

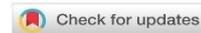
Organizational Justice and Organizational Citizenship Behavior: The Mediating Effect of Work Satisfaction

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Abstract

Keywords:

Village Apparatus; Organizational Justice; Job Satisfaction; Organizational Citizenship Behavior

The use of village funds in 2020 is prioritized to finance the implementation of programs and activities in the field of development and empowerment of village communities. In order for the use of village funds to be managed optimally, organizational citizenship behavior (OCB) from the Village Apparatus is needed as the implementer. OCB behavior will emerge if Village Apparatus feel the existence of organizational justice and are satisfied with their work. This study aims to examine the mediating role of job satisfaction on the effect of organizational justice on OCB. The study population was 94 village apparatus in the Village Government of Padureso District, Kebumen Regency. The sampling technique used census techniques and data analysis using Path Analysis. The questionnaire used was adopted from previous research and its validity and reliability were tested. The results showed that there was an indirect influence between organizational justice on OCB, with job satisfaction as the mediating variable. The implication of this research is that there is a positive relationship between employees (village apparatus) and the organization if employees feel justice in the organization and job satisfaction.

Abstrak

Kata kunci:

Perangkat Desa; Keadilan Organisasi; Kepuasan Kerja; Organizational Citizenship Behavior

Penggunaan dana desa pada tahun 2020 diprioritaskan membiayai pelaksanaan program dan kegiatan di bidang pembangunan dan pemberdayaan masyarakat desa. Agar penggunaan dana desa dapat dikelola dengan optimal, maka dibutuhkan organizational citizenship behavior (OCB) dari Perangkat Desa sebagai pelaksananya. OCB akan muncul jika perangkat desa merasakan adanya keadilan organisasi dan merasa puas terhadap pekerjaannya. Penelitian ini bertujuan untuk menguji peran mediasi kepuasan kerja pada pengaruh keadilan organisasi terhadap OCB. Populasi penelitian adalah perangkat desa di Pemerintah Desa se-Kecamatan Padureso Kabupaten Kebumen sejumlah 94 orang. Teknik pengambilan sampel menggunakan teknik sensus dan analisis data dengan menggunakan Analisis Jalur. Kuesioner yang digunakan mengadopsi dari penelitian sebelumnya dan telah diuji validitas dan reliabilitasnya. Hasil penelitian menunjukkan ada pengaruh tidak langsung antara keadilan organisasi terhadap OCB, dengan kepuasan kerja sebagai variable mediasinya. Implikasi dari penelitian ini adalah adanya hubungan yang positif antara pegawai (perangkat desa) dan organisasi jika pegawai merasakan keadilan dalam organisasi dan kepuasan kerja.

1. Introduction

The Village Government is one of the institutions that is actively improving the capacity of its human resources. According to UU number 6 of 2014 which regulates villages, a Village Government is led by a village head who is in charge of organizing government, development and community affairs. The Village Head or as referred to by any other name is assisted by Village Apparatus as an element of Village Government administrators.

The ability of village government human resources can be seen from various aspects, one of which is through financial management in managing village funds (Mulyana, 2019).

The low human resource capacity of the Village Government in managing finances has caused many irregularities in the management of village funds. These deviations include price increases, fictitious reports, and budget swelling, which results in less than optimal absorption of village funds (Manasye, 2019). Since 2015, the Government has issued a village fund of Rp. 20.67 trillion with an absorption of 82.72%. In 2016, the amount of village funds was Rp. 46.98 trillion with an absorption of 97.65% and in 2017, the amount of village funds was Rp. 60 trillion with an absorption of 98.54% (Mulyana, 2019).

The absorption of village funds in the previous year was prioritized for infrastructure development, while in 2019-2020, village funds were more used for improving human resources (Manasye, 2019). As stated in the Regulation of the Minister of Villages, Development of Disadvantaged Areas, and Transmigration Number 11 of 2019 concerning priority for the use of village funds in 2020 article 5, the use of village funds is prioritized to finance the implementation of programs and activities in the field of village development and empowerment of village communities. Several programs and activities are listed in the priority use of village funds in 2020, such as training to improve the human resources of the Village Government and village communities in implementing village development.

