

The Effect of Job Involence and Organizational Justice on Organizational Citizenship Behavior With Organizational Commitment As A Mediating Variable

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Abstract

This study aims to examine and analyze the effects of job involvement and organizational justice on organizational citizenship behavior (OCB), with organizational commitment serving as a mediating variable among employees of PUDAM Tirta Agung, Temanggung Regency. The research employed a quantitative approach, using questionnaires as the primary data collection instrument. A purposive sampling technique was applied, involving 100 employees with a minimum tenure of one year. Data were analyzed using multiple regression analysis with SPSS 25.0. The findings reveal that job involvement has no significant effect on OCB, while organizational justice shows a positive and significant influence on OCB. Furthermore, job involvement has no significant impact on organizational commitment, and organizational justice demonstrates a negative but insignificant effect on organizational commitment. Additionally, organizational commitment does not significantly influence OCB. The mediation tests indicate that organizational commitment does not mediate the effects of either job involvement or organizational justice on OCB. These results suggest that employees' perceptions of fairness within the organization play a more critical role in encouraging extra-role behaviors than job involvement or commitment levels.

Keywords: Job Involvement; Organizational Justice; Organizational Commitment; Organizational Citizenship Behavior



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Abstrak

Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh keterlibatan kerja (job involvement) dan keadilan organisasi (organizational justice) terhadap perilaku kewargaan organisasi (organizational citizenship behavior/OCB) dengan komitmen organisasi (organizational commitment) sebagai variabel mediasi pada karyawan PUDAM Tirta Agung Kabupaten Temanggung. Penelitian ini menggunakan pendekatan kuantitatif dengan penyebaran kuesioner sebagai instrumen utama pengumpulan data. Teknik pengambilan sampel yang digunakan adalah purposive sampling, dengan jumlah sampel sebanyak 100 karyawan yang memiliki masa kerja minimal satu tahun. Analisis data dilakukan menggunakan analisis regresi berganda dengan bantuan program SPSS versi 25.0. Hasil penelitian menunjukkan bahwa keterlibatan kerja tidak berpengaruh signifikan terhadap OCB, sedangkan keadilan organisasi berpengaruh positif dan signifikan terhadap OCB. Selain itu, keterlibatan kerja tidak berpengaruh signifikan terhadap komitmen organisasi, dan keadilan organisasi berpengaruh negatif namun tidak signifikan terhadap komitmen organisasi. Komitmen organisasi juga tidak berpengaruh signifikan terhadap OCB. Hasil uji mediasi menunjukkan bahwa komitmen organisasi tidak mampu memediasi pengaruh keterlibatan kerja maupun keadilan organisasi terhadap OCB. Secara keseluruhan, temuan ini mengindikasikan bahwa persepsi karyawan terhadap keadilan dan rasa adil dalam organisasi memiliki peran yang lebih penting dalam mendorong munculnya perilaku ekstra peran (OCB) dibandingkan dengan tingkat keterlibatan maupun komitmen kerja individu.

Kata Kunci: *Keterlibatan Kerja; Keadilan Organisasi; Komitmen Organisasi; Perilaku Kewargaan Organisasi*

1. Introduction

Organization is a forum for human cooperation in achieving common goals. According to [Sunyoto \(2015\)](#), human resources are a crucial part of every organization because organizational success depends largely on employee performance. The existence of qualified human resources will make the organization more progressive; therefore, to achieve corporate goals, employees must play an active role in ensuring organizational sustainability ([Bashir, 2018](#)). One of the indicators of organizational success lies in its human resources, who are expected to carry out management activities effectively—such as giving suggestions, participating actively, and providing extra services for the company. Employees who

willingly perform beyond their formal job descriptions demonstrate what is known as Organizational Citizenship Behavior (OCB) ([Auwdinata, 2018](#)).

OCB refers to individual behavior in the workplace that is discretionary, not directly recognized by the formal reward system, yet contributes to the organization's effectiveness ([Made, 2017](#)). In other words, OCB represents voluntary efforts by employees that exceed the expectations of their formal roles ([Winoto, 2020](#)). Similarly, [Utomo et al. \(2021\)](#) found that job rotation and manageable work stress positively influence OCB, as employees exposed to new tasks and reasonable challenges tend to display higher levels of extra-role behavior.

