

The Role of Job Satisfaction in Mediating the Influence of Organizational Justice on Organizational Citizenship Behavior

Jufrizen¹, Ami Kumala Sari²

E-mail: jufrizen@umsu.ac.id

Universitas Muhammadiyah Sumatera Utara

ABSTRACT

The research aims to analyze several things, namely the influence of organizational justice on organizational citizenship behavior, the influence of organizational justice on job satisfaction, the influence of job satisfaction on organizational citizenship behavior, and the influence of organizational justice on organizational citizenship behavior through job satisfaction. This research uses associative research with 114 respondents who are employees at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. The data collection technique uses a list of statements, such as a questionnaire, and the data analysis technique uses Path Analysis to test the four hypotheses proposed in this research using the Partial Least Square (SmartPLS) application. The research results show that the influence of organizational justice on organizational citizenship behavior is positive and significant, the influence of organizational justice on job satisfaction is positive and significant, the influence of job satisfaction on organizational citizenship behavior is positive and significant, the influence of organizational justice on organizational citizenship behavior through job satisfaction is positive and significant (meaning that job satisfaction mediates the influence of organizational justice on organizational citizenship behavior).

Keywords: Organizational Justice, Job Satisfaction, Organizational Citizenship Behavior

INTRODUCTION

Human resources assume an ever more significant and complex role within an organization as time passes. Not solely the conduct of personnel assigned by their job description contributes to an organization's ability to confront incoming challenges effectively. In addition to fulfilling their job responsibilities, employees are anticipated to exhibit enhanced performance by engaging in supplementary activities, demonstrating a willingness to collaborate, offering assistance and suggestions, actively participating, and making additional contributions to the organization.

Human resources are a factor that can create an identity within a company that cannot be duplicated by its competitors so that it can generate more profits (Erkutlu, 2011). Companies that have good human resources will have a direct impact on progress and can achieve organizational goals. Increasing the effectiveness and success of an organization depends on good human resource management because companies must have human resources who are disciplined, professional, responsible, and have high integrity in the company. (Prameswari & Suwandana, 2017).

Organizations can enhance their productivity by adopting organizational citizenship behaviour (OCB) or engaging in extra-role behaviour. Employees who fulfil their primary responsibilities and demonstrate a willingness to undertake supplementary tasks, such as collaborating with colleagues, assisting coworkers, and utilizing their work time efficiently without any additional remuneration, contribute to the organization's success in attaining its

objectives. This behavior is commonly referred to as Organizational Citizenship Behavior (OCB) (Nugraha & Adnyani, 2018).

Individuals with a high level of organizational citizenship behavior (OCB) are inclined to prioritize the social conduct of every employee over monetary compensation or specific bonuses. Such individuals are committed to exceeding the company's expectations (Ahdiyana, 2013). This OCB phenomenon also often causes anxiety for employees. Employees who carry out OCB may face role conflicts between their main and OCB tasks. This can cause tension between the work to be done and volunteer activities and interfere with actual work priorities and effectiveness.

According to (Santika & Wibawa, 2017), OCB behavior in employees is influenced by several factors, including factors related to organizational justice. OCB is the key to the success of an organization; for example, when the feedback received by employees is not as expected or unfair, employees will likely lose interest in implementing OCB behavior.

Employees must be treated fairly in the rules and results they receive to develop OCB behavior (Fred Luthans, 2016). According to (Nandan & Azim, 2015), organizational justice is a concept of employees' perceptions regarding how much they are treated fairly. Injustice in organizations reduces work performance, the quality of work, and cooperation between workers (Awang & Ahmad, 2015). Justice can lead to a lack of bonds between members of an organization, hurt individuals, and be dangerous for the company (Mustikawati & Suana, 2018). Injustice that is allowed to linger can lead to deviant behavior in the workplace.

Gibson, Ivancevich, & Donnelly, (2012) define organizational justice as the degree to which an individual feels treated equally within the organization where he or she works. Discontentment resulting from organizational injustice may motivate employees to engage in deviant conduct, including but not limited to sluggishness on the job and disregard for company policies. Equal treatment in the workplace may increase the job satisfaction of group members (Cropanzano & Ambrose, 2007).

Organizational justice can influence job satisfaction in an organization (Naeem, Khan, & Khan, 2014). Dissatisfaction will cause problems within the organization, which will lead to a decrease in employee performance. If employee job satisfaction is maintained, it will result in high work morale, which can help the company achieve the company's desired goals. (Naeem et al., 2014), said that organizations need job satisfaction because it will positively impact the company.

