

Analysis of the Influence of Effective Leadership and Organizational Leadership on Organizational Citizenship Behavior with Job Satisfaction as a Mediation

Rina Kurniawati¹, Kusuma Chandra Kirana², Didik Subiyanto³

^{1,2,3} *Master of Management, University of Sarjanawiyata Tamansiswa*

Abstract

This research is motivated by the importance of organizational justice and effective leadership in shaping job satisfaction and organizational citizenship behavior (OCB) in the police environment. The purpose of this study is to analyze the influence of organizational justice and effective leadership on OCB with job satisfaction as a mediating variable in Sleman Police Traffic Division personnel. The research method used is a quantitative approach with the type of survey research. The research sample amounted to 170 respondents who were members of the Traffic Division of the Sleman Police. The data was collected through the distribution of questionnaires, while the analysis tool used was Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS software. The results of the study show that organizational fairness has a positive and significant effect on job satisfaction and OCB, while effective leadership also has a significant effect on job satisfaction and OCB. In addition, job satisfaction has been shown to be a mediating variable that strengthens the relationship between organizational fairness and effective leadership with OCB. Although the majority of respondents had a positive perception, there are still aspects that need to be improved, especially related to procedural consistency, appreciation from leaders, and members' opportunities to convey ideas and develop careers.

Keywords: *organizational justice; effective leadership; job satisfaction; organizational civic behavior.*

Copyright (c) 2025 Rina Kurniawati

✉ Corresponding author :

E-mail address : rinakurnia597@gmail.com

INTRODUCTION

Along with the times and the dynamics of the world of work, organizations today are faced with the great challenge of creating a work environment that supports and motivates employees to achieve common goals. One of the important aspects of creating this condition is the perception of effective leadership and fairness in the organization. These two factors play a big role in shaping organizational citizenship behavior (OCB), which reflects the extent to which employees contribute beyond their formal obligations to support organizational goals (Gomes & Marques, 2025). Effective leadership and organizational fairness play an important role in creating a sense of attachment, trust, and motivation for employees, which in turn can influence their performance and positive behavior in the workplace (Robbins, 2020; Samad, 2022).

Effective leadership can build good relationships between leaders and subordinates, create clear communication, and provide the direction and support needed to achieve common goals (Avolio et al., 2004; Bass, 1990). Research shows that effective leadership can improve employee performance, job satisfaction, and strengthen loyalty to the organization (Gollagari et al., 2024; Rohim et al., 2023). Conversely, poor leadership can lead to dissatisfaction and decreased employee productivity and commitment (Li et al., 2024; Westover, 2024).

Organizational justice, which includes distributive and procedural justice, plays a very important role in shaping positive perceptions of organizations and encouraging citizenship behaviors (Challa & Dadhabai, 2024; Hidayat et al., 2024). Sustainability and equality in the sharing of resources as well as recognition of individual contributions will create a sense of being valued and treated fairly, which in turn increases OCB (Nguyen-Viet & Chau, 2025). Previous research has also shown that organizational fairness is closely related to higher levels of job satisfaction and organizational commitment (Huda et al., 2024; Mamić et al., 2024).

Although many studies have revealed the importance of leadership and organizational fairness in influencing OCB and job satisfaction, the findings often still show inconsistent results. Several studies have found a positive relationship between effective leadership, organizational fairness, and OCB (Ayalew & Walia, 2024; Donglong et al., 2020; Vinberg, 2023), while others show weaker or even insignificant relationships (AlHammadi & Abu Elanain, 2024; Ardi & Sudarma, 2015). This is the basis for the importance of further investigating the factors that mediate these influences.

One of the factors that can strengthen the relationship between leadership, organizational fairness, and OCB is job satisfaction. Job satisfaction is often an important mediator in influencing positive employee behavior, as employees who feel satisfied with their work tend to exhibit extra-role behaviors that support the organization (Challa & Dadhabai, 2024; Gomes & Marques, 2025). Previous research has shown that job satisfaction plays a key role in connecting organizational leadership and fairness to OCB (Ayalew & Walia, 2024; Ertemsir et al., 2024).

In the Human Resources Bureau (HR) of the Yogyakarta Police, there is a phenomenon that shows the great potential of effective leadership and organizational justice in influencing the performance and welfare of members. In a stressful police environment, both physical and mental, it is important for organizations to understand how perceptions of leadership and organizational fairness can increase job satisfaction and encourage employees to behave positively outside of their obligations.

This study aims to analyze the influence of effective leadership and organizational fairness on OCB with job satisfaction as a mediator. This research is expected to provide deeper insight into how these factors interact with each other and affect employee behavior in the Yogyakarta Police, so that it can provide practical recommendations in improving the quality of organizational performance.