Among the various antecedents of OCB, job involvement has been identified as an important factor influencing employees' willingness to go beyond formal duties ([Davis, 1985; Bakti, 2019](#)). Job involvement reflects the degree to which employees identify psychologically with their jobs and perceive their work as central to their self-concept. [Budiyo \(2018\)](#) reported contradictory results, suggesting that job involvement does not significantly influence OCB.

Another factor affecting OCB is organizational commitment ([Dwika, 2020; Rofiqoh, 2020](#)). Organizational commitment refers to an employee's emotional attachment, identification, and involvement with the organization ([Meyer & Allen, 2007](#)). Employees with high commitment tend to contribute more positively to their organizations, including displaying OCB ([Kamil, 2021](#)). [Tristiani \(2021\)](#) emphasized that commitment grows stronger when employees perceive internal support from the organization. In this study, organizational commitment is positioned as a mediating variable that can directly or indirectly influence OCB ([Febriani, 2021](#)).

In the context of Indonesia's public sector, particularly local water companies (Perusahaan Umum Daerah Air Minum or PUDAM), OCB is crucial for ensuring high-quality service delivery. Based on data from the 2020 Performance and Productivity Report of Regional Drinking Water Companies issued by the Ministry of Public Works and Public Housing, PUDAM Tirta Agung of Temanggung Regency operates as a regional service enterprise providing clean water to the community. Thus, employees are expected to demonstrate strong OCB through extra-role performance to serve the public effectively. However, interviews conducted in 2022 with the HR and general staff of PUDAM Tirta Agung revealed a persistent problem of employee absenteeism, indicating low compliance and possibly low OCB levels.

Table 1. Employee Attendance

No	Month	Number of Employees	Number of Sick		Number of Family Interest		No Description		Total	
			Leave Officers		Permit Officers					
			Jml	%	Jml	%	jml	%	Jml	%
1	January	134	10	7,4%	19	14,1%	4	2,9%	33	24,6%
2	February	134	14	10,4%	19	14,1%	10	7,4%	43	32,0%
3	March	134	16	11,9%	21	15,6%	11	8,2%	48	35,8%

Source: pdamtemanggung

[Table 1](#) presents employee attendance data from January to March 2022, showing an increasing trend in absenteeism each month. This suggests that employee discipline and OCB remain suboptimal.

Previous studies have shown inconsistent findings regarding the effects of job involvement and organizational justice on OCB. While some studies reported positive relationships, others found no significant effect. Furthermore, organizational commitment is believed to play a mediating role in strengthening the relationship between these variables and OCB.

Therefore, this study aims to examine the influence of job involvement and organizational justice on organizational citizenship behavior (OCB), with organizational commitment as a mediating variable. The findings are expected to provide empirical insights into how employee attitudes contribute to extra-role performance within public sector organizations, particularly in Indonesia.

2. Theoretical Background

This research employs Attribution Theory, which is used to study and understand individual behavior. According to [Fritz Heider \(1958\)](#), the founder of Attribution Theory, it explains how individuals determine the causes and motives behind human behavior. The theory emphasizes how people interpret the behavior of others or themselves through internal (e.g., ability, effort, motivation) and external (e.g., environment, social norms, or situational factors) attributions.

In this framework, individual behavior is seen as a reflection of both personal disposition and situational context. Attribution Theory is relevant to this study because it explains how individuals perceive and react to events in their

environment, and how these perceptions influence their attitudes and behaviors within an organization.

In the context of this research, Attribution Theory provides a foundation to explain how factors such as Job Involvement, Organizational Justice, and Organizational Commitment influence Organizational Citizenship Behavior (OCB). When employees perceive fairness, feel psychologically involved in their work, and maintain a strong commitment to their organization, they tend to display higher levels of OCB—behaviors that go beyond formal job requirements and contribute to overall organizational effectiveness.