Job satisfaction can be seen from an employee's comfort in carrying out tasks assigned by the company (Bakotic & Babic, 2013). In organizations, it is very necessary to maintain good relationships between employees to lead employees to achieve job satisfaction. Employees who are satisfied with their jobs will do positive things for the organization, such as helping other workers and exceeding normal expectations in their work, so job satisfaction is the main factor of OCB behavior. Employees who feel satisfied will be willing to do anything for the company, ultimately giving rise to OCB (Mohammad & Asrar-ul-Haq, 2011). Rahmi (2014) shows that job satisfaction influences OCB, so if a person's job satisfaction is higher, a higher level of OCB behavior will result.

This research takes as its object the PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch, which needs very high employee performance to increase company

productivity. Thus, the steps that must be taken to improve employee performance are very important. PT Pelabuhan Indonesia (Persero) has company values that are firmly held to continue to maximize its performance, namely: upholding the trust given, continuing to learn and developing capabilities, caring for each other and respecting differences, continuing to innovate and being enthusiastic in driving or facing change and building synergistic cooperation.

However, based on the initial survey and what happened in the field, several problems were found. The phenomenon of employee organizational justice at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch shows that organizational justice is still not optimal due to the lack of democracy in the company, differences in position promotions where those who are close to the highest leadership have an easier time getting promoted positions, a poor working atmosphere. Participate in helping fellow employees, and there are differences in the behavior of superiors towards subordinates where those who have an inclined position must be heard when holding meetings.

If there are problems as described, employees in low positions feel dissatisfaction with their work. So, employees in low positions work disloyally and involuntarily, not helping each other between employees because of differences in leadership that impact fellow employees. Apart from that, employees feel that the level of behavior in the community of fellow employees creates discomfort, relations between employees are not good due to differences in promotional behavior, and the sense of concern for employees' work decreases.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational social behavior, or Organizational citizenship behavior, is unique to the work of individual employees in carrying out their work. A company or organization can benefit if there are employees who not only do their core work but are also willing to do more tasks. After completing personal tasks, for example, helping a coworker who is having trouble with work, giving input, and using time very effectively. Several things cause an employee to want to carry out this extra behavior, including employee job satisfaction and commitment to the company or organization where they work (Soegandhi, 2013). According to (Garay, 2019), a company or organization can be successful if it has employees who are always willing to give their entire performance optimally. The optimal performance here is not only in line with what the company or organization is targeting but is expected to be able to exceed the targets desired by the company or organization. According to (Organ, Podsakoff, & MacKenzie, 2010), Organizational citizenship behavior (OCB) is the behavior of employees loyal to the company, such as doing work outside their job desk. This implies that the employee will not be penalized for failing to exhibit this behavior, as it is not specified in the job description or requirements. According to (Spector, 2019), social or organizational citizenship behavior (OCB) is not formal work behavior that will benefit the company or organization. An employee who shows this social behavior will positively contribute to the company or organization with his behavior outside of his duties. On the other hand, the employee will continue carrying out his duties and responsibilities towards his work.

Based on the explanation from the expert above, OCB is an employee's behavior not because of the demands of his duties and obligations. However, it is based more on the employee's volunteerism. OCB can arise from various factors within a company or organization, including employee job satisfaction and high organizational commitment.

Organizational Justice

Organizational justice refers to how fairly an organization behaves towards its employees. Existing research shows that organizational justice takes three forms: governing outcomes and the processes leading to those outcomes. Three different forms of organizational justice are interactional, distributive, and procedural justice. According to (Kristanto, 2015), organizational justice is typically categorized as follows: distributive justice pertains to evaluating outcomes; interactional justice concerns the assessment of interactions between superiors and subordinates; and procedural justice concerns aspects of processes or regulations. According to (Sharoni & Tziner, 2014), perceptions of organizational justice or injustice are key factors that influence individual attitudes and behavior in organizations. The construct of 'organizational justice' generally refers to three specific components: distributive justice, procedural justice, and interactional justice. Traditionally, distributive justice is based on fairness, which broadly explains the motives underlying individual actions. According to (Luthans & Doh, 2014), organizational justice is based on three important aspects: process, results, and interpersonal relationships. As per organizational justice theory, employees continually measure and compare "inputs" with "outcomes." Organizational justice relates to employees' perceptions of being treated fairly. Gibson (2013) defines organizational justice as the degree to which an individual feels treated equally in his work organization. Organizational justice is a perception that employees feel treated fairly at work.