Apart from training, the Village Government Apparatus was also provided with a stimulus in the form of an increase in fixed income. Previously, many Village Apparatus were paid less than the minimum wage (Rahmayanti, 2019). So that in 2020, the Government will make adjustments to fixed income which is equivalent to the basic fixed income of Class II/a Civil Servants for the Village Head, Village Secretary, and other Village Apparatus. Fixed income adjustments are aimed at improving performance, quality of service in the implementation of the Village Government, and the welfare of Village Apparatus (Novalius, 2019). This means that the program to increase the capacity and increase the salary of the Village Apparatus is expected to minimize the deviation of village financial management and can increase the progress of the Village Apparatus' work.

According to Robbins & Judge (2016), an organization will experience progress if its members want to voluntarily do things that are not only found in their job descriptions, or what is often called organizational citizenship behavior (OCB). OCB that is attached to employees in an organization will be superior to no OCB in the organization (Robbins & Judge, 2016). OCB can arise because there are several factors that influence it, including organizational justice and job satisfaction (Wirawan, 2014). When employees are treated fairly, it will make them feel supported by the organization and encourage them to retaliate by doing OCB. A worker who is satisfied with his job allows the emergence of OCB than a worker who is dissatisfied with his job (Wirawan, 2014).

The results of previous research conducted by Saifi & Shahzad (2017); Kharismasyah et al. (2017); Zadeh et al (2015) concluded that organizational justice has a positive and significant effect on OCB. Another study conducted by Rauf (2015) states that job satisfaction significantly mediates the effect of distributive justice and procedural justice on OCB. Distinguishes this research from previous studies is first, distributive justice and procedural justice do not stand alone but are combined into organizational justice variable.

Second, the respondents in this study were different from the respondents used in the previous study.

In this study, the respondents chosen were Village Apparatus, where this Village Apparatus was the spearhead of the village government administrators serving the community and implementing village development. While the research object chosen was the Village Government of Padureso District, Kebumen Regency because it was a sub-district resulting from the division of Prembun District. Based on the description above, the purpose of this study is to examine the effect of organizational justice on OCB and also the role of job satisfaction in mediating the effect of organizational justice on OCB.

2. Literature Review

2.1. Organizational Behavior Theory

Organizational behavior theory bases studies on the science of behavior itself, which was developed with a focus on human behavior in organizations (Handoko, 2016). The basic framework of organizational behavior theory is supported by two main components, namely the individuals who behave and the formal organization as a container for that behavior. So, organizational behavior is a study that concerns aspects of human behavior in an organization or a particular group. This understanding is in accordance with the formulation of Kenneth & Yuki (2013) which explains that organizational behavior includes interactions and relationships between organizations on the one hand and individual behavior on the other. All of these have the aim of directing human behavior towards efforts to achieve goals. Thus it can be seen that the scope of the study of organizational behavior science is only limited to the internal dimensions of an organization (Winardi, 2014). In this connection, the aspects that become elements of organizational behavior science include Organizational Citizenship behavior, organizational justice, and job satisfaction.

The interaction between individuals in the organization can be examined using the following approaches: first, the human resource approach. This approach is intended to help employees to perform better, to become responsible people, and to strive to create an atmosphere where employees can contribute to the extent of their abilities and lead to increased effectiveness of task implementation. Second, the contingency approach, namely the existence of different environments requires different behavioral practices to achieve effectiveness. Third, the productivity approach is intended as a measure of how efficiently an organization can produce the desired output. Good organizational behavior can increase job satisfaction and produce good human output, which in turn will produce productivity at the desired degree (Winardi, 2014).

2.2. Overview of Organizational Fairness, Job Satisfaction, and Organizational Citizenship Behavior

Organizational justice is a term used to describe the role of justice that is directly related to the workplace (Moorman, 1991). Organizational fairness relates to how employees determine whether they have been treated fairly in their job and the way in which that determination affects other jobs. According to Robbins & Judge (2016), the theory of justice

is a theory which states that individual comparisons regarding the input and results of their work and responds to eliminate injustice. Based on this theory, employees compare what they get from their job (results: salary, promotion, recognition or a corner of the office) to what they put in it (input: effort, experience, and education). They take their yield-to-input ratio and compare it to the ratio of other people, usually a coworker or someone doing the same job.