Based on the theoretical and empirical foundations discussed, the following hypotheses are proposed:

- a. H1: Job Involvement has a positive effect on Organizational Citizenship Behavior (OCB).
 - b. H2: Organizational Justice has a positive effect on Organizational Citizenship Behavior (OCB).
 - c. H3: Job Involvement has a positive effect on Organizational Commitment.
 - d. H4: Organizational Justice has a positive effect on Organizational Commitment.
 - e. H5: Organizational Commitment has a positive effect on Organizational Citizenship Behavior (OCB).
 - f. H6: Organizational Commitment mediates the relationship between Job Involvement and Organizational Citizenship Behavior (OCB).
 - g. H7: Organizational Commitment mediates the relationship between Organizational Justice and Organizational Citizenship Behavior (OCB).
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3. Method

This research used a quantitative approach with an explanatory design that aims to determine the effect of job involvement and organizational justice on organizational citizenship behavior (OCB) through organizational commitment as a mediating variable. This design was chosen because it allows testing the relationships among variables and explaining causal connections through statistical analysis.

The study utilized both primary and secondary data. Primary data were obtained directly from respondents through a structured questionnaire designed to answer the research objectives. The questionnaire consisted of several statements related to job involvement, organizational justice, organizational commitment, and OCB. Each statement was measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The respondents in this study were 100 employees of PUDAM Tirta Agung, Temanggung Regency. Secondary data were obtained from institutional and organizational documents, particularly from the General Affairs and Human Resources Departments of PUDAM Tirta Agung, Temanggung Regency, which contain information on employee numbers and related organizational data.

The population in this study consisted of 127 employees of PUDAM Tirta Agung, Temanggung Regency. The sample of 100 respondents was determined using purposive sampling techniques. According to [Sugiyono \(2014\)](#), purposive sampling is a technique of determining samples with certain considerations or criteria. The selected criteria in this study were employees who had worked for more than one year because they were considered to have sufficient experience and understanding of the organizational environment and were able to display OCB behavior.

Before data collection, the research instrument was tested for validity and reliability. Validity testing was conducted using the Pearson Product-Moment correlation, while reliability testing was carried out using Cronbach's Alpha. An item is considered valid if the correlation coefficient (r -count) is greater than the critical value of r -table at $\alpha = 0.05$. Reliability is accepted when the Cronbach's Alpha coefficient is greater than 0.70, which indicates internal consistency. All indicators

in this study met the validity and reliability requirements, meaning the questionnaire was appropriate for further analysis.

The data analysis technique used in this study was multiple linear regression analysis, which was applied to test the direct influence of independent variables on the dependent variable. The t-test was used to determine the partial effect of each independent variable, while the F-test was used to test the simultaneous effect of all independent variables on the dependent variable. The coefficient of determination (R^2) was used to assess the magnitude of the contribution of independent variables to the dependent variable.

The mediating variable in this research, namely organizational commitment, was tested using the Sobel Test to determine the significance of the indirect relationship. The Sobel Test was conducted by calculating the strength of the indirect effect of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). The indirect effect is obtained by multiplying the coefficient value of the independent variable on the mediator (a) with the coefficient value of the mediator on the dependent variable (b), which is expressed as ab . The significance of the indirect effect was tested using the t-value formula:

$$Z = \frac{ab}{\sqrt{(b^2 SEa^2) + (a^2 SEb^2)}}$$

If the calculated t-value is greater than the t-table value at a significance level of 0.05, it indicates that the mediation effect is significant. This approach follows the method suggested by [Ghozali and Ratmono \(2013\)](#).

All collected data were analyzed using IBM SPSS Statistics version 26.0. The interpretation of the results was carried out by comparing statistical findings with existing theories to provide a comprehensive explanation of the role of organizational commitment in mediating the influence of job involvement and organizational justice on organizational citizenship behavior.

. The sampling criteria required that respondents had been employed for at least one year, based on the assumption that employees with longer tenure would possess better familiarity with organizational norms and demonstrate observable OCB behaviors. This approach ensured that participants had sufficient experience and understanding of workplace dynamics to provide reliable and valid responses.