In order to deepen understanding the relationship between leadership, organizational justice, and OCB, this study also examines other factors that can strengthen these relationships, such as job satisfaction as a mediating variable. It is hoped that this research can make a theoretical and practical contribution in formulating a strategy to improve OCB and job satisfaction within the DIY Police, which ultimately has positive implications for improving overall organizational performance.

The purpose of this study is to analyze the influence of effective leadership and organizational fairness on OCB with job satisfaction as a mediator. By understanding the mechanisms that connect these factors, this research can provide practical recommendations for organizations in designing more effective policies to improve employee well-being and performance.

METHODOLOGY

The following Figure 1 is a framework for this research that describes the relationship between the main variables, namely Organizational Justice, Effective Leadership, Organizational Citizenship Behavior (OCB), and Job Satisfaction. This framework is compiled based on the theoretical framework and the results of previous literature review.

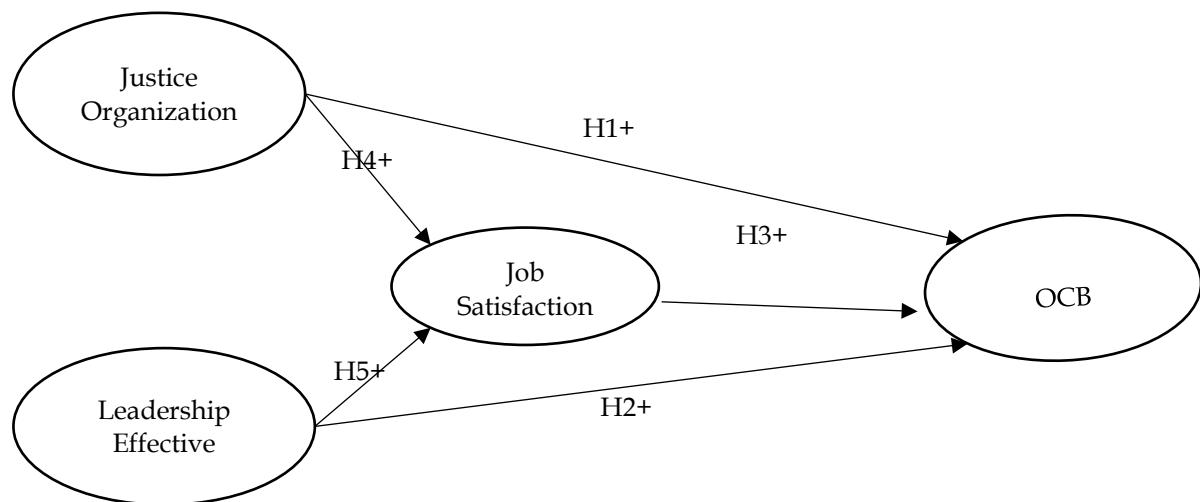


Figure 1. Frame of Mind

Figure 2.1 above illustrates a conceptual model that explains the relationship between the main variables in this study, namely Organizational Justice, Effective Leadership, Organizational Citizenship Behavior (OCB), and Job Satisfaction. This frame of mind is compiled to provide a logical and systematic theoretical foundation in answering the formulation of research problems. This model shows that Organizational Justice, Effective Leadership, and Job Satisfaction are assumed to have a direct positive influence on Organizational Citizenship Behavior (OCB) (H1, H2, and H3). In addition, Organizational Justice and Effective Leadership also directly affect Organizational Citizenship Behavior (OCB) (H4 and H5). Job Satisfaction itself is positioned as an intervening variable that plays an important role in strengthening the influence of the two independent variables on Job Satisfaction. Thus, this study not only highlights the direct influence, but also examines how internal mechanisms in organizations, namely OCB, can mediate the relationship between variables.

The development of this framework is based on the Social Exchange Theory approach, which emphasizes the importance of reciprocal relationships between individuals and organizations. When employees feel treated fairly and led effectively, they tend to show job satisfaction, which in turn can increase the level of extra-role behavior such as OCB of Sleman police personnel especially in the traffic function.

Subjects and Objects of Research

The subjects in this study are Police personnel who serve in the Sleman Police, a law enforcement institution under the auspices of the National Police of the Republic of Indonesia. The Sleman Police has the main responsibility in maintaining public security and order (harkamtibmas), enforcing the law, and providing protection, protection, and public services in the Sleman Regency area.

The objects in this study are variables that are studied to understand the influence of effective leadership and organizational fairness on job satisfaction, with Organizational Citizenship Behavior (OCB) as the mediating variable. These four variables were chosen based on their urgency and relevance in examining the dynamics of public organizations, especially in the context of community service institutions such as the Sleman Police.