Job satisfaction reflects a person's feelings about his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment. Job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics (Robbins & Judge, 2016). Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings. Job satisfaction is an emotional state which is the result of evaluating one's work experience (Luthans, 2006). Job satisfaction cannot be seen but can be felt, and will be reflected in attitudes, such as being loyal to the organization, working optimally, and complying with organizational regulations.

Organizational citizenship behavior (OCB) has an important role to play in increasing organizational efficiency and effectiveness. OCB shows voluntary behavior in the workplace that is carried out by employees freely outside the requirements of a person's job and organizational requirements (Wirawan, 2014). So that OCB does not exist in the organizational reward system, and if it is implemented by employees it will improve the functioning of the organization. Organ and Ryan (1995) state that OCB is an individual contribution in the workplace that goes beyond the role requirements and the achievement of work that is rewarded contractually. These individual contributions include altruism behavior (attitude to help), consciousness (behavior), sportmanship (sportsmanship), Courtesy (kindness), and Civic virtue (organizational administration). Although organizational citizenship behavior is not part of the formal job requirements of workers, it is able to contribute to the psychological and social environment in the workplace (Robbins & Judge, 2016).

2.3. The Effect of Organizational Justice on Job Satisfaction

A person will feel satisfied or dissatisfied depending on how he feels justice (Sunyoto, 2012). Feelings of justice and injustice over the situation are obtained by employees by comparing themselves with others in the same class, office, or government (Wirawan, 2014). They will compare the input factors (experience, skills, seniority, etc.) with the output factors (wages, benefits, status, promotions, etc.) of employees who transact the same. From the process of comparing, there will be a fairness in the workplace, which makes job satisfaction possible. This is also conveyed by Luthans (2006) that employees will feel satisfied if they have fair salaries, benefits, and promotion opportunities. Likewise, Kreitner & Kinicki (2005) state that satisfaction is a function of how an individual is treated fairly in the workplace. This is reinforced by several empirical studies which state that there is a positive influence between organizational justice and job satisfaction (Rauf, 2015; Kharismasyah et al., 2017; Widyaningrum, 2010).

H1: Organizational justice has a positive effect on job satisfaction.

2.4. The Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction is the main determinant of organizational citizenship behavior (Organ & Ryan, 1995; Robbins & Judge, 2016; Wirawan, 2014). Satisfied workers talk positively about the organization, help others, and exceed normal expectations in their work due to a desire to reciprocate positive experiences. Those who have good relationships with co-workers are more likely to engage in helpful behavior, whereas those who have antagonistic relationships with colleagues are less likely to do so. Individuals with certain personality traits are also more satisfied with their work which then leads them to engage a lot in organizational citizenship behavior (OCB). Thus, organizational citizenship behavior (OCB) is more likely to be carried out by employees who are satisfied with their work than employees who are not satisfied with their work. Research conducted by Zadeh et al. (2015), Harumi & Riana (2019), show the results of the effect of job satisfaction on OCB.

H2: Job satisfaction has a positive effect on OCB.

2.5. The Effect of Organizational Justice on Organizational Citizenship Behavior

Fair treatment will bring positive emotions which will later encourage OCB (Robbins & Judge, 2016). To build OCB behavior, employees must feel that they are treated fairly in the procedures and results received (Luthans, 2006). When employees are treated fairly, it will make them feel supported by the organization, and further encourage them to retaliate by doing OCB. Thus, it can be said that organizational justice is one of the factors that influence OCB (Wirawan, 2014). This is supported by research conducted by Saifi & Shahzad (2017); Zadeh et al. (2015); Wahyuni & Supartha (2019), which show the results of a positive influence between organizational justice on organizational citizenship behavior (OCB).

H3: Organizational justice has a positive effect on OCB

2.6. Mediating Job Satisfaction on the Effect of Organizational Justice on OCB

Organizational citizenship behavior (OCB) can arise from various factors in organizations, including job satisfaction and organizational justice (Wirawan, 2014). When the effect of organizational justice on OCB is measured together with job satisfaction, then organizational justice will not directly affect (Widyaningrum, 2010). This means that if employees feel that they are treated fairly in their workplace, they will feel job satisfaction. This satisfaction in turn will encourage OCB's attitude, so it can be said that job satisfaction is able to mediate the effect of organizational justice on OCB (Rezaiean et al., 2010).