The data collection instrument consisted of a structured questionnaire measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into several sections corresponding to the key research variables: adaptive learning, generative learning, Itsar Relational Capability, and business performance. Each construct was operationalized into multiple indicators adapted from relevant previous studies to ensure theoretical consistency and measurement accuracy. Prior to the main survey, a pilot test was conducted with 20 respondents to assess the clarity and reliability of the questionnaire items.

Instrument testing was performed to ensure both validity and reliability. Validity testing was carried out using Pearson's product-moment correlation, where each item's correlation coefficient was compared with the critical r-table value ($r\text{-table} = 0.196$ at $\alpha = 0.05$, $N = 100$). Items with r-count values greater than the r-table were deemed valid. Reliability testing was conducted using Cronbach's Alpha, with coefficients greater than 0.70 indicating acceptable internal consistency for each construct ([Hair et al., 2019](#)). All items in this study met these criteria, confirming that the questionnaire was both valid and reliable for data analysis.

Inferential analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM–PLS) with the SmartPLS 4.0 software. This technique was selected because it is appropriate for predictive and causal modeling, especially when dealing with relatively small sample sizes and complex relationships among

latent variables ([Hair et al., 2019](#)). The SEM–PLS analysis included assessments of the measurement model (validity and reliability) and the structural model (path coefficients, t-statistics, and R^2 values). Hypotheses were tested at a 5% significance level ($\alpha = 0.05$).

The research process adhered to ethical research standards, ensuring that all participants provided informed consent and that their responses were treated with confidentiality. The findings were interpreted based on empirical evidence, statistical results, and theoretical alignment with prior studies, thus contributing both practically and theoretically to the development of knowledge on learning capabilities and Itsar Relational Capability within public enterprises.

4. Result and Discussion

Descriptive Statistics

Descriptive statistics were used to provide an overview of the respondents' characteristics and the main variables studied, including job involvement, organizational justice, organizational commitment, and Organizational Citizenship Behavior (OCB).

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Job Involment	89	1	5	3.97	745
Job Involment	89	2	5	3.69	614
Job Involment	89	3	5	4.07	751
Job Involment	89	2	5	3.88	720
Job Involment	89	2	5	3.92	678
Organizational Justice	89	2	5	3.82	777
Organizational Justice	89	3	5	3.89	682
Organizational Justice	89	2	5	3.87	741
Organizational Justice	89	2	5	3.69	763
OCB	89	1	5	3.98	674
OCB	89	2	5	3.64	661
OCB	89	3	5	3.06	713

Variable	N	Minimum	Maximum	Mean	Std. Deviation
OCB	89	2	5	3,92	569
OCB	89	2	5	3.81	637
Organizational Commitment	89	1	5	3.92	787
Organizational Commitment	89	2	5	3.65	586
Organizational Commitment	89	3	5	3.98	674
Organizational Commitment	89	2	5	3.80	726
Organizational Commitment	89	2	5	3.90	658
Valid N (listwise)	89				

Source: processed data, 2025

The descriptive results in [Table 1](#) indicate that all variables have relatively high mean values, suggesting that employees at PUDAM Tirta Agung generally perceive high levels of involvement, fairness, commitment, and citizenship behavior.

Validity and Reliability Test

Table 2. Validity and Reliability Test

No	Variable	Indicator	KMO	Crombach' Alpha	Loading Factor	Status
1	Job Involment	X1.1	0,761	0,708	0,777	Valid and Reliable
		X1.2			0,761	
		X1.3			0,766	
		X1.4			0,788	
		X1.5			0,703	
2	Organizational Justice	X2.1	0,737	0,751	0,722	Valid and Reliable
		X2.2			0,806	
		X2.3			0,783	
		X2.4			0,723	
3	Organizational Commitment	Z.1	0,727	0,705	0,749	Valid and Reliable
		Z.2			0,772	
		Z.3			0,766	
		Z.4			0, 780	
		Z.5			0,635	
4	OCB	Y.1	0,731	0,724	0,791	Valid and Reliable
		Y.2			0,683	
		Y.3			0,732	
		Y.4			0,826	
		Y.5			0,701	

Source: processed data, 2025

Table 2 illustrate validity test results show that all loading factor values exceeded 0.50, indicating that the data are valid. The reliability test also met the required Cronbach's Alpha threshold of >0.70, confirming the reliability of the instrument.