Population and Sample

The population in this study is all personnel who serve in the Traffic Function Division of the Sleman Police which totals 150 members. This division is a strategic part of the police organizational structure that has the main responsibility for managing, supervising, and enforcing traffic laws. The Traffic Function Division is seen as an appropriate context to examine how effective leadership and organizational fairness affect job satisfaction with Organizational Citizenship Behavior (OCB) as a mediating variable.

The sample in this study was determined using a non-probability sampling technique with a census approach. The census technique was chosen because the number of population members in the Traffic Function Division of the Sleman Police is relatively affordable and allows the entire population to be used as a research sample. Thus, all personnel who served in the division were made respondents in this study which amounted to 170 personnel members. The census approach allows researchers to obtain comprehensive and in-depth data from each member of the population, so that the results obtained are expected to be able to describe more accurate and representative empirical conditions. The use of census techniques also minimizes sampling errors and increases the validity of research data related to organizational behavior dynamics in the police environment.

Types and Methods of Data Collection

This study uses quantitative data, namely data that can be measured and processed numerically to analyze the relationship between predetermined variables. The type of quantitative data used is primary, because it is obtained directly from respondents through the distribution of questionnaires. The questionnaire was designed to measure the perception of Sleman Police personnel in the traffic division on the research variables, namely: effective leadership (X1), organizational support (X2), job satisfaction (Z) and Organizational Citizenship Behavior (Y).

The data collection method in this study uses a questionnaire, which is to provide a list of statements to respondents to be answered according to their perceptions. The questionnaire was compiled using a scaling technique with a Likert Scale of 1 to 5. The Likert scale is used to measure respondents' attitudes, opinions, and perceptions regarding the variables studied, namely effective leadership (X1), organizational support (X2), job satisfaction (Z) and Organizational Citizenship Behavior (Y) (Wiyono, 2020).

Data Analysis Methods

In this study, the analysis was carried out using descriptive analysis methods and inferential analysis methods. Descriptive analysis is a statistic used to analyze data by describing the data that has been collected as it is without intending to draw conclusions that apply to generalization. The inferential analysis in this study uses an analysis tool, namely Partial Least Square (PLS) which is a variance-based SEM, with SmartPLS Software Version 4.0. The stages of PLS testing include indicator tests, structural model tests and hypothesis tests.

RESULTS AND DISCUSSION

Respondent Characteristics

Here are the demographic characteristics of the respondents involved in the study. The following table summarizes data regarding the gender, age, and education of the respondents that can provide an overview of the population involved in the study.

Table 1. Respondent Characteristics

Characteristic	Category	Amount (F)	Percentage (%)	Total
Gender	Man	159	94%	170
	Woman	11	6%	
Age	<25	2	1%	170
	25-35	9	5%	
	36-45	75	44%	
	>45	84	49%	
Education	High School/Vocational School/Equivalent	118	69%	170
	Diploma	3	2%	
	S1	46	27%	
	S2	3	2%	

Source: Researcher (2025)

Characteristics of the respondents of this study, it can be concluded that the majority of respondents are male (94%), with a few women (6%). In terms of age, most respondents were in the age group >45 years (49%), followed by 36-45 years old (44%). Only a few respondents were aged <25 years (1%) and 25-35 years old (5%). In terms of education, the majority of respondents have a high school/vocational/equivalent education (69%), followed by respondents with S1 education (27%). Very few respondents have a Diploma (2%) or S2 (2%) education. Overall, this sample reflects a predominantly male population, older age, and secondary education level.

Deblpsi Respondent Data

The description of the respondents' data is the result of a questionnaire distribution using the Likert scale to measure the perception of members of the Sleman Police Traffic Division on aspects such as organizational civic behavior (OCB), organizational justice, effective leadership, and job satisfaction. The results of the analysis provide an overview of the condition of the organization.

Table 2. Description of respondent data for OCB (Y) Variable

Organizational Citizenship Behavior					
Instruments	SS (%)	S (%)	N (%)	TS (%)	STS (%)
Y_1	37%	52%	11%	0%	0%
Y_2	45%	45%	10%	0%	0%
Y_3	30%	45%	20%	5%	0%
Y_4	38%	48%	14%	1%	0%
Y_5	35%	46%	16%	2%	0%
Y_6	32%	45%	18%	4%	1%
Y_7	36%	38%	22%	4%	0%
Y_8	37%	49%	14%	1%	0%

Source: Researcher (2025)

The majority of respondents in the Sleman Police show high OCB behavior, with many willing to help colleagues, prevent conflicts, and participate in activities outside of their formal duties. However, there is little doubt regarding the frequency of participation in voluntary activities or the contribution of ideas to operational improvement.