Job satisfaction

Job satisfaction shows a condition or attitude of a person in an employee towards his work. Thus, if employees feel satisfied in carrying out the workload they have received, the organization will achieve optimal organizational goals. According to (Handoko, 2013), job satisfaction is employees' positive or negative emotional attitude regarding their work, whether in pleasant or unpleasant circumstances. According to (Adhan, Jufrizen, Prayogi, & Siswadi, 2020), Job satisfaction refers to the level of affective responses expressed by individuals indicating how much they like their job and how much it meets their needs.

According to (Noor, 2013), job satisfaction is individual. The more aspects of a job that are by the individual's desires, the higher the level of satisfaction felt, and vice versa. Whereas (Kreitner & Kinicki, 2014) suggest that a person's job satisfaction is measured by calculating the difference between what it should be and the perceived reality. Job satisfaction is achieved when the desired minimum meets reality. From the above definition, it can be concluded that job satisfaction is a pleasant or unpleasant emotional state for employees regarding their work. Therefore, an organization needs to comprehend and satisfy employee requirements. Additionally, job satisfaction measures the extent to which the employee receives value in return from the organization.

METHODS

The research conducted consisted of three variables, namely organizational justice (X) as the independent variable, OCB (Y) as the dependent variable, and job satisfaction (Z) as the mediating/intervening variable. The approach in this research is to use an associative approach. According to (Juliandi, Irfan, & Manurung, 2015), the associative approach is a research approach where the researcher aims to analyze the problem that there is a relationship between a variable and other variables. This research employs a quantitative methodology to depict and summarize diverse conditions, situations, and variables. Data analysis is a quantitative and statistical process that involves testing predetermined hypotheses. The research was conducted at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. The sampling technique in this research was purposive sampling. Purposive sampling is a technique for determining samples with certain considerations. Certain considerations are given to respondents who already have the criteria in the research(Sugiyono, 2016). The sampling technique used in this research was the Isaac and Michael formula(Sugiyono, 2016). The sample was taken based on the PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch population, namely 114 employees. The data collection tools used in this research used interviews and questionnaires. The statistical analysis method utilized in this study is the partial least squares–structural equation model (PLS-SEM). Its purpose is to conduct path analysis involving latent variables. This is frequently called the "second generation" of multivariate analysis (Ghozali, 2013).

RESULTS AND DISCUSSION

Outer Model Analysis

Convergent Validity

An individual reflexive measure is considered high if it correlates > 0.70 with the measured construct. However, according to (Ghozali, 2013), for research in the initial stages of developing a measurement scale, a loading value of 0.5-0.6 is considered sufficient.

Table 1. Outer Loading

	Job Satisfaction	Organizational Citizenship Behavior	Organization al Justice
JS1	0.743		
JS2	0.695		
JS3	0.706		
JS4	0.934		
JS5	0.864		
JS6	0.614		
JS7	0.927		
JS8	0.693		
JS9	0.906		
JS10	0.757		
OCB1		0.790	
OCB2		0.814	
OCB3		0.629	
OCB4		0.764	
OCB5		0.762	
OCB6		0.799	

OCB7	0.713
OCB8	0.675
OCB9	0.754
OCB10	0.663
OJ1	0.867
OJ2	0.671
OJ3	0.527
OJ4	0.895
OJ5	0.716
OJ6	0.702
OJ7	0.777
OJ8	0.702
OJ9	0.710
OJ10	0.587

Source: SmartPLS 3 Data Processing Results (2023)

Discriminant Validity

It is a measurement model with reflexive indicators assessed based on cross-loading measurements with constructs. Ghozali, (2013) stated that the outcomes of this assessment are more conservative when compared to composite reliability when evaluating the dependability of component scores of latent variables. The AVE value should exceed the threshold of 0.50.

Table 2. Average Variance Extracted

	Average Variance Extracted (AVE)
Job Satisfaction	0.846
Organizational Citizenship Behavior	0.537
Organizational Justice	0.588

Source: SmartPLS 3 Data Processing Results (2023)

As shown in the table above, each construct's Average Variance Extracted (AVE) value is more significant than 0.50. Consequently, the evaluated model does not exhibit any discriminant validity issues.

Cronbach Alpha

Cronbach alphas must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair et al., 2021).

Table 3. Cronbach Alpha

	Cronbach's Alpha
Job Satisfaction	0.817
Organizational Citizenship Behavior	0.725
Organizational Justice	0.857

Source: SmartPLS 3 Data Processing Results (2023)

Looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability by the required minimum value limit.

Composite Reliability

Composite reliability must be > 0.70 for confirmatory research; 0.53-0.70 is still acceptable for exploratory research (Hair et al., 2021).