Multiple Linear Regression Analysis

Table 3. Multiple Linear Regression Analysis

Equation I (Influence on Organizational Commitment)		
	B	Sig.
Job Involment	0,144	0,189
Organizational Justice	-0,239	0,052
Equation II (Influence on OCB)		
	B	Sig.
Job Involment	0,084	0,452
Organizational Justice	0,460	0,000
Organizational Commitment	0,083	0,448

Source: processed primary data (2025)

The regression analysis as showed in Table 3 produced the following equation:

$$\text{Equation I} : Z = 0,144 X_1 + -0,239 X_2 + e$$

$$\text{Equation II} : Z = 0,084 X_1 + 0,460 X_2 + 0,083 Z + e$$

The results of the multiple regression analysis in this study are as follows:

1. The value of the Job Involment regression coefficient is 0.144 and has a positive value. This result shows that if Job Investment increases, Organizational Commitment will increase.
2. The value of the regression coefficient of Organizational Justice is -0.239 and has a negative value. These results show that if Organizational Justice decreases, Organizational Commitment or organizational commitment will also increase.
3. In the second model equation, the value of the Job Involence regression coefficient is 0.084 and is positive. This shows that if Job Turnover increases, OCB will also increase.
4. The value of the Organizational Justice regression coefficient is 0.460 and has a positive value. This shows that if Job Turnover increases, OCB will also increase

5. The value of the Organizational Commitment regression coefficient is 0.083 and has a positive value. These results show that if there is an increase in Organizational Commitment, OCB will also increase.

Coefficient of Determination (R^2) Test

In this study, the coefficient of determination (R^2) test was used to measure the extent to which the independent variables are able to explain the dependent variable. If the R^2 value is small or approaches zero, it indicates that the independent variables have a limited ability to explain variations in the dependent variable. Conversely, if the R^2 value approaches one, it means that the independent variables are able to explain the dependent variable comprehensively, providing sufficient information to predict changes in the dependent variable. The results of the R^2 test are presented in the following table:

Table 4. Coefficient of Determination (R^2) Test

		R Square	Adjusted R Square
Model I	Effect to Organizational Commitment	0,073	0,051
Model II	Effect to OCB	0,192	0,163

Source: processed data (2025)

Based on the calculations presented in [Table 4](#), the value of the Adjusted R Square in Model I is 0.073. This indicates that the variables Job Involvement and Organizational Justice are able to explain Organizational Commitment by 5.1%, while the remaining percentage is influenced by other factors outside the model. Meanwhile, the Adjusted R Square value in Model II is 0.192, meaning that Job Involvement and Organizational Justice together explain Organizational Citizenship Behavior (OCB) by 16.3%, with the remaining variance explained by factors beyond this model.

F-test

The F-test was conducted to examine the overall fit of the model and to test the goodness of fit. The results of the F-test, as shown in [Tabel 5](#).

Tabel 5. F-test

		F value	F table	Sig.
Model I	Effect to Organizational Commitment	3,376	3,1	0,039
Model II	Effect to OCB	6,711	2,71	0,000

Source: processed data (2025)

The results [Tabel 5](#) show that the calculated F-value in both models exceeds the F-table value, with significance levels below 0.05. This indicates that the independent variables, Job Involvement and Organizational Justice, simultaneously have a significant influence on the dependent variables. In other words, both models used in this study are considered fit and appropriate for further analysis.

t-test

After confirming the model's overall fit through the F-test, the next step was to examine the partial effects of each independent variable on the dependent variables using the t-test. This test aims to determine whether each independent variable Job Involvement, Organizational Justice, and Organizational Commitment has a significant individual influence on the dependent variable Organizational Citizenship Behavior (OCB). The decision criteria are based on the comparison between t-count and t-table values, with a significance level of 0.05. If $t\text{-count} > t\text{-table}$ or $\text{Sig.} < 0.05$, the variable is considered to have a significant effect.