Table 3. Description of respondent data for the **Organizational Justice** Variable (X1)

Organizational Justice					
Instruments	SS (%)	S (%)	N (%)	TS (%)	STS (%)
X1_1	40%	49%	9%	2%	0%
X1_2	51%	36%	12%	1%	0%
X1_3	33%	50%	16%	1%	0%
X1_4	30%	51%	16%	3%	0%
X1_5	42%	39%	9%	5%	4%
X1_6	42%	39%	16%	3%	0%
X1_7	42%	39%	17%	1%	0%
X1_8	51%	29%	9%	6%	4%
X1_9	42%	46%	8%	4%	1%
X1_10	43%	44%	10%	1%	2%
X1_11	35%	47%	16%	2%	0%

Source: Researcher (2025)

The majority of respondents felt that the award and distribution of resources at the Sleman Police was carried out fairly and transparently. However, there is some dissatisfaction regarding the consistency of procedures and decision-making. A small percentage of respondents felt less involved in the decision-making process that affected their work.

Table 4. Description of respondent data for Effective Leadership Variable (X2)

Effective Leadership					
Instruments	SS (%)	S (%)	N (%)	TS (%)	STS (%)
X2_1	28%	54%	16%	2%	0%
X2_2	29%	54%	16%	1%	0%
X2_3	28%	52%	18%	2%	0%
X2_4	30%	45%	24%	1%	0%
X2_5	31%	54%	15%	1%	0%
X2_6	33%	45%	21%	1%	0%
X2_7	28%	55%	14%	4%	0%

Effective Leadership					
Instruments	SS (%)	S (%)	N (%)	TS (%)	STS (%)
X2_8	25%	55%	18%	2%	0%
X2_9	28%	56%	15%	1%	0%
X2_10	29%	51%	18%	1%	0%
X2_11	31%	42%	26%	2%	0%
X2_12	29%	53%	16%	2%	0%
X2_13	31%	49%	17%	2%	0%
X2_14	31%	52%	15%	2%	0%

Source: Researcher (2025)

The majority of respondents gave a positive assessment of the existing leadership, feeling that their leadership is able to communicate vision, make fair decisions, and provide constructive feedback. Nonetheless, there are some areas that can still be improved, such as conflict management and recognition of individual achievements.

Table 5. Description of respondent data for Job Satisfaction Variable (Z)

Job Satisfaction					
Instruments	SS (%)	S (%)	N (%)	TS (%)	STS (%)
Z_1	31%	52%	16%	1%	0%
Z_2	31%	51%	16%	2%	0%
Z_3	32%	51%	16%	1%	0%
Z_4	33%	48%	16%	3%	0%
Z_5	30%	52%	16%	2%	0%
Z_6	31%	49%	20%	1%	0%
Z_7	33%	54%	11%	2%	0%
Z_8	31%	53%	15%	1%	0%
Z_9	34%	49%	16%	1%	0%

Source: Researcher (2025)

Most respondents were satisfied with various aspects related to their job satisfaction, such as awards, recognition, and opportunities to grow. However, some respondents felt that they lacked recognition or opportunities to be involved in important decision-making in the organization.

Outer Model Test Results

Table 6. Convergent Validity

ITEMS	Organizational Justice	Effective Leadership	Job Satisfaction	OCB
X1.1	0,838			
X1.2	0,852			
X1.3	0,833			
X1.4	0,812			
X1.5	0,86			
X1.6	0,882			
X1.7	0,829			
X1.8	0,823			
X1.9	0,843			
X1.10	0,855			

X1.11	0,882	
X2.1		0,849
X2.2		0,865
X2.3		0,823
X2.4		0,833
X2.5		0,884
X2.6		0,881
X2.7		0,864
X2.8		0,744
X2.9		0,874
X2.10		0,902
X2.11		0,864
X2.12		0,882
X2.13		0,89
X2.14		0,887
Y.1		0,861
Y.2		0,877
Y.3		0,878
Y.4		0,878
Y.5		0,899
Y.6		0,805
Y.7		0,924
Y.8		0,851
Z.1		0,904
Z.2		0,869
Z.3		0,902
Z.4		0,923
Z.5		0,883
Z.6		0,867
Z.7		0,868
Z.8		0,856
Z.9		0,754

Source: Smart PLS 4.0

All loading factor values for items on Organizational Fairness, Effective Leadership, Job Satisfaction, and OCB greater than 0.70, indicate that these indicators have good convergent validity and effectively measure the construct in question.

Table 7. Discriminant Validity (Fornell Larcker Criterion)

	Organizational Justice	Effective Leadership	Job Satisfaction	Organizational Citizenship Behavior
Organizational Justice	0,847			
Effective Leadership	0,731	0,861		
Job Satisfaction	0,816	0,765	0,872	
Organizational Citizenship Behavior	0,784	0,749	0,777	0,871

Source: Smart PLS 4.0

Based on Table 7. Discriminant Validity (Fornell-Larcker Criterion), the root value of AVE for each construct (Organizational Fairness, Effective Leadership, Job Satisfaction, and OCB) is greater than the correlation value between constructs, which indicates that each construct can be clearly distinguished from the others. This indicates that the model has good discrimination between variables.

