the element of internal and external.

1. The internal factor comes from self-encouragement, including job satisfaction, personality, commitment, employee morale, motivation, and others.
2. The external factor is influenced by outside the employee, including leadership style, fairness, organizational culture, and others.

In conducting this research, the approach used in measuring OCB is to use the concept of organs developed by Niehoff and Moorman (1993). This measurement includes five aspects, namely:

1. Altruism. Altruism, namely the behavior in question, is employees' behavior to help certain people in stressful situations. This behavior tends to help other employees in more specific matters regarding tasks in the organization and other people's problems.
2. Courtesy. The courtesy dimension is employee behavior through awareness of maintaining good relations with their colleagues to avoid interpersonal problems. This behavior makes employees respect and cares for others.
3. Sportsmanship. Sportsmanship is a behavior that gives tolerance in the company when faced with less than ideal situations without raising objections. If employees have a high level of integrity in a company, it tends to increase a positive climate among employees in working together or teamwork. Employees will work closely with colleagues so that it will create a pleasant work environment.

4. **Conscientiousness.** Conscientiousness, namely employee behavior shown by doing something more than what is expected or determined by the company. Examples of efficient use of time and exceeding expectations. Voluntary action by employees is not the employee's obligation or duty. Employees who are aware of their responsibilities are punctual and place importance on the detail of tasks.
5. **Civic Virtue.** Civic Virtue is a behavior that exists in employees in indicating the responsibilities that exist in the life of the organization or company, such as following organizational changes and participating in advancing or maintaining the organization. So that employees can be responsible for the company to improve the quality of the work they are engaged in.

Distributive justice

Organizational fairness focuses on how workers perceive whether they have been treated fairly in their work and how they influence other variables related to work (Niehoff Moorman, 1993). In this study, the theory of justice focuses on distributive justice or justice, which is understood based on a large number of allocations of rewards to several individuals. Distributive justice is an employee's assessment of justice by comparing the results (outcomes) received by employees from the organization. In addition to distributive justice is an employee perception of fairness and appropriateness in the amount or allocation of rewards that d he gets compared to other employees. Then it will assess any injustice or justice that occurs. Often referred to as equity theory, if the aspects between the input and output that the company provides to employees can be balanced (Robbins, 2008). According to Evi (2018), distributive justice positively impacts employee attitudes and behavior to achieve organizational goals. Organizational distributive justice can lead to job satisfaction in employees. With the same job, the same reward (salary) between two people in the same organization, job satisfaction is achieved. Organizational justice is also one of the things that affect the reciprocal relationship and mutual trust between employees and the company. Employee who feels that they are being treated relatively should give feedback in the form of positive organizational attitudes and behaviors that support organizational goals, namely in the way of organizational commitment and OCB. By providing fair treatment to employees, the company will get positive benefits that support the company's effectiveness, namely increased performance, increased work quality, decreased turnover, and enhanced customer service.

Each employee will compare the ratio of input and outcomes of the receipt. They also examine the consequences of the acceptance of the results of comparison persons. If a balance is achieved between input and results and comparison persons, outcomes can be fair. Yunita and Putra (2015) that dissatisfaction with employees at work will bring unfavorable consequences for the company. The negative impact that arises is that employees are more likely to leave their jobs, and perhaps even take revenge against the organization as absentee levels increase. Distributive justice in the majority will only affect in-role because the relationship that occurs is solely based on the fulfillment of the agreed work contract (Niehoff and Moorman, 1993). Rewards in this aspect of distributive justice are not only related to financial matters but also promotion or promotion opportunities for employees. Here are some measurement indicators developed by Niehoff & Moorman (1993) to measure distributive justice and are supported in Irawan and Sudarma (2016) research:

1. **Work Schedule.** The work schedule is the employee's working time that has been determined by the company and is written in company rules. The work schedule includes how long employees work, start and finish times in work and time off for breaks.
2. **Salary Level.** Salary is a remuneration received by employees in financial form for the work that the employee has done. The salary level given must be under the work performed by the employee.

3. Workload. The workload is the weight of work that is borne by employees. Employees can self-assess their current workload as heavy or light.
4. Awards received. Giving awards to essential employees in a company it can encourage employees to improve their work even better. Giving prizes to employees must be following the achievements/performance achieved by employees.
5. Job responsibilities. Every employee in the company has their respective job responsibilities. The job's duty should be per the level of ability of each employee to complete the job.