Table 4. Composite Reliability

	Composite Reliability
Job Satisfaction	0.876
Organizational Citizenship Behavior	0.717
Organizational Justice	0.887

Source: SmartPLS 3 Data Processing Results (2023)

The table above shows that the composite reliability value for all constructs is above 0.53. Thus, all constructs have good reliability.

Inner Model Analysis

R-Square

The structural model coefficient of determination represents the proportion of endogenous constructs' Variance that can be attributed to the exogenous constructs connected to them (Hair et al., 2017). The researcher measured the R² value based on the squared correlation between an actual and predicted value of an endogenous (Hair Jr. et al., 2016). The R² value ranges from 0 to 1; a higher score represents greater predictive accuracy (Hair Jr. et al., 2016). Hence, an endogenous latent variable's R² values of 0.75, 0.50, and 0.25 are associated with strong, moderate, and weak, respectively (Hair Jr et al., 2016).

Table 5. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.450	0.445
Organizational Citizenship Behavior	0.729	0.724

Source: SmartPLS 3 Data Processing Results (2023)

The table above shows the results of testing the R-square value in Table 5. above is as follows: R-Square Adjusted model path I = 0.724, meaning that the ability of variable X, namely organizational justice, in explaining Y (organizational citizenship behavior) is 72.4%; thus, the model is classified as substantial (strong). R-Square Adjusted model path II = 0.445, meaning that the ability of variable X, namely organizational justice, in explaining Z (job satisfaction) is 44.5%; thus, the model is classified as weak (bad).

F-Square

The effect size, also known as the F-Square, is a metric utilized to evaluate the proportional influence of an exogenous variable on an endogenous variable. The assessment of whether specific exogenous variables significantly affect the endogenous construct can be conducted by examining the fluctuations in values that occur when these variables are excluded from the model (Juliandi, 2018).

Table 6. F-Square

	Job Satisfaction	Organizational Citizenship Behavior	Organizational Justice
Job Satisfaction		0.080	

Organizational Citizenship Behavior			
Organizational Justice	0.820	1,014	

Source: SmartPLS 3 Data Processing Results (2023)

The table above shows the results of testing the F-square values in Table 6. above are as follows: Variable The variable X (organizational justice) on Z (job satisfaction) has a value = 0.820, so the exogenous variable has a large effect on the mediator. The variable Z (job satisfaction) on Y (organizational citizenship behavior) has a value = 0.080, so the mediator variable has a small effect on endogenous variables.

Hypothesis test

The path coefficients of the structural model are ascertained through hypothesis testing. The purpose is to examine hypotheses or determine the significance of every relationship. Direct and indirect effects are distinguished in this research's hypothesis testing. The hypothesis testing image for direct and indirect influence on the path coefficient image is presented below, as observed through data processing performed with the SmartPLS program.

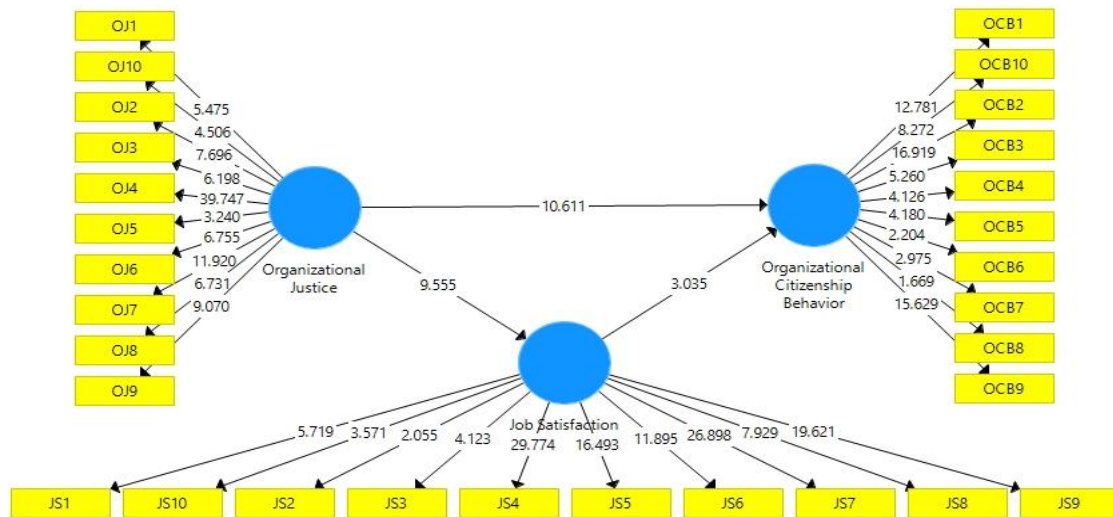


Figure 1. Hypothesis Test

Direct Effects

The purpose of direct influence analysis is to test the hypothesis of the direct influence of an influencing variable (exogenous) on the influenced variable (endogenous) (Juliandi, 2018). The results of the direct influence hypothesis test can be seen in the following path coefficient table:

Table 7. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction Organizational Citizenship Behavior	0.198	0.212	0.065	3,035	0.003

Organizational Justice→Job Satisfaction	0.671	0.682	0.070	9,555	0,000
Organizational Justice→Organizational Citizenship Behavior	0.708	0.702	0.067	10,611	0,000

Source: SmartPLS 3 Data Processing Results (2023)

Based on Table 7. above, it can be stated that hypothesis testing is as follows:

- 1) X to Y: Tstattatics (| O/Stdev |) = 10,611 and P-value = 0,000 <0.05 Meaning, the influence of X (Organizational Justice) on Y (Organizational Citizenship Behavior) is positive and significant.
- 2) X against Z: Tstattatics (| O/stdev |) = 9,555 and P-value = 0,000 <0.05 Meaning, the influence of X (Organizational Justice) on Z (Job Satisfaction) is positive and significant.
- 3) Z on Y: TStatistics value (|O/STDEV|) = 3.035 and P-Values = 0.003 < 0.05, meaning that the influence of Z (job satisfaction) on Y (Organizational citizenship behavior) is positive and significant.

Indirect Effects

The purpose of indirect influence analysis is to test the hypothesis that there is an indirect influence of an influencing variable (exogenous) on the influencing variable (endogenous), which is mediated by an intervening variable (mediator variable) (Juliandi, 2018). The indirect influence between the independent variable and the dependent variable in this research can be expressed as follows:

Table 8. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice→Job Satisfaction→Organizational Citizenship Behavior	0.133	0.144	0.045	2,929	0.004

Source: SmartPLS 3 Data Processing Results (2023)

Based on Table 8, it can be concluded that the indirect effect value seen in table 8 is the indirect effect of organizational justice (X) -> job satisfaction (Z) -> organizational citizenship behavior (Y). The value of T-Statistics is 2.929, with P-Values 0.004 < 0.05 (significant), then Z (job satisfaction) mediates the influence of X (organizational justice) on Y (organizational citizenship behavior).

DISCUSSION

The Influence of Organizational Justice on Organizational Citizenship Behavior

Based on the results of partial testing of the influence of organizational justice on organizational citizenship behavior, organizational justice on organizational citizenship behavior. Employees must be treated fairly in the rules and results they receive in order to develop OCB behavior. According to (Nandan & Azim, 2015), organizational justice is a concept of employees' perceptions regarding how much they are treated fairly. Injustice in organizations reduces work performance, the quality of work, and cooperation between workers (Awang & Ahmad, 2015). Injustice can lead to a lack of bonds between members of

an organization, hurt individuals, and be dangerous for the company (Mustikawati & Suana, 2018). Injustice that is allowed to linger can lead to deviant behavior in the workplace.

Organizational justice has a positive relationship with organizational citizenship behavior (OCB). When individuals feel treated fairly and valued by the organization, they are less likely to take actions that exceed their responsibilities. For example, when individuals feel treated fairly by their superiors and coworkers, they may feel more motivated to help them complete difficult tasks or provide new ideas to improve organizational performance. On the other hand, when individuals feel they are not being treated fairly, they tend to behave negatively, such as missing work, complaining, or quitting their jobs.

Some research suggests that individual perceptions of justice in the organization can increase employee motivation to participate in OCB, such as helping colleagues and showing support for the organization. Research results (Gürbüz & Şahin, 2018) found that employee perceptions of distributive justice, procedural justice, and interactional justice significantly positively influence OCB in state hospitals.

A study (Li, Liang, & Crant, 2010) found that individual perceptions of distributive justice and procedural justice strongly correlate with OCB. In addition, research results show that people with proactive personalities are more likely to engage in OCB and feel more satisfied with their jobs when they believe that their organization is fair in providing rewards and decision-making procedures. Then, research (Jufrizen & Kanditha, 2021) concluded that organizational justice can influence a person's work attitude and performance.