H4: Job satisfaction mediates the influence of Organizational Justice on OCB.

Based on the theory and thought as well as the results of previous research, Figure 1 presents a conceptual framework:

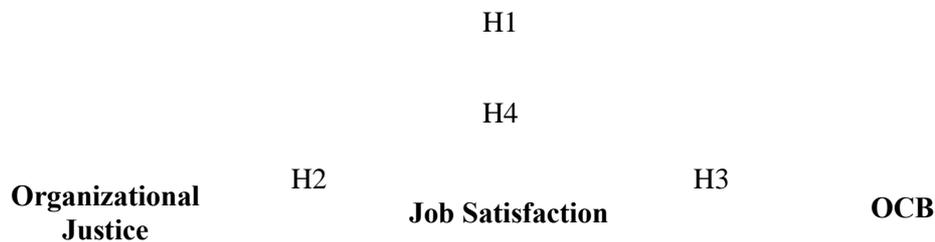


Figure 1. Research Conceptual Framework

3. Method

3.1. Type of Research

This research is a quantitative study. Quantitative research according to [Ghozali \(2018\)](#) is a study to test certain theories by examining the relationship between variables. The reason for using quantitative research is that this study aims to test a theory that organizational justice has positive impact on OCB through job satisfaction.

3.2. Population and Sample

The population in this study were Village Apparatus in the Village Government of Padureso District, Kebumen Regency as many as 94 people. Samples were taken using the census method, which included all members of the population. Research conducted on a population of less than 100 should be carried out by census, so that all members of the population are sampled as informant respondents ([Sugiyono, 2017](#)). Padureso District consists of 9 (nine) villages, namely: Rahayu Village consists of 11 Village Apparatus, Sendangdalem Village consists of 11 Village Apparatus, Padureso Village consists of 9 Village Apparatus, Kaligubug Village consists of 11 Village Apparatus, Sidototo Village consists of 9 Village Apparatus, Merden Village consists of 12 Village Apparatus, Kalijering Village consists of 8 Village Apparatus, Balingasal Village consists of 12 Village Apparatus, Pejengkolan Village consists of 11 Village Apparatus.

3.3. Operational Definition of Variables & Measurement

This study used three variables, namely organizational justice as an independent variable, organizational citizenship behavior (OCB) as the dependent variable, and job satisfaction as a mediating variable. Organizational justice is a term used to describe the role of justice felt by Village Apparatus in dealing directly with their workplace in the village government. This variable is measured using two dimensions taken from [Niehoff & Moorman \(1993\)](#), namely distributive justice with indicators of fairness value and accuracy of results, and procedural justice with indicators of fair formal procedures and interactional justice. The OCB variable is the contribution of the village apparatus in the Village Government that exceeds the requirements of the role and the achievement of work that is contractually rewarded. This variable is measured by indicators of altruism, courtesy, sportmanship, civic virtue, and conscientiousness ([Organ & Ryan, 1995](#)). While the job satisfaction variable is a happy emotional state or positive emotion that comes from the job appraisal or work experience of village officials. This variable is measured by indicators of the job itself, salary, supervision, and co-workers ([Luthans, 2006](#)). This studied uses a Likert scale of 1-5 where the number 1 indicates strongly disagree with the research statement until the number five indicates strongly agree with the statement submitted to the respondent.

3.4. Data Analysis Techniques

3.4.1. Validity & Reliability Test

The validity test is used to measure whether a questionnaire is valid or not. According to Sugiyono (2017), an instrument is valid if the instrument can be used to measure what should be measured. The validity test in this study uses the product moment correlation. A question item is said to be valid if it has a product moment correlation coefficient (Pearson correlation) exceeding 0.3 (Sugiyono, 2017). While the reliability test is a tool to measure consistency. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time (Ghozali, 2018). The criteria used is to look at the value of the Cronbach's Alpha (α). A construct or variable is said to be reliable if the test value falls above 0.70 (Nunnally in Ghozali, 2018).