Job satisfaction

According to Robbin (2008), job satisfaction can be defined as the attitudes and feelings of a person. A positive and favorable attitude toward work shows high job satisfaction. A negative and unkind attitude towards work indicates job dissatisfaction. Job satisfaction is the general attitude towards the work of someone who explains the difference between the number of awards that received by workers and the amount they believe they should receive (Boles, Madupalli, Rutherford, and Wood, 2007). While Saraswati and Sulistiyo (2017), job satisfaction is positive emotional state workers who want to obtain the jobs that have been carried out. Job satisfaction is a concept that has different dimensions, aspects, and factors and must be considered by superiors to subordinates. This satisfaction can influence company productivity. Luthans (2011) explained that the employees would survive caused by various emotional, rather than factor income, in general. These psychological factors include job satisfaction, good relationships between superiors and subordinates, work atmosphere, etc. Mangkunegara (2009) argues that higher job satisfaction is associated with lower employee turnover.

Meanwhile, less satisfied employees usually have a higher turnover. Also, employees who are not satisfied tend to have high levels of absenteeism. They often do not attend work for reasons that are not logical and subjective. If employees have high motivation, the absentee level tends to be lower. Besides, job satisfaction is considered as the main factor affecting OCB. Robbins (2008) explains that it is logical to find fulfillment as the main predictor of OCB because satisfied employees tend to talk positively about the organization, help other individuals, and work above the standard in their work. Also, happy employees may be given more roles in response to their positive experiences. The following are the dimensions for measuring job satisfaction using adequate job satisfaction developed by Brayfield and Rothe (1951) in Cropanzano, Bowen, and Gilliland (2007), namely:

1. Satisfaction describes the feelings felt by someone satisfied with the work he is doing.
2. Enthusiasm describes the feelings of excitement felt when carrying out a given job.
3. Enjoyment describes the feeling of happiness felt in carrying out their daily work.
4. Joy describes the feeling of someone happy in carrying out assigned work activities.
5. Pleasure expresses the satisfaction that individuals feel about their work.

Affective Commitment

Allen and Meyer (1990) distinguish organizational commitment into three forms: affective, normative, and sustainable. Affective commitment reflects the feeling of being bound and involved in the organization. Meanwhile, normative commitment is experienced as an obligation to remain in the organization, and ongoing commitment reflects the costs borne when leaving the organization. An employee who is affectionately firmly committed is one who identifies with the company's goals and desires to be part of the company. However, this study only discusses one aspect of

organizational commitment, namely affective commitment. Affective commitment tends to be formed because it can make employees have confidence that strong to take up the value of the organization and strive to realize the organization's objectives into a priority. If the organization having employees who work for a long time, tend to be always consistent in expectations, as well as the satisfaction of their essential needs, will tend to form a stronger bond valid to the organization. By looking at the importance of affective commitment role on OCB, this study will contribute to the improvement of organizational performance.

According to Rifai (2005), affective commitment is part of organizational commitment, which refers to the emotional side inherent in an employee regarding his involvement in an organization. There is a tendency that employees who have a strong affective commitment will always be loyal to the organization they work for because they desire to survive comes from their hearts. Affective commitment can arise because of the need and the dependence on activities that the organization has carried out in the past, which cannot be abandoned because it will be detrimental. It can be concluded that affective commitment is an employee's emotional bond by showing a positive attitude towards organizational goals and a desire to maintain in the organization.

Affective commitment is one of the categories of responsibility. According to Allen & Meyer (1990), this commitment is an emotional bond attached to an employee to identify and involve himself with the organization. This affective commitment can also be an essential determinant of an employee's dedication and loyalty. The tendency of an employee who has high affective commitment can show a sense of belonging to the company, increased involvement in organizational activities, a desire to achieve organizational goals, and a desire to remain in the organization (Han, Nugroho, and Kaihatu, 2013). Affective commitment shows employees' emotional desire to adapt to existing values so that their goals and aspirations to remain in the organization can be realized. If someone's soul is already attached to organizational values, employees will feel happy, and their performance will continue to improve. Workers who have organizational commitment will typically have excellent attendance records, demonstrate a desire to be loyal to company policies, and have lower turnover rates. Employees who have high affective commitment tend to do their best in their jobs, even beyond the main task and do not demand compensation in the form of material from the company. It can occur because of the value conformity adopted with the one existed value in the organization. It also because of the secure emotional attachment between employees and the organization. Employees are also often directly involved in company programs or activities. Therefore, if the organization's affective commitment increases, it can increase employee OCB. The following are indicators of affective commitment developed by Allen and Meyer (1990):