The Influence of Organizational Justice on Job Satisfaction

Based on partial test results, the influence of organizational justice on job satisfaction, X on Z with T-Statistics = 9.555 and P-Values 0.000 with a significance level of $0.000 < 0.05$. From these results, it can be concluded that there is a significant influence between organizational justice and job satisfaction.

Gibson et al. (2012) define organizational justice as the degree to which an individual feels treated equally within the organization where he or she works. Discontent within an organization can give rise to discontentment, subsequently influencing deviant conduct in the work environment, including but not limited to tardiness and disregard for company regulations. Ensuring equitable treatment in the workplace can enhance the job satisfaction of group members (Cropanzano & Ambrose, 2007).

Organizational justice can influence job satisfaction in an organization (Naeem et al., 2014). Dissatisfaction will cause problems within the organization, which will lead to a decrease in employee performance. If employee job satisfaction is maintained, it will result in high work morale, which can help the company achieve the company's desired goals. Naeem et al. (2014) said that organizations need job satisfaction because it will positively impact the company. Organizational justice positively influences job satisfaction, namely the level of employee satisfaction with their work. Several studies show that individual perceptions of fairness in the organization can increase employee job satisfaction, such as perceptions of equality in distributing rewards and fair treatment in the organization's decision-making process.

Research conducted (Gürbüz & Şahin, 2018), (Jufrizen & Kanditha, 2021); (Amiri,

Arshadi, & Rostami, 2018); (Kim, 2018) and (Zhang & Yu, 2019) results show that Organizational justice has a positive and significant relationship with job satisfaction.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on partial test results, the influence of organizational justice on job satisfaction, Z on Y with T-Statistics= 3.035 and P-Values 0.003 with a significance level of $0.003 < 0.05$. From these results, it can be concluded that there is a significant influence between job satisfaction and organizational citizenship behavior. Employees who are satisfied with their jobs tend to show higher levels of OCB, such as helping coworkers, providing ideas and suggestions for improvement, and taking initiative to improve the quality of work. Employees dissatisfied with their jobs tend to be less motivated and more likely to limit themselves to tasks that align with their formal responsibilities.

Job satisfaction can be seen from an employee's comfort in carrying out tasks assigned by the company (Hasibuan & Wahyuni, 2022); (Bakotic & Babic, 2013). In organizations, it is very necessary to maintain good relationships between employees to lead employees to achieve job satisfaction. According to (Robbins & Judge, 2013), employees who are satisfied with their work will do positive things for the organization, such as helping other workers and exceeding normal expectations, so job satisfaction is the main factor of OCB behavior. Employees who feel satisfied will be willing to do anything for the company, ultimately giving rise to OCB (Mohammad & Asrar-ul-Haq, 2011). So, the higher a person's job satisfaction, the higher the level of OCB behavior that will result. Research results (Ahmad, Hussain, & Razzaq, 2017); (Jafri, Nawaz, Raza, & Iqbal, 2018) and (Shami, Hassan, & Abid, 2020) concluded that job satisfaction influences organizational citizenship behavior.

The Influence of Organizational Justice on Organizational Citizenship Behavior Mediated by Job Satisfaction

Based on simultaneous testing results, organizational justice's influence on organizational citizenship behavior is mediated by job satisfaction. It was concluded that job satisfaction mediates the influence of organizational justice on organizational citizenship behavior. Research shows that Organizational justice influences Organizational citizenship behavior (OCB) not only directly but also through Job satisfaction as a mediator. Organizational justice felt by employees can influence their job satisfaction, which in turn can influence the voluntary behavior they show at work.

Employees who feel treated fairly at work tend to be more satisfied with their jobs and subsequently show more OCB. This is because a sense of justice can increase employees' perceptions of organizational support and job satisfaction, increasing motivation to carry out voluntary behavior. The results of research conducted by (Bakotic & Babic, 2013) (Kim & Yoon, 2019) (Kim & Le, 2019); and (Kurniawan & Sukamto, 2018) concluded that job sarcasm mediates the influence of organizational justice on organizational citizenship behavior.

CONCLUSION

Based on data obtained in research regarding the role of job satisfaction in mediating

the influence of organizational justice on organizational citizenship behavior at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch, it is concluded as follows: Organizational justice has a positive and significant effect on organizational citizenship behavior at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. Organizational justice positively and significantly affects job satisfaction at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. Job satisfaction positively and significantly affects organizational citizenship behavior at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. Job satisfaction mediates the influence of organizational justice on organizational citizenship behavior at PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch. In other words, job satisfaction acts as a mediator.