3.4.2. Path Analysis

The analysis technique used is path analysis. Path analysis is the development of regression that can test the direct effect or indirect effect in the presence of the mediating variable. In this study, path analysis was used to test the effect of the mediating variable. Path analysis to test the indirect effect is depicted in Figure 2:



Figure 2. Indirect Effect Test with Path Analysis

X is the independent variable, Y is the dependent variable, and M is the mediating variable. In the indirect effect test, three general equations can be formed, namely (Ghozali, 2018):

- $Y = \alpha_1 + p_3X$ to directly test the effect of X on Y,
- $M = \alpha_2 + p_1X$ to test the effect of X on M, and
- $Y = \alpha_3 + p_3'X + bM$ to test the effect of X on Y through M

The strength of the indirect effect (in the presence of the variable M) is calculated by multiplying p_1 by p_2 or by calculating the difference between the X coefficient when the direct effect test is carried out with the indirect effect test ($p_3 - p_3'$). The independent variable (X) in this study is organizational justice, the dependent variable (Y) in this study is organizational citizenship behavior, and the mediating variable (M) in this study is job satisfaction. Path analysis was carried out with the help of the SPSS statistical program.

4. Result and Discussion

4.1. Characteristics of Respondent

The respondents of this study were mostly 31 to 50 years old male with high school education and job tenure of 11 to 20 years. Data regarding the characteristics of respondents in detail can be seen in Table 1:

Table 1. Characteristics of Respondents

Characteristics	Total	Percentage (%)
Gender		
Male	76	80.85%
Female	18	19.15%
Age		
<30	5	5.32%
31 – 40	36	38.30%
41 – 50	32	34.04%
> 50	21	22.34%
Education Level		
Elementary School	1	1.06%
Junior High School	26	27.66%
Senior High School	63	67.02%
Bachelor	4	4.26%
Job Tenure		
<10	26	27.66%
11 – 20	58	61.70%
21 – 30	10	10.64%

4.2. Validity Test & Reliability Test

Based on the results of the instrument validity test, it shows the correlation coefficient, product moment all indicators of organizational justice, job satisfaction and OCB variables have a value pearson correlation of more than 0.3. and all of them are positive, so it can be concluded that all indicators are valid. This means that all statement items in this research questionnaire appropriately measured the research variables. Meanwhile, based on the results of the reliability test, it shows the value of Cronbach's Alpha > 0.7 which means the questionnaire from the variables of organizational justice, job satisfaction, and organizational citizenship behavior (OCB) used in this study is able to provide consistent results.

4.3. Descriptive Statistics

Descriptive analysis was used to determine the average answer value of each variable, namely the variables of Organizational Justice, Job Satisfaction, and Organizational Citizenship Behavior.

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean
Organizational Justice	94	3,625	5,000	4,22340
Job Satisfaction	94	3,625	5,000	4,22473
OCB	94	3,800	5,000	4,234043

Based on Table 2, the level of organizational justice, job satisfaction, and organizational citizenship behavior in Village Apparatus in Padureso Kebumen District is included in the high category, namely above 3. The high level of organizational justice makes the Village Government pay attention to Village Apparatus in the form of payment levels, workloads, rewards, fair responsibility, objective decisions, and the attitude of superiors to their subordinates so that the Village Apparatus will feel justice in the organization. In addition, job satisfaction is high because the Village Apparatus are satisfied with their jobs, salaries, organizational attitudes or superiors, and are satisfied with colleagues. This satisfaction will make the Village Apparatus speak positively to the organization. Likewise,

high OCB indicates that employees have high citizenship behavior which can be seen in the attitude of employees having the ability to act outside their duties and obligations according to their own will. High OCB has an impact on the effectiveness and efficiency of work teams in the organization so that it will contribute to organizational productivity.

4.4. Path Analysis

Test the effect of the mediating variables using the path analysis method. Path analysis is an extension of multiple linear regression analysis. The path coefficient is calculated by making two structural equations, namely the regression equation which shows the hypothesized relationship (Ghozali, 2018). The results of the Path Analysis coefficient for the first equation (p1) show the effect of the organizational justice variable (X) on job satisfaction (M), can be seen in Table 3:

Table 3. Organizational Justice Variables on Job Satisfaction

Information	B	Sig
X → M	0.280	0.006
R Square		0.079

Table 3 shows the value of the coefficient standardized beta 0.280 (p1) with a significance value of $0.006 < 0.05$, which means that organizational justice has a positive and significant effect on job satisfaction, with a standard error value (e1) = 0.921 (hypothesis 1 is supported). Meanwhile, Table 4 shows the effect between organizational justice (X), OCB (Y), and job satisfaction (M).