1. Personal Characteristic. Individual characteristics are particular characteristics that exist in employees in the form of employee behavior shown to an organization or company. This personal characteristic arises from within each employee in the kind of attitude.
2. Structural Characteristic. Structural characteristics become the character or attitude of employees towards the organizational/ company structure regarding how they are involved in the company's activities.
3. Job-related Characteristic. The job characteristics in question are the character of an employee regarding the work they are assigned to. The level of employee loyalty to work can determine the level of employee affective commitment.
4. Work Experience. Work experience is the long duration of employees working at a particular company, which shows that employees have a high affective commitment to the company where they work. Jobs that are more than one field can add to someone's work experience.

Hypothesis

A hypothesis is a presumption or a short answer to a research problem, and it still has to be proven. Based on the background and framework that has been described, the following research hypotheses can be formulated:

1. Effect of Justice Distributive against OCB. In the research, Mustikasari and Rahardjo (2015) explained that OCB is a form of voluntary activity from organizational members that supports the functions of an organization so that this behavior is more helpful. This behavior is described in the way of actions that show an attitude that is not individualistic or selfish. So that employees will pay attention to the welfare of others. OCB arises because of the feeling of being part of an organization and feeling satisfied if it can help other people or colleagues. Prameswari and Suwandana (2017) describe perceived distributive justice is related to how the awards and the source of distributed power throughout the organization; this concept is often associated with compensation. So that if employees feel that they are treated relatively about the company's benefits, they will reciprocate and improve performance at the company beyond the minimum demand. OCB behavior is a form of social exchange theory where there are mutual trust and feedback between the two parties. This feeling is supported by Mardiyanti and Suharnomo (2017) research that distribution justice has a positive and significant effect on OCB. It shows that if employees feel fair to distributive justice, they will be motivated to do more OCB. This research is in line with Kusuma (2019), which explains that in the data obtained, distributive justice has an effect on OCB as the dependent variable. Distributive justice has a significant and positive impact on OCB. The higher the fairness felt by employees can improve individual performance, give birth to citizenship behavior, lower stress levels, and better different attitudes. Based on the theory and proven previous research findings, the following hypotheses can be formulated: H1: Distributive justice has a positive effect on OCB.
2. The Effect of Job Satisfaction on OCB. Job satisfaction, according to Irawan and Sudarma (2016), is a general attitude of people at work. The difference between the amount of reward received with the number of employees think should be earned. Individuals who feel satisfied with their work tend to stay in the organization. According to Luthans (2005) in Irawan and Sudarma (2016), when employees are satisfied with the organization's existing conditions, the employees will provide maximum and best performance results. These employees wholeheartedly have satisfaction at work, and voluntarily take actions aimed at advancing the company. The research results by Saraswati and Sulistiyo (2017) show that job satisfaction has a significant effect on employee OCB. The results of research related to job satisfaction with OCB behavior are in line with the research results by Purpa and Sudharma (2015) that job satisfaction has a positive effect on OCB. As well as research by Perwisari and Dewi (2018), it is clear that the higher the job satisfaction felt by employees, the higher the employees will have OCB behavior. Based on the theory and proven previous research findings, the following hypotheses can be formulated: H2: Job Satisfaction positive effect on OCB.
3. The Effect of Affective Commitment on OCB. In Robbin and Judge (2008), OCB is formed from various factors in the company, among others, due to job satisfaction and commitment factors. Employees who have a high commitment to the organization will be willing to do anything to advance the company where they work. It is because they instill confidence and trust in the organization. Mowday, Porter and Steers (1982) stated that employees who are committed to the organization are people who are willing to give something as a contribution to the organization. Employees who are highly committed to their organization will minimize the possibility of leaving the organization. Susilo, Minarsih, and Warso's (2016) research support that affective commitment has a positive effect on OCB. Furthermore, Purba and Seniati (2010) state that affective commitment

has a positive and significant impact on the dimensions of altruism, courtesy, civic virtue, and conscientiousness as well as total OCB. The results of this study are in line with the research of Allen and Meyer (1990), who found a significant relationship between affective commitment and OCB. Kurniawan's (2015) affective commitment has a strong influence on employee behavior. Affective commitment has the highest response, where most of the employees have emotional ties with the company. It encourages employees to do something that contributes positively to their work standards. Based on the theory and proven previous research findings, the following hypotheses can be formulated: H3: Commitment Affective positive effect on OCB.