Tabel 6. t-test

		t value	t table	Sig.
Model I				
Organizational Commitment	Job Involment	1,323	1,987	0,189
Model II				
OCB	Organizational Justice	-2,333	1,987	0,052
	Job Involment	0,755	1,987	0,452
	Organizational Justice	4,312	1,987	0,000

Source: processed data (2025)

The results of the [Tabel 6](#) show that Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior (OCB), as indicated by a t-count value greater than the t-table and a significance value below 0.05. This finding

suggests that fair treatment within the organization—through equitable procedures, distribution, and interactions—encourages employees to demonstrate voluntary and cooperative behavior beyond their formal job duties.

Meanwhile, Job Involvement and Organizational Commitment show no significant effect on OCB, as their t-count values are smaller than the t-table and significance values exceed 0.05. This indicates that employees' psychological engagement and emotional attachment alone are not sufficient to elicit citizenship behavior unless supported by a strong sense of fairness and organizational justice.

In summary, these results emphasize that organizational justice plays a more dominant role than other variables in fostering OCB among employees of PUDAM Tirta Agung, Temanggung Regency.

Discussion

The Influence of Job Involvement on Organizational Citizenship Behavior

The test results showed that Job Involvement had a positive but not significant effect on Organizational Citizenship Behavior (OCB), with a t-value of $0.755 < t\text{-table of } 1.987$ and a significance value of $0.452 > 0.05$. This indicates that employees' engagement in their work contributes positively to their extra-role behavior, although the relationship is not statistically significant. At PUDAM Tirta Agung, employees demonstrate a considerable level of work engagement, as seen from their enthusiasm and willingness to take initiative beyond their formal responsibilities—an essential aspect of OCB.

According to Attribution Theory, an individual's behavior is influenced by their perception of causes and motives within an organization. When employees perceive meaningfulness and involvement in their jobs, they tend to exhibit voluntary behaviors that support organizational effectiveness. These findings are consistent with the studies of [Kasmirudin \(2018\)](#) and [Halim & Stepy \(2019\)](#), who found that job involvement is one of the factors influencing OCB.

The Influence of Organizational Justice on Organizational Citizenship Behavior

The results indicated that Organizational Justice has a positive and significant effect on OCB, with a t-value of $4.312 > 1.987$ and a significance value

of $0.000 < 0.05$. This suggests that when employees perceive fairness in treatment, salary distribution, and managerial decisions, their willingness to contribute beyond job descriptions increases. At PUDAM Tirta Agung, fair treatment and transparent enforcement of rules have cultivated a supportive environment where employees assist one another and engage in collaborative behaviors consistent with OCB.

In line with Attribution Theory, perceptions of fairness influence individual attitudes and behaviors at work. When employees perceive organizational justice, they are more likely to feel valued, leading to increased prosocial behaviors. These results support previous findings by [Santika & Wibawa \(2017\)](#) and [Bazgir et al. \(2018\)](#), who also reported that organizational justice positively affects OCB.

The Influence of Job Involvement on Organizational Commitment

The analysis revealed that Job Involvement has a positive but insignificant effect on Organizational Commitment, with a t-value of $1.323 < 1.987$ and a significance value of $0.189 > 0.05$. This suggests that while employees' engagement in their work fosters a sense of belonging, it does not necessarily translate into a statistically strong commitment to the organization.

According to Attribution Theory, individual behavior within an organization is shaped by internal motives and external situations. Employees with high involvement tend to remain loyal and committed under varying conditions. These results align with studies by [Kasmiruddin \(2018\)](#) and [Halim & Sahetapy \(2019\)](#), which confirmed a positive association between job involvement and organizational commitment.

The Influence of Organizational Justice on Organizational Commitment

The results showed that Organizational Justice had a negative and insignificant effect on Organizational Commitment, with a t-value of $-2.333 < 1.987$ and a significance value of $0.052 > 0.05$. This implies that fairness perceptions do not directly enhance employee commitment within PUDAM Tirta Agung.