The suggestions that can be given in this research are Leadership Training: Providing training to leaders and managers regarding fair leadership practices and supporting justice in interactions with employees. Evaluate the salary and reward system to ensure that employees feel appreciated and that compensation is commensurate with contribution. An organizational culture encouraging employee cooperation, participation, and support can increase OCB. Researchers can examine other variables, including organizational justice and job satisfaction, for further research. Researchers can add other variables and increase the research period to get more accurate results on what influences organizational citizenship behavior the most.

REFERENCES

- Adhan, M., Jufrizen, J., Prayogi, M. A., & Siswadi, Y. (2020). Peran Mediasi Komitmen Organisasional pada Pengaruh Kepuasan Kerja terhadap Kinerja Dosen Tetap Universitas Swasta di Kota Medan. *Jurnal Samudera Ekonomi Dan Bisnis*, 11(1), 1–15.
- Ahdiyana, S. (2013). Pengaruh Keadilan Organisasional Terhadap Organizational Citizenship Behavior: Peran Job Satisfaction Sebagai Variabel Intervening. *Jurnal Ilmu Administrasi Bisnis*, 2(1), 90–103.
- Ahmad, K., Hussain, S., & Razzaq, N. (2017). The relationship between job satisfaction and organizational citizenship behavior: A study of higher education institutions in Pakistan. *Journal of Business and Psychology*, 32(6), 693–706.
- Amiri, M., Arshadi, N., & Rostami, A. (2018). The relationship between emotional intelligence and job performance: A case study of Iranian industrial managers. *Journal of Management Development*, 37(9), 742–751.
- Awang, Y. B., & Ahmad, K. Z. (2015). The impact of organizational justice on organizational citizenship behavior: The mediating role of job satisfaction. *Procedia-Social and Behavioral Sciences*, 172(1), 440–447.
- Bakotic, D., & Babic, Z. (2013). The relationship between organizational justice and organizational citizenship behavior: The mediating role of job satisfaction. *Economic Research-Ekonomska Istraživanja*, 26(4), 61–73.
- Cropanzano, R., & Ambrose, M. L. (2007). *Fairness perceptions and justice-related behavior*. In *Handbook of Industrial, Work and Organizational Psychology*. New York: Sage Publications.
- Erkutlu, H. (2011). The impact of organizational justice, perceived organizational support, and job satisfaction on organizational commitment. *Procedia-Social and Behavioral*

- Sciences*, 24(1), 1203–1211.
- Garay, H. D. . (2019). Kinerja Extra-Role dan Kebijakan Kompensasi. *Sinergi Kajian Bisnis Dan Manajemen*, 8(1), 33–42.
- Ghozali, I. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Update PLS Regresi*. Semarang: Universitas Diponegoro.
- Gibson. (2013). *Penilaian Kinerja*. Jakarta: Erlangga.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2012). *Organizations: Behavior, structure, processes*. New York: McGraw-Hill Education.
- Gürbüz, S., & Şahin, F. (2018). Adaptation of the technology acceptance model to Google classroom. *Journal of Education and Practice*, 9(1), 31–38.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). SAGE Publications.
- Handoko, T. H. (2013). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE Yogyakarta.
- Jafri, M. H., Nawaz, F., Raza, S. A., & Iqbal, M. J. (2018). The mediating effect of affective commitment on the relationship between job satisfaction and organizational citizenship behavior. *Pakistan Journal of Commerce and Social Sciences*, 12(2), 502–522.
- Jufrizen, J., & Kanditha, E. S. (2021). The effect of organizational justice on employee performance by job satisfaction as an intervening variable. *Jurnal Kajian Manajemen Bisnis*, 10(1), 1–17. <https://doi.org/10.24036/jkmb.11219200>
- Juliandi, A. (2018). *Structural Equation Model Partial Least Square (SEM-PLS): Menggunakan SmartPLS*. Batam: Universitas Batam. <https://doi.org/10.5281/zenodo.2538001>
- Juliandi, A., Irfan, I., & Manurung, S. (2015). *Metode Penelitian Bisnis : Konsep & Aplikasi*. Medan: UMSU Press.
- Kim, E. (2018). The effects of transformational leadership on organizational justice: Focusing on the mediating role of psychological empowerment. *Journal of Leadership and Organizational Studies*, 25(4), 422–434.
- Kim, S., & Le, H. (2019). The relationship between organizational justice and job satisfaction: A cross-cultural comparison between South Korea and the United States. *Journal of Business and Psychology*, 34(6), 731–745.
- Kim, T., & Yoon, G. (2019). A Study on Job Satisfaction and Turnover Intention of Employees in Hotel Industry: Focusing on Self-esteem and Career Resilience. *Journal of Tourism and Leisure Research*, 31(1), 87–105.
- Kreitner, R., & Kinicki, A. (2014). *Prilaku Organisasi* (9th ed.). Jakarta: Salemba Empat.
- Kristanto, L. (2015). Pengaruh Keadilan Organisasional terhadap Organizational Citizenship Behavior dengan Mediasi Kepuasan Kerja pada Karyawan PT Bank Rakyat Indonesia (Persero) Tbk. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(2), 156–170.
- Kurniawan, R., & Sukamto, A. (2018). The Influence of Organizational Justice on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable. *KnE Social Sciences*, 3(10), 259–268.
- Li, N., Liang, J., & Crant, J. M. (2010). The role of proactive personality in job satisfaction and organizational citizenship behavior: A relational perspective. *Journal of Applied*