4. The simultaneous effect of distributive justice, job satisfaction, and affective commitment to OCB. Based on the study of the relationship between Distributive Justice, Job Satisfaction, and Affective Commitment, which partially affect OCB, it is necessary to look at the possibility of a simultaneous linkage between these variables. With the descriptions in sections 1, 2, and 3, the following hypotheses can be formulated: H4: Distributive Justice, Job Satisfaction, and Affective Commitment simultaneously influence to OCB.

Research Model

This research model/research framework is used as a reference so that the researcher has a research direction that is following the stated research objectives. The following Figure 1 is the framework for this research.

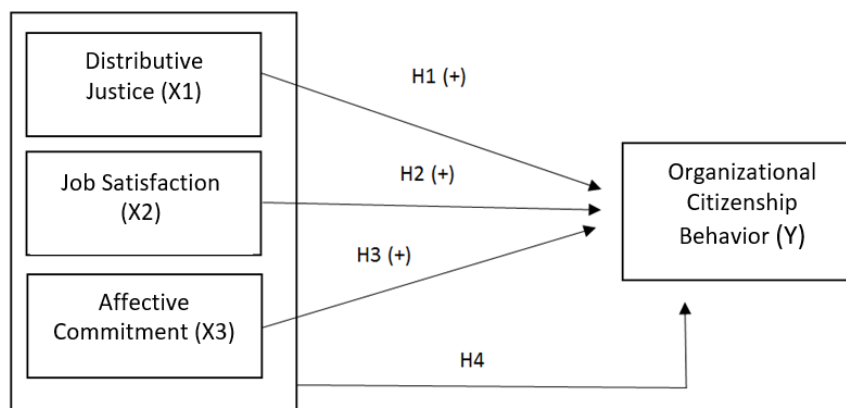


Figure 1. Research Framework

The framework of thought above explains that this study sees the influence of the variables of distributive justice, job satisfaction and affective commitment as independent variables that have a direct effect on OCB as the dependent variable.

3. MATERIAL AND METHODS

There is a telecommunication company under government of Indonesia as leader business in this area. This company becomes the benchmark institution to others especially on how to maintain the human resources as the key element of the competitiveness. It has maintained sustainability and competitive advantage in the telecommunications and information industry on an international scale. The company's growth contributes to nation-building and serves growth in the information and communication technology (ICT) service sector. This organization gives contribution to national revenue and its excellent performance can be a benchmark for other organizations in

building their excellence. In terms of business strategy, there have been many studies on the company. However, in-depth investigations in organizational management at the employee level are relatively few, even though the existing theories show that organizational understanding of its employees' quality is the primary key. From field observations by the author during preliminary research at this company, it pays attention to the progress of its human resources with awards and programs to improve the quality of human resources. Besides employees, engaged actively in the activities held formal and informal companies such as training, exercises, lectures, and other events by paying attention to the importance of OCB study for the dissemination of good practices for other companies.

Population and Sampling Techniques

The population of the research is all fulltime employees of the company (80 people). The source of information regarding the number of employees was obtained from the Human Resources Management (HRM) of the organization in Yogyakarta, Indonesia. The sample used in this study is saturated. According to Sugiyono (2009), saturated sampling technique when all members of the population are used as a sample. Another term for the saturated sample is the census, where all members of the population are sampled. The sample used in this study was 80 respondents. Saturated sampling was carried out because the population is not significant (less than 100).

Types and Sources of Data

This research is quantitative research, where the data source is primary data. Sources of data obtained by researchers from the collection of questionnaires for each respondent of company. In this study, the technique used to collect data is using a questionnaire method. Questionnaires were given to employees to help assistant HRD. The questionnaire was a closed-statement, which was measured using a Likert scale. The value scale used is five intervals with the following description:

- 1 = Strongly Disagree (SD)
- 2 = Disagree (D)
- 3 = Neutral (N)
- 4 = Agree (A)
- 5 = Strongly Agree (SA)

Variable

The independent variables in this study include Distributive Justice (X1), Job Satisfaction (X2), and Affective Commitment (X3). X1 (5 items) is focusing on employees to assess the fairness of the results (outcomes) received by employees of the organization (Niehoff and Moorman, 1993; Bayarcelikn and Afacan Findikli, 2016). X2 (5 items) is a positive and negative emotional feeling that an individual has in carrying out a job given by a company (Aw and Ilies, 2018). X3 (8 items) is a power that arises from the desire of people to continue working in an organization because they share the organization's core values and goals (Allen and Meyer, 1990; Osman, Sarip, and Arif, 2017). The dependent variable in this study is OCB (20 items). These behaviors include helping others, respecting others, sportsmanship, obedience, and responsibility (Allen and Meyer, 1990; Nandedkar and Brown, 2017).