This finding contradicts Attribution Theory, which posits that fairness in treatment should enhance employees' sense of obligation and attachment to the organization. In this context, perceived justice does not appear to significantly strengthen commitment. These findings are inconsistent with those of [Kamil & Rivai \(2021\)](#) and [Hutriany et al. \(2019\)](#), who found that organizational justice positively affects commitment.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The analysis found that Organizational Commitment had a positive but insignificant effect on OCB, with a t-value of $0.762 < 1.987$ and a significance value of $0.448 > 0.05$. This suggests that while committed employees are generally more willing to perform beyond expectations, the relationship is not statistically significant in this context.

Based on Attribution Theory, employees who are committed to organizational goals tend to exhibit constructive behaviors that promote the organization's success. Committed employees prioritize the company's advancement and willingly remain loyal under challenging conditions. These results are partially consistent with [Kasmiruddin \(2018\)](#), who found a positive effect of organizational commitment on OCB, but differ from [Kamil & Rivai \(2021\)](#), who reported a stronger, significant relationship.

The Mediating Role of Organizational Commitment in the Relationship Between Job Involvement and Organizational Citizenship Behavior

The results indicate that Organizational Commitment does not mediate the relationship between Job Involvement and OCB, as shown by the Sobel test result of $0.659 < 1.96$ with a standard error of 0.018. This means that employees' engagement affects OCB directly rather than through organizational commitment.

According to Attribution Theory, employees' behaviors are influenced by their internalized sense of involvement and their perceived connection to the organization. Ideally, strong involvement should foster commitment, which in turn enhances OCB. However, this study's findings contradict that theoretical expectation and the results of [Dewi \(2019\)](#), who found commitment to mediate the relationship between job involvement and OCB.

The Mediating Role of Organizational Commitment in the Relationship Between Organizational Justice and Organizational Citizenship Behavior

The analysis revealed that Organizational Commitment does not mediate the effect of Organizational Justice on OCB, as indicated by the Sobel test result of $-0.723 < 1.96$ with a standard error of 0.027. This implies that fairness perceptions do not indirectly influence OCB through commitment.

This finding diverges from Attribution Theory, which suggests that perceived fairness should strengthen organizational commitment and, consequently, stimulate OCB. In contrast, the results here suggest that fairness and OCB may be linked through other mechanisms, such as job satisfaction or leadership style. The finding also contradicts prior research by [Kamil & Rivai \(2021\)](#), who reported that organizational commitment mediates the relationship between organizational justice and OCB.

5. Conclusion

This study aimed to examine the influence of job involvement and organizational justice on organizational citizenship behavior (OCB), with organizational commitment serving as a mediating variable among employees of PUDAM Tirta Agung, Temanggung Regency. The findings reveal that job involvement exerts a positive but statistically insignificant effect on both organizational commitment and OCB. In contrast, organizational justice demonstrates a positive and significant effect on OCB, yet a negative and insignificant influence on organizational commitment. Furthermore, organizational commitment itself shows a positive but insignificant relationship with OCB. The mediation analysis confirms that organizational commitment does not mediate the effects of job involvement or organizational justice on OCB.

Overall, these findings suggest that while employees' perceptions of fairness within the organization significantly foster OCB, their levels of job involvement and commitment do not substantially enhance extra-role behaviors. This implies that fairness and justice in the workplace play a more pivotal role in motivating employees to go beyond their formal responsibilities than personal involvement or attachment alone.

Theoretically, this research reinforces the relevance of Attribution Theory in explaining employee behavior, highlighting that perceptions of fairness strongly influence how individuals interpret their environment and act within organizational settings. From a practical standpoint, management should prioritize fair treatment, equitable reward systems, and transparent communication to cultivate a stronger sense of OCB among employees.

For future studies, it is recommended to investigate additional mediating or moderating factors—such as job satisfaction, leadership style, organizational culture, or employee engagement—that may further clarify and strengthen the relationships among job involvement, organizational justice, and OCB across different organizational contexts.

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