Table 4. Relationship of Independent Variables to Mediation

Information	B	Sig
M → Y	0.305	0.003
X + M → Y	0.155	0.129
R Square		0.144

Equation 2 shows the effect of job satisfaction (M) on OCB (Y) and shows the effect of organizational justice (X) on OCB (Y) caused by p2 and p3. Table 4 shows the coefficient value standardized beta 0.305 for p2 with a significance value of $0.003 < 0.05$ and a standard error value (e2) = 0.856, meaning that there is a significant positive effect on job satisfaction on OCB (hypothesis 2 is supported). While p3 is shown from the coefficient value standardized beta 0.155 with a significance value $0.129 > 0.05$. This means that organizational justice has no significant effect on OCB (hypothesis 3 is not supported). Figure 3 shows the path analysis of all variables in this study.

In path analysis there is a possibility that there will be a direct and indirect relationship between the independent variable and the dependent variable. The results of the path analysis in this study indicate organizational justice have no direct effect on organizational citizenship behavior. While the indirect effect can be determined by the following calculation, namely by multiplying p1 and p2 = $0.280 \times 0.305 = 0.0854$. Furthermore, it can be seen that the total effect of organizational justice on organizational citizenship behavior, namely by adding the direct effect coefficient and the indirect effect coefficient, the following figures are found: $0.155 + 0.0854 = 0.2404$.

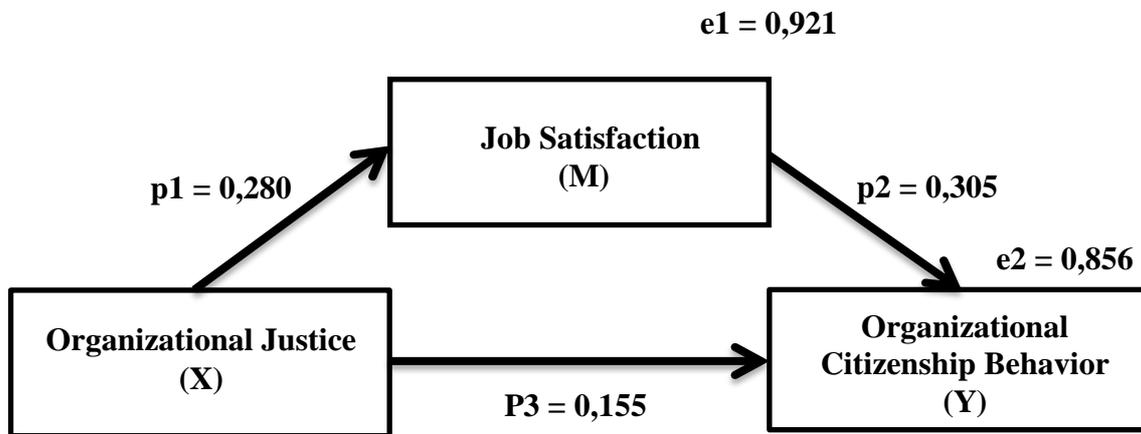


Figure 3. Path Analysis

The sobel test is used to determine whether the mediating effect of job satisfaction is significant or not. The step taken is to calculate the standard error of the indirect effect coefficient with the following formula:

$$Sp1p2 = \sqrt{p2^2 \cdot Sp1^2 + p1^2 \cdot Sp2^2 + Sp1^2 \cdot Sp2^2}$$

From these calculations, this obtained *standard error* of the coefficient of indirect effect 0.0387. The next step is to calculate the t statistical value of the effect of mediation with the formula: $t \text{ count} = (p1 \cdot p2) : (Sp1 \cdot p2)$, and the t value is 2.207. And it is known that the amount of t table with a significance level of 0.05 is 1.96. Because the value of t count = 2.207 is greater than the t table of 1.96, it can be concluded that the mediation coefficient of 0.0854 is significant, which means that there is a mediation of job satisfaction on the effect of organizational justice on OCB (hypothesis 4 is supported).