Instrument Test

Before the instrument was used to retrieve data, the tool was tested for validity and reliability. The validity test was carried out using the Pearson product-moment correlation

coefficient analysis, which compares the correlation value with the 95% confidence level ($\alpha=0.05$). At the SPSS 17 output, validity was seen in the significance probability value between the items and the total items. In testing the validity of the questionnaire statement in this study by distributing questionnaires to 30 respondents. In this study, to measure the reliability of the instrument is used Cronbach's alpha. Reliability Good if the coefficient is between 0.80-1.00.

Analysis Technique

The analysis of multiple linear regression using SPSS 17 was applied to test the hypothesis (H1, H2, H3, and H4). The regression model is a model that was used to analyze the effect of various independent variables on one dependent variable (Ferdinand, 2006). This regression analysis aims to obtain a comprehensive picture of the relationship between the independent and dependent variables, either partially or simultaneously.

The hypothesis is tested using the t-test (partial test) to determine whether there is an influence between the dependent and independent variables. The F test was used to determine the independent variable's effect on the dependent variable together (simultaneously). In this study, an alpha of 0.05 was used. If the significance probability value higher than 0.05, then H_0 is accepted, and H_a is rejected. Conversely, if the significance probability value lower than 0.05, then H_0 is rejected and H_a is accepted. The coefficient of determination was used to measure the ability of the model to explain the dependent variables. The coefficient of determination is between zero and one. The value of R^2 means variability of independent variables in explaining the dependent variable very limited.

4. RESULTS

Description of Research Object

This research was conducted at the certain branch of the government telecommunication company in Yogyakarta. The number of respondents in this study was 80 people. A sample of 30 respondents was used from a total of 80 respondents to perform the instrument test. The sample was used in hypothesis testing. The following Table 1 is the total distribution of the questionnaire.

Based on the description in the table, the total number of questionnaires distributed was 80. The number of returned questionnaires was following those given. Researchers distributed questionnaires directly to respondents on Monday, February 17, 2020. Then through company policy, the questionnaire was taken on Tuesday, February 25, 2020.

Table 1. Questionnaire Distribution Results

Description	Total
Distributed questionnaires	80
Questionnaires were returned	80
Questionnaires were damaged/ not suitable for use	0
Questionnaires that do not match the criteria	0
Number of questionnaires that can be analyzed	80

Respondent Description

The following Table 2 is the respondent data based on Gender, Age, Marital Status, Last Education, and Length of Work.

Table 2. Description of Respondents

Category	Information	Frequency	Percentage (%)
Gender	Men	33	41%
	Woman	47	59%
	Total	80	100%
Age	Less than 25 years	2	2%
	26 - 30 years	11	14%
	31 - 35 years	4	5%
	36 - 40 years	4	5%
	More than 40 years	59	74%
	Total	80	100%
Marital status	Married	72	90%
	Single	8	10%
	Total	80	100%
Last education	High school	0	0%
	Diploma	2	2%
	Bachelor	46	58%
	Master	31	39%
	Doctoral	1	1%
	Total	80	100%
Length of work	Less than 5 years	9	11%
	Between 5 - 10 years	13	16%
	Between 11 - 15 years	10	12%
	Between 16-20 years	18	23%
	More than 20 years	30	38%
	Total	80	100%

Instrument Test

The validity test was used to measure the validity of the research questionnaire. This study uses the Pearson product-moment correlation coefficient method at SPSS 17 by looking at the value in the significance column (p -value = 0.05). If the value in the column is smaller or equal to 0.05, then the item/statement is declared valid. Conversely, if the value in the column is higher than 0.05, the item/statement is declared invalid.

Based on the results of the SPSS 17 Validity Test, the statement items of distributive justice, job satisfaction, affective commitment, and OCB, all of which were declared valid.

Reliability Test

A reliability test was used to measure a questionnaire, an indicator of a variable, or constructs. A questionnaire was reliable if a person's answer to a statement is consistent or stable over time. A constructor variable is said to be reliable if it gives a Cronbach's alpha value higher than 0.60. Based SPSS 17 reliability test instrument in this study can be seen in the Table 3 below.