Table 7. Cross Loading

Items	Organizational Justice	Effective Leadership	Job Satisfaction	Organizational Citizenship Behavior
X1.1	0,838	0,646	0,724	0,674
X1.2	0,852	0,658	0,634	0,65
X1.3	0,833	0,59	0,631	0,71
X1.4	0,812	0,559	0,624	0,614
X1.5	0,86	0,645	0,761	0,696
X1.6	0,882	0,595	0,638	0,647
X1.7	0,829	0,703	0,699	0,695
X1.8	0,823	0,56	0,649	0,616
X1.9	0,843	0,612	0,756	0,645
X1.10	0,855	0,626	0,78	0,686
X1.11	0,882	0,603	0,675	0,657
X2.1	0,682	0,849	0,691	0,559
X2.2	0,649	0,865	0,666	0,581
X2.3	0,569	0,823	0,569	0,632
X2.4	0,543	0,833	0,622	0,605
X2.5	0,684	0,884	0,682	0,68
X2.6	0,606	0,881	0,644	0,603
X2.7	0,74	0,864	0,788	0,737
X2.8	0,602	0,744	0,623	0,662
X2.9	0,603	0,874	0,64	0,596
X2.10	0,657	0,902	0,668	0,672
X2.11	0,6	0,864	0,605	0,654
X2.12	0,611	0,882	0,705	0,699
X2.13	0,65	0,89	0,621	0,644
X2.14	0,588	0,887	0,662	0,665
Y.1	0,768	0,72	0,861	0,673
Y.2	0,752	0,665	0,877	0,682
Y.3	0,711	0,698	0,878	0,721
Y.4	0,642	0,667	0,878	0,693
Y.5	0,707	0,656	0,899	0,703
Y.6	0,661	0,552	0,805	0,579
Y.7	0,78	0,734	0,924	0,718
Y.8	0,659	0,63	0,851	0,64
Z.1	0,706	0,7	0,705	0,904
Z.2	0,661	0,684	0,668	0,869

Z.3	0,714	0,618	0,703	0,902
Z.4	0,718	0,673	0,699	0,923
Z.5	0,723	0,627	0,662	0,883
Z.6	0,653	0,654	0,673	0,867
Z.7	0,649	0,621	0,644	0,868
Z.8	0,655	0,674	0,696	0,856
Z.9	0,661	0,613	0,63	0,754

Source: Smart PLS 4.0

In Table 7. Cross Loading, each item shows the highest value on the corresponding construct, which signifies that the indicators clearly measure the construct in question without being mixed with other constructs.

Table 8. Heterotrait-monotrait ratio (HTMT)

Heterotrait-monotrait ratio (HTMT)	
Effective Leadership <-> Organizational Justice	0,753
Job Satisfaction <-> Organizational Justice	0,847
Job Satisfaction <-> Effective Leadership	0,789
Organizational Citizenship Behavior <-> Organizational Justice	0,816
Organizational Citizenship Behavior <-> Effective Leadership	0,773
Organizational Citizenship Behavior <-> Job Satisfaction	0,81

Source: Smart PLS 4.0

Based on Table 8. Heterotrait-Monotrait Ratio (HTMT), all HTMT values are below 0.90, which indicates that there is no problem of multicollinearity between constructs. This indicates that each construct in the model can be clearly distinguished.

Table 9. Average Variance Extracted (AVE), Cronbach's alpha and Composite reliability

Variable	Average variance Extracted (AVE)	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Organizational Justice	0,717	0,96	0,961	0,965
Effective Leadership	0,741	0,973	0,974	0,976
Job Satisfaction	0,761	0,955	0,957	0,962
Organizational Citizenship Behavior	0,758	0,96	0,96	0,966

Source: Smart PLS 4.0

Based on Table 9. Average Variance Extracted (AVE), all AVE values greater than 0.70, indicate that the constructs in the model explain more than 70% of the variance of the indicator. In addition, Cronbach's high alpha and Composite reliability values (above 0.90) indicate that the model has excellent reliability.

Inner Model

Internal model testing is the development of a concept-based model from theory in order to analyze the influence of exogenous and endogenous variables that have been described in a conceptual framework.

Table 10. Model Goodness of Fit

Items	Saturated model	Estimated model
SRMR	0,058	0,058

d_ULS	3,078	3,078
d_G	4,582	4,582
Chi-square	3172,031	3172,031
NFI	0,699	0,699

Source: Smart PLS 4.0

Based on Table 10. In the Goodness of Fit model, the values obtained for SRMR (0.058), d_ULS (3.078), d_G (4.582), Chi-square (3172.031), and NFI (0.699) indicate that the estimated model corresponds to the data used, with an SRMR value lower than 0.08 and an NFI close to 1, indicating a good model fit.