4.5. Discussion

The result of study shows that there is a positive and significant influence between organizational justice on job satisfaction. This illustrates that Village Apparatus feel job satisfaction when they are treated fairly in their village government. Fair, in the sense that the allocation of rewards received when compared to what has been done, or compared to what is received/done by other Village Apparatusis deemed balanced. Besides that, fairness can also be seen from the appropriateness of the procedures used to allocate the distribution of rewards and the decisions that have been obtained. Village Apparatus feel that there is justice from the Village Government regarding the process of allocating rewards and decision procedures so that they are satisfied. The results of this study are in line with the theory of justice put forward by [Robin & Judge \(2016\)](#) and strengthen the results of previous research from [Rauf \(2015\)](#); [Kharismasyah et al. \(2017\)](#); and [Widyaningrum \(2010\)](#).

The study also shows the effect of job satisfaction on OCB. Village Apparatus feel satisfied with the work that has been done, with the salary they receive, with the supervision carried out by the leadership, as well as the relationship with their colleagues, thus encouraging them to behave positively in their village government. They will help each other,

and are willing to take an action that is beyond their obligations voluntarily. Because employees who are satisfied will be willing to carry out positive activities for the organization. The results of this study reinforce the theory of [Robin & Judge \(2016\)](#), [Organ & Ryan \(1995\)](#) and strengthen the results of research conducted by [Zadeh et al. \(2015\)](#), [Harumi & Riana \(2019\)](#).

In this study, the effect of organizational justice on OCB is not significant so that hypothesis is not supported. The results of this study do not support the theory of [Robin & Judge \(2016\)](#) which states that fair treatment will bring positive emotions which will later encourage OCB behavior. This does not mean that organizational justice does not play a role in building OCB, but the organizational justice felt by Village Apparatus does not directly make them want to do OCB. They need another stimulus before they finally want to adopt a positive attitude towards their organization. The results of this study supports the previous study conducted by [Widyaningrum \(2010\)](#), showing the results that organizational justice has no significant effect on organizational citizenship behavior (OCB).

But in this study, organizational justice has an indirect effect on OCB. This can be seen from the mediation test which states that organizational justice has an indirect effect on OCB through job satisfaction. This means that Village Apparatus who have felt fair will arise a sense of pleasure and satisfaction so that they want to do work outside their job description, they will be willing to sacrifice for the Village Government, want to maintain the good name of their Village Government outside, will provide good advice to the Village Government, and able to protect the interests of the Village Government. The results of the mediation of job satisfaction on the effect of organizational justice on OCB support the research results of [Rezaiean et al. \(2010\)](#).

In accordance with the theory of organizational behavior, that the interactions and relationships between organizations and individuals are aimed at directing human behavior towards efforts to achieve goals. The organization provides fair treatment to employees, because this justice can increase employee job satisfaction. Theoretically, employees who receive fair treatment will generate positive attitudes in the organization, including in the form of job satisfaction and OCB.

5. Conclusion

This study examines the direct and indirect influence of organizational justice variables on organizational citizenship behavior. The results of the path analysis show that there is no direct influence between organizational justice and organizational citizenship behavior, but job satisfaction mediates between the two. Organizational justice does not necessarily change employee behavior to behave OCB. People will behave OCB when they feel justice in their organization and feel satisfied with their work. In accordance with the theory of social exchange, the form of social exchange can be seen from the relationship between employees and their organization, and is not solely based on economic exchange. Trust and reciprocity between the two become the unifier in this theory.

The implication of this research for employees is that it is appropriate for those who already feel justice and satisfaction at work to want to be positive towards the organization

(OCB) so that organizational goals are achieved. For organizations, providing justice for employees will have a positive impact and effectiveness on the organization, which in turn will increase organizational productivity which clearly benefits the organization.

This research cannot be separated from the limitations. The first limitation is the small number of respondents. Second, there are many factors that can influence the formation of organizational citizenship behavior. Therefore, suggestions that can be given to further researchers are 1) expanding the research population not only to one sub-district, but also to a wider area such as cities / regencies / provinces. This is done to further strengthen in generalizing the effect of organizational justice and job satisfaction on organizational citizenship behavior. 2). Given the many factors that can influence organizational citizenship behavior and to better understand how organizational citizenship behavior occurs, it is necessary to add other research variables, such as organizational commitment, work stress, burnout, job characteristics, personal characteristics, and organizational culture.

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