Table 3. Reliability Test

Variable	Cronbach's	Criteria	Information
Distributive Justice (X1)	0.906	0.60	Reliable
Job Satisfaction (X2)	0.933	0.60	Reliable
Affective Commitment (X3)	0.872	0.60	Reliable
Organizational Citizenship Behavior (Y)	0.922	0.60	Reliable

The test results shown in Table 3 show that the Cronbach's alpha value of all research variable instruments were higher than 0.60. It can be concluded that the instruments on the variables of Distributive Justice, Job Satisfaction, Affective Commitment, and OCB are reliable.

Results of Multiple Linear Regression Analysis

A regression model is used to analyze the effects of various independent variables on one dependent variable (Ferdinand, 2006). This multiple linear regression analysis was applied to analyze OCB, which is influenced by Distributive Justice, Job Satisfaction, and Affective Commitment. Based on the multiple regression test, the following results were obtained as Table 4.

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients	
	B	
(Constant)	1.599	
Distributive Justice	0.083	
Job satisfaction	0.199	
Affective Commitment	0.348	

Based on the results of calculations using SPSS 17, it can be seen that the multiple linear regression equation models are as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 1.599 + 0.083 (X_1) + 0.199 (X_2) + 0.348 (X_3) + e$$

From the multiple linear regression equation, it can be expressed as follows:

1. The constant value is 1.599, meaning that if there are no variables of Distribution Justice (X1), Job Satisfaction (X2), and Affective Commitment (X3), the consistent value of OCB (Y) is 1.599.
2. Figures regression coefficient Justice Distribution (X1) of 0.083 means that there is a positive relationship between Justice Distribution of OCB. If Distribution Fairness is increased by 1 unit, then OCB will increase by 0.083.
3. The regression coefficient of Job Satisfaction (X2) is 0.199, which means a positive relationship exists between Job Satisfaction and OCB. If Job Satisfaction is increased by 1 unit, then OCB will increase by 0.199.
4. The regression coefficient of Affective Commitment (X3) is 0.348, meaning that there is a positive relationship between Affective Commitment to OCB. If Affective Commitment is increased by 1 unit, then OCB will increase by 0.348.

Hypothesis testing

The t-test is used to test the variables of distributive justice (X1), Job Satisfaction (X2), and Affective Commitment (X3) on Organizational Citizenship Behavior (Y). The results of the t-test in this study can be concluded as follows:

1. Hypothesis Testing 1. Based on the Multiple Linear Regression analysis results, it found that the significance value of Distributive Justice is 0.338, while the t-count value is 0.964. It showed that the significant value is 0.338 higher than p-value (0.05), then H0 is accepted and H1 is rejected it can be concluded that the variable Justice Distributive partially does not have a significant influence on toward OCB.
2. Testing Hypothesis 2 (H2). Based on the results of the Multiple Linear Regression analysis, it found that the significance value of Job Satisfaction is 0.002 while the t-count value is 3.176. It shows that the significance value is 0.002 lower than p-value (0.05), then H2 is accepted, and H0 is rejected. It can be concluded that the Job Satisfaction variable partially has a significant effect on OCB.

3. Based on the results of the Multiple Linear Regression analysis, it found that the significance value of Affective Commitment is 0.000 while the t-count value is 4.606. It shows that the significance value is 0.00 lower than p-value (0.05), then H3 is accepted, and H0 is rejected. The Affective Commitment variable partially has a significant effect on OCB.

Simultaneous Test (F-Test)

Testing hypothesis 4 that the F-test indicates the influence of all independent variables, namely Distributive Justice (X1), Job Satisfaction (X2), and Affective Commitment (X3), simultaneously have a significant influence on OCB (Y). Based on the results of the simultaneous test, it shows that the significance value of F is 0.000 or less than alpha (0.05). Thus, H0 is rejected, and H4 is accepted. So it can be concluded that Distributive Justice (X1), Job Satisfaction (X2), and Affective Commitment (X3) simultaneously affect OCB (Y).

Determination Coefficient Test (R-Square)

This test aims to determine how much the independent variables contribute, namely Distributive Justice, Job Satisfaction, and Affective Commitment in explaining the dependent variable, namely Organizational Citizenship Behavior (Y). From the test results Coefficient of Determination (R-Square) with SPSS 17, the R-Square of 0.638. It means that 63.8% OCB, an employee of the company described by Justice Distributive, Job Satisfaction and Affective Commitment. Simultaneously, the remaining 36.2 % was described by other variables that are not in this study.