Table 11. R-Square Value Test (R²)

Variable	R-square	R-square adjusted
Job Satisfaction	0,727	0,723
Organizational Citizenship Behavior	0,701	0,696

Source: Smart PLS 4.0

Based on Table 11. The R-Square (R²) Value test, the R² value for Job Satisfaction (0.727) and Organizational Citizenship Behavior (0.701) showed that the model could explain about 72% and 70% variance in both variables. A slightly lower adjusted R² value indicates that this model has a good fit.

Table 12. F2 Effect Size Test

Relationships Between Variables	F-Square
Organizational Fairness -> Job Satisfaction	0,516
Organizational Justice -> Organizational Citizenship Behavior	0,133
Effective Leadership -> Job Satisfaction	0,223
Effective Leadership -> Organizational Citizenship Behavior	0,099
Job Satisfaction -> Organizational Citizenship Behavior	0,066

Source: Smart PLS 4.0

Based on Table 12. The f-Square Value Test, the relationship between Organizational Fairness -> Job Satisfaction has a big influence with an f² value of 0.516. Other relationships, such as Organizational Justice -> Organizational Citizenship Behavior (0.133) and Effective Leadership -> Job Satisfaction (0.223), showed moderate influence. Meanwhile, the relationship between Effective Leadership -> Organizational Citizenship Behavior (0.099) and Job Satisfaction -> Organizational Citizenship Behavior (0.066) showed a small influence.

Table 13. Q-Square Test

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	1360	618,756	0,545
Organizational Citizenship Behavior	1530	731,126	0,522

Source: Smart PLS 4.0

Based on Table 12. The Q-Square test, the Q² values for Job Satisfaction (0.545) and Organizational Citizenship Behavior (0.522) showed that the model had good predictive capabilities, because the Q² value was greater than 0, and showed that the model could explain the variance in both variables well.

Table 14. Hypothesis Testing Results

Relationships Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Fairness -> Job Satisfaction	0,551	0,55	0,075	7,33	0

Organizational Justice -> Organizational Citizenship Behavior	0,361	0,356	0,091	3,943	0
Effective Leadership -> Job Satisfaction	0,362	0,363	0,072	5,008	0
Effective Leadership -> Organizational Citizenship Behavior	0,28	0,282	0,084	3,342	0,001
Job Satisfaction -> Organizational Citizenship Behavior	0,269	0,271	0,105	2,564	0,01

Source: Smart PLS 4.0

Based on Table 14. Hypothesis Testing results, all relationships between variables had T-values greater than 1.96 and P values smaller than 0.05, indicating that all hypotheses were accepted. The relationship between Organizational Justice -> Job Satisfaction (0.551) and Effective Leadership -> Job Satisfaction (0.362) had a strong influence, while the relationship between Effective Leadership -> Organizational Citizenship Behavior (0.28) and Job Satisfaction -> Organizational Citizenship Behavior (0.269) had a more moderate, but still significant influence.

Table 15. Mediation Test

Relationships Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Justice -> Job Satisfaction -> Organizational Citizenship Behavior	0,148	0,153	0,07	2,105	0,035
Effective Leadership -> Job Satisfaction - > Organizational Citizenship Behavior	0,097	0,095	0,036	2,735	0,006

Source: Smart PLS 4.0

Based on Table 15. In the Mediation Test, the two mediation pathways tested (Organizational Justice -> Job Satisfaction -> Organizational Citizenship Behavior and Effective Leadership -> Job Satisfaction -> Organizational Citizenship Behavior) had T-statistics greater than 1.96 and P values less than 0.05, indicating that both were statistically significant. This indicates that job satisfaction plays a significant role as a mediator in the relationship between Organizational Justice and Organizational Citizenship Behavior, as well as between Effective Leadership and Organizational Citizenship Behavior.

1. Organizational Fairness to Organizational Citizenship Behavior

The results of the first hypothesis test showed that organizational fairness had a positive and significant influence on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.361, t-statistic of 3.943, and p-value of 0.000. A t-value greater than the t-table (1.96) and a p-value smaller than 0.05 indicate that the effect is statistically significant. Thus, the first hypothesis (H1) is accepted, which means that the higher the perception of organizational fairness that members feel, the higher the level of OCB shown.

Conceptually, organizational justice encompasses three main dimensions: distributive, procedural, and interactional justice (Changaranchola & Samantara, 2024). Distributive justice reflects fairness in the distribution of resources; procedural fairness concerns a transparent and consistent decision-making process; While Interactional Justice is related to the quality of interpersonal treatment in organizations, including respect, empathy, and clear information.