- Psychology*, 95(2), 395–404.
- Luthans, F., & Doh, J. P. (2014). *International Management: Culture, Strategy, and Behavior*. New York: McGraw-Hill Education.
- Luthans, Fred. (2016). *Perilaku Organisasi*. Yogyakarta: PT. Andi.
- Mohammad, J., & Asrar-ul-Haq, M. (2011). The relationship between organizational justice and organizational citizenship behavior: The mediating role of job satisfaction. *Journal of Business Studies Quarterly*, 2(3), 50–56.
- Mustikawati, F., & Suana, W. (2018). Organizational justice, job satisfaction, and organizational commitment affect organizational citizenship behavior. *International Journal of Business and Management Invention*, 7(6), 44–52.
- Naeem, R. M., Khan, M. A., & Khan, M. I. (2014). The impact of perceived organizational justice on organizational citizenship behavior and job satisfaction in the banking sector of Pakistan. *International Journal of Business and Social Science*, 5(6), 242–251.
- Nandan, S., & Azim, M. T. (2015). Organizational citizenship behavior: A review of literature. *Journal of Management Research*, 15(4), 257–266.
- Noor, J. (2013). *Penelitian Ilmu Manajemen*. Jakarta: Kencana Prenada Media Group.
- Nugraha, Y. A., & Adnyani, N. K. (2018). Pengaruh Keadilan Organisasional dan Job Satisfaction Terhadap Organizational Citizenship Behavior (OCB) dengan Organizational Commitment Sebagai Variabel Intervening. *E-Jurnal Manajemen Unud*, 7(9), 5166–5193.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2010). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. USA: Sage Publications.
- Prameswari, A. D., & Suwandana, W. (2017). Pengaruh Keadilan Organisasional dan Dukungan Organisasional Terhadap Komitmen Organisasional Dengan Job Satisfaction Sebagai Variabel Intervening. *Jurnal Manajemen Dan Organisasi*, 8(1), 47–62.
- Rahmi, F. (2014). Pengaruh Kepuasan Kerja terhadap Organizational Citizenship Behavior. *Jurnal Aplikasi Manajemen*, 12(4), 710–716.
- Robbins, S. P., & Judge, T. A. (2013). *Perilaku Organisasi: Organizational Behavior*. Jakarta: Salemba Empat.
- Santika, I. M., & Wibawa, I. M. (2017). pengaruh Job Satisfaction dan Keadilan Organisasional Terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi Sebagai Variabel Intervening. *E-Jurnal Manajemen Unud*, 6(8), 4686–4713.
- Shami, P. U., Hassan, S. A., & Abid, G. (2020). The mediating effect of organizational citizenship behavior on the relationship between job satisfaction and organizational performance: Evidence from the Pakistani banking sector. *Journal of Business Research*, 13(1), 1–15.
- Sharoni, G., & Tziner, A. (2014). Relationships between organizational justice, identification with organization and job satisfaction in a non-western work environment. *Journal of Business Ethics*, 124(2), 297–306.
- Soegandhi, V. (2013). Pengaruh Kepuasan Kerja dan Loyalitas Kerja Terhadap Organizational Citizenship Behavior Pada Karyawan PT Surya Timur Sakti Jatim. Volume 1. Nomor 1. Program Manajemen Bisnis, Program Studi Manajemen. Universitas Kristen Petra. *Jurnal Manajemen Bisnis*, 1(1), 1–14.
- Spector, P. E. (2019). (2019). *Industrial and organizational psychology: Research and*

practice. John Wiley: Sons Inc.

Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: PT Alfabet.

Zhang, X., & Yu, J. (2019). The impact of job crafting on job demands, job resources, and job satisfaction: A study from China. *Frontiers in Psychology, 10*, 1745.