5. DISCUSSIONS

The Effect of Distributive Justice on Organizational Citizenship Behavior (OCB)

The hypothesis statement first obtained results showed that the distributive justice variables in partial positive and not significant to the OCB with a substantial value of 0.338, and t-test value of 0.964. By thus stating that variable distributive justice partially positive effect and are not significant to the employees. It means that the higher the distributive justice felt by employees, the higher the OCB behavior. Conversely, if the employee's distributive justice decreases, the employee's behavior towards OCB is low.

When employees feel they have high Distributive Justice, this situation will lead employees to behave voluntarily in doing work, are happy to help other people's work without expecting anything in return, and do not talk about unnecessary things while working. It's just that this positive influence is not significant. Distributive justice is influenced by factors such as work schedule, salary, workload, rewards, and job responsibilities. But, the results of multiple regression analysis show that distributive justice does not have a significant effect. Through field observations, factors that may be the cause of this are work schedules and workloads. Work schedules that are too tight give extra responsibility to employees in completing their work. Different work schedules, especially on overtime activities between units, are perceived as an injustice by employees. If the work schedule is given unfairly, social interactions among members of the organization can become less smooth. It allows them to do the job according to the job description lowering OCB. In several work units, different workloads are encountered. Service work units or fieldwork units tend to have a higher workload than other groups. These differences can trigger feelings of injustice. The workload that exceeds the limit and less distribution of rewards or unfair rewards will create tensions within the individual. Individuals become more focused on the individual rather than develop OCB.

In this research, the variables used in the Justice variable were only limited, namely Distributive Justice to OCB. When this variable is not significant to the study results, the possibility of the variables that influence OCB Justice is other variables such as Procedural Justice or Interactional Justice. Distributive justice in the results of this study has a positive direction towards OCB. Even so, both Distributive Justice to OCB is not affected because the effects of Distributive Justice data processing on OCB are not significant. These results are consistent with the research conducted by Lambert and Hogan (2011), who found that distributive justice has no significant effect on the OCB variable. Ishak and Alam (2009) state that only interactional justice has a positive impact on altruism. But, while procedural and distributive justice does not impact OCB. Although other studies, such as Kusuma (2019), stated that distributive justice has a significant effect on OCB. This difference is due to Lambert and Hogan (2011) being carried out, especially while Kusuma (2019) conducted global research on organizational justice on OCB.

The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Based on the results of the partial test (t-test) between the Job Satisfaction variable on the OCB variable, it shows the t-count value of 3.176 with a significant level of 0.002. Thus it states that the job satisfaction variable partially has a positive and significant effect on the OCB of employees. It means that the better the quality of job satisfaction in an organization, the better the employee's OCB behavior is. On the contrary, the lower the quality of the job satisfaction OCB employees getting worse. It showed that when employees feel comfortable in their work, they will work optimally in completing the work, even doing some things that may be beyond their duties. Employees are motivated mainly to perform OCB behaviors influenced by enthusiasm, pleasure, happiness in the company, and offices. These results support research conducted by Perwisari and Dewi (2018), who found that job satisfaction has a positive and significant effect on the OCB variable.

The Effect of Affective Commitment on Organizational Citizenship Behavior

The results of the partial test (t-test) between the variable affective commitments to the OCB variable show the t-count value of 4.606 with a significance level of 0.000. Thus states that the Affective Commitment variable partially has a positive and significant effect on the OCB of employees. It means that the higher the affective commitment felt by employees, the higher the OCB behavior. Conversely, if the affective commitment handled by employees is low, then the employee's OCB behavior is weak. It is influenced by the company, which often holds activities that directly strengthen the emotional bonds of employees, such as gymnastics, recitation, and family gatherings held within the company. Commitment to fundamental values and emotional relationships possessed include encouraging employees to do something that positively contributes beyond their work standards (OCB). These results support research conducted by Susilo, Minarsih, and Warso (2016), who found that affective commitment has a positive and significant effect on the OCB variable.