Meanwhile, Organizational Citizenship Behavior (OCB) refers to voluntary behavior that goes beyond the formal demands of the job, such as helping colleagues, supporting organizational norms, and keeping the work environment conducive (Gomes & Marques, 2025). This behavior is especially important in the context of public organizations such as the police, where cooperation and loyalty are essential to achieve operational effectiveness.

The positive relationship between organizational justice and OCB can be explained through the Social Exchange Theory put forward by (Jabeen et al., 2021). According to this theory, when individuals feel treated fairly by the organization, they will reciprocate with positive contributions that are voluntary. In this context, employees not only work according to formal duties, but also show additional commitment through OCB behavior as a form of reciprocity for the fair treatment they receive from the organization.

These findings are consistent with previous research showing that perceptions of organizational fairness have a significant impact on employees' propensity to perform OCB. AlHammadi & Elanain (2024) and Challa & Dadhabai (2024) affirms that perceived fairness in the organization increases the intrinsic motivation of employees to contribute more, including in the form of prosocial behaviors that are not required by formal work roles.

In the context of the Sleman Police, especially in the traffic function, organizational justice has an important influence in building loyalty and member involvement. Members who feel that the system of assignments, promotions, and awards is carried out in a transparent and fair manner will be more motivated to take initiative, help colleagues, and actively maintain the image of the institution. In addition, fairness in interpersonal interactions between superiors and subordinates can also strengthen emotional relationships with the organization, ultimately triggering the emergence of OCB in a sustainable manner.

These results confirm that creating a fair work environment not only has a direct impact on job satisfaction, but also plays an important role in encouraging extra-role behaviors that support organizational effectiveness and sustainability.

2. Effective Leadership on Organizational Citizenship Behavior

The results of the hypothesis test showed that effective leadership had a positive and significant influence on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.280, a t-statistical value of 3.342, and a p-value of 0.001. Since the t-value is statistically greater than the t-table (1.96) and the p-value is smaller than 0.05, this effect is statistically significant. Thus, the second hypothesis (H2) is accepted, which shows that the higher the perception of members of effective leadership, the higher their tendency to exhibit OCB behavior.

Theoretically, effective leadership reflects the leader's ability to motivate, guide, and create a positive work climate for his subordinates (Carr et al., 2025). Effective leaders are able to establish supportive, fair, and open relationships with their members, as well as provide recognition and appreciation for the positive contributions made by the team. In the context of organizations such as the police, leaders who have an effective leadership style not only rule, but also become role models and coaches in shaping proactive and collaborative work behaviors.

This relationship is reinforced by the Social Exchange Theory, which explains that when employees feel fair and supportive treatment from leaders, they will reciprocate with positive behavior that is voluntary, such as OCB (Grego-Planer, 2022). Forms of OCB include helping colleagues, being loyal to the organization, and being willing to participate in tasks that are not part of their formal job description.

Previous research that supports this finding has been conducted by Tran (2023) and Sahar et al. (2023) which shows that transformational and supportive leadership has a strong influence on the improvement of OCB. Leaders who are open to input, able to inspire their subordinates, and provide space for self-development tend to foster emotional and psychological bonds with their subordinates, which ultimately has a positive impact on volunteer work behavior (Raziq et al., 2024).

In the context of the Sleman Police, especially in the traffic function unit, an effective leadership role is very important considering the dynamic nature of work, demanding accuracy, and directly related to public services. Leaders who are able to provide clear directions, listen to members' complaints, and provide moral and operational support will create a conducive work atmosphere. This will motivate members to not only work according to formal duties, but also take the initiative to help colleagues, maintain professional ethics, and actively support institutional goals through OCB behavior.

Overall, these results corroborate the findings of previous studies such as those by Jun et al. (2024), Mandal & Pal (2024), and Raziq et al. (Raziq et al., 2024) which confirms that an effective leadership style is closely related to the improvement of OCB in different types of organizations. Therefore, increasing the capacity and quality of leadership within the Sleman Police is a strategic step to create a collaborative, productive, and enthusiastic work culture.

3. Organizational fairness to job satisfaction

The results of the structural model analysis showed that organizational fairness had a positive and significant influence on job satisfaction, with a coefficient value of 0.551, a t-statistical value of 7.330, and a p-value of 0.000. Since the t-statistical value exceeds the critical limit (1.96) and the p-value is below 0.05, the third hypothesis (H3) is accepted. This means that the higher the perception of members towards organizational justice, the higher the level of job satisfaction they feel.