Simultaneous Influence of Distributive Justice, Job Satisfaction, and Affective Commitment on OCB

From the results of the regression analysis, the independent variables have a significant effect on the dependent variable simultaneously or together. Results were obtained by Distributive Justice, Job Satisfaction, and Affective Commitment. It has a positive influence on OCB, an employee simultaneously indicated by calculated F value (44.693) with a significance value of 0.000. The results of this study provide new information about Distributive Justice, Job Satisfaction, and Affective Commitment to have a simultaneous influence on Organizational Citizenship

Behavior (OCB). Also, by considering the R square value of 0.638, it can be said that this model is quite good. Although partial, Job Satisfaction and Affective Commitment have significant influence, and Distributive Justice has no significant effect. Several explanations for this have been written in the previous section. With the value of R square, it shows that the three independent variables in this study can explain the phenomenon of 63.8 %. Other variables influence this model, but they are not included in this study.

Implications

This study only tested permanent employees at branch of the national telecommunication company in Yogyakarta, Indonesia. So that the results cannot be generalized to represent the opinions of all company employees throughout Indonesia. The variables used in this study are limited to distributive justice, satisfaction, and affective commitment. The number of operational variables in this research model is relatively limited; in fact, several other variables have not been included.

This study provides management information to improve OCB by strengthening Distributive Justice, Job Satisfaction, and Affective Commitment felt by employees. Management is expected to grow employee distributive justice by reconsidering several things, such as salary, whether it is what they should have earned. Job responsibilities, employee job placement, must be more concerned with whether it is under the abilities possessed by employees. Overtime activities during holidays by re-measuring each employee's workload, if the work can be completed during working hours, the company does not need to impose overtime on holidays and outside working hours. They are providing rewards or awards for employees who are disciplined and excel every year. Increasing employee job satisfaction requires support from superiors, listening to subordinates' input or ideas, and praise from superiors when subordinates make achievements. Also, management is expected to increase its attention to employees, such as whether the employee feels happy and comfortable doing his job for the betterment of the company. The management is expected to increase affective commitment by frequently holding activities involving employees at formal and non-formal events, such as at meetings, gymnastics, recitation of social gathering activities, and other activities. The purpose of employee engagement is so that employees feel more ownership and feel trusted by the company.

6. CONCLUSION

The results showed that jointly the variables of distributive justice, job satisfaction, and affective commitment influence OCB. These results support existing theories regarding the factors affecting OCB. However, testing the individual effect of the variables shows that the distributive justice factor did not significantly affect OCB. On the other hand, there is a positive influence on Job satisfaction and Affective commitment. The results of this partial effect test did not match expectations, as stated in the hypothesis. Several limitations might cause this result to be inconsistent, such as staff salary levels, which tend not to differ significantly between staffing levels in the sample studied. The respondent gives relatively the same response.

In further research, the researcher might expand the research population by including other similar companies with different characteristics so that a more comprehensive study can be carried out related to OCB. Several other factors also influence OCB and can be included as independent variables in research such as personality, leadership, and collectivism. In the methodology, a more comprehensive analysis to find out each item's effect on each variable can be applied using SEM (Structural Equation Modeling) so that organizations can develop policies in more detail.

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DECLARATION OF CONTRIBUTIONS TO THE ARTICLE - CRediT

ROLE	INuzula	ENurmaya
Conceptualization – Ideas; formulation or evolution of overarching research goals and aims.		X
Data curation – Management activities to annotate (produce metadata), scrub data and maintain research data (including software code, where it is necessary for interpreting the data itself) for initial use and later re-use.	X	
Formal analysis – Application of statistical, mathematical, computational, or other formal techniques to analyze or synthesize study data.	X	
Funding acquisition - Acquisition of the financial support for the project leading to this publication.		X
Investigation – Conducting a research and investigation process, specifically performing the experiments, or data/evidence collection.	X	
Methodology – Development or design of methodology; creation of models.		X
Project administration – Management and coordination responsibility for the research activity planning and execution.	X	
Resources – Provision of study materials, reagents, materials, patients, laboratory samples, animals, instrumentation, computing resources, or other analysis tools.		X
Software – Programming, software development; designing computer programs; implementation of the computer code and supporting algorithms; testing of existing code components.	X	
Supervision – Oversight and leadership responsibility for the research activity planning and execution, including mentorship external to the core team.		X
Validation – Verification, whether as a part of the activity or separate, of the overall replication/reproducibility of results/experiments and other research outputs.	X	
Visualization – Preparation, creation and/or presentation of the published work, specifically visualization/data presentation.	X	
Writing – original draft – Preparation, creation and/or presentation of the published work, specifically writing the initial draft (including substantive translation).	X	
Writing – review & editing – Preparation, creation and/or presentation of the published work by those from the original research group, specifically critical review, commentary or revision – including pre- or post-publication stages.		X