These findings reinforce the theoretical basis that organizational fairness is an important determinant in shaping employee job satisfaction. The organizational justice in question includes distributive, procedural, and interactional justice (Changaranchola & Samantara, 2024), all of which play a role in shaping employees' perceptions of how the organization treats them. When members of an organization feel that resources are shared fairly, decisions are made through a transparent and consistent process, and interactions between leaders and members are done respectfully and equally, then they are more likely to be satisfied with their work.

This relationship can be explained through Social Exchange Theory, in this context, employees who get fair treatment from the organization will feel valued and considered important (Yamao, 2024). This feeling then increases loyalty and satisfaction with their work, as there is an alignment between the contributions made and the treatment received.

In the context of the Sleman Police, especially in traffic units that are directly dealing with complex technical and social tasks, justice in various aspects of the

organization is very crucial. Fairness in the allocation of work facilities, division of workload, performance assessment, provision of incentives, and promotion of positions will create a work environment that supports the psychology of members. Especially in a stressful police work environment, the perception of justice can be the main determinant of members' motivation and morale.

On the other hand, organizational injustices, such as discrimination, non-transparent decisions, or inconsistent treatment between members, will create job dissatisfaction, damage relationships between individuals, and decrease productivity and commitment to the organization. Therefore, building and maintaining a perception of organizational justice is essential for the success of police institutions.

These findings are in line with previous studies that have shown a positive relationship between organizational fairness and job satisfaction. Research by Gollagari et al. (2024), Gomes & Marques (2025), as well as Huda et al. (2024) emphasizing that the higher the perception of organizational fairness, the higher the level of employee job satisfaction. This is also supported by the research of Ayalew & Walia (2024) and Mamić et al. (2024), which shows that the dimensions of fairness, whether distributive, procedural, or interactional, contribute significantly to the improvement of employee job satisfaction in different types of organizations.

Thus, the Sleman Police needs to pay attention to and manage aspects of organizational justice in a sustainable manner, both through internal policies, an objective evaluation system, and capacity building of leaders in order to be able to establish fair and transparent communication. This effort will increase members' job satisfaction, which in turn can increase motivation, loyalty, and overall institutional performance.

4. Effective leadership to job satisfaction

Based on the results of structural model analysis, effective leadership has a positive and significant influence on job satisfaction with a coefficient value of 0.362, a t-statistical value of 5.008, and a p-value of 0.000. Since the t-value of the statistics is greater than the t-table (1.96) and the p-value < 0.05, the H4 hypothesis is accepted. This means that the better the perception of members of effective leadership in the organization, the higher the level of job satisfaction they feel.

Effective leadership is a crucial factor in forming a supportive and harmonious work environment. An effective leader is not only able to provide clear direction and instruction, but also able to listen to members' aspirations, reward performance, and create positive interpersonal relationships (Carr et al., 2025; Kats & Bock, 2025). Within the framework of Social Exchange Theory (Blau, 1964), supportive and fair leadership creates a mutual bond between superiors and subordinates, where members feel valued and treated with respect, resulting in satisfaction with their work.

In the work environment of the Sleman Police, especially in the traffic function unit which demands toughness, strong team coordination, and quick decision-making, the role of the leader greatly determines the work atmosphere. Leaders who are able to communicate the organization's vision and mission in a communicative manner, are able to handle conflicts fairly, and provide space for participation to members in the decision-making process, will build members' trust and loyalty to the organization. This condition ultimately increases the involvement and job satisfaction of the members.

Effective leadership is also closely related to the awarding of rewards, recognition, and fairness in the distribution of duties, which according to Challa & Dadhabai (2024) is one of the important factors in shaping job satisfaction. Members of the Sleman Police who feel that their contributions are recognized, their opinions are listened to, and are involved in the work process, tend to have a higher morale and a better level of satisfaction.

These findings are reinforced by various previous studies that have shown a positive relationship between effective leadership and job satisfaction. Halim & Yusianto (2023) and Putra & Sinambela (2021) shows that good leadership contributes to increased motivation and morale. Pirrotta et al. (2024) affirms that leaders who create a positive work environment directly improve psychological well-being and employee satisfaction. Meanwhile, Putri et al. (2024) and Grøn & Jacobsen (2025) emphasizes the importance of healthy interpersonal relationships between leaders and members in creating emotional attachments that strengthen job satisfaction.

Thus, in the context of this study, it can be concluded that effective leadership in the Sleman Police is an important key to creating a conducive work environment and increasing personnel job satisfaction. Leaders need to continue to develop communication skills, empathy, decision-making, and the ability to give fair and appropriate appreciation. This strategy will not only increase member job satisfaction, but also contribute to the overall performance of the institution.

5. OCB on job satisfaction

Based on the results of structural model analysis using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method, it is known that Organizational Citizenship Behavior (OCB) has a positive and significant effect on job satisfaction, with a path coefficient value of 0.269, a t-statistical value of 2.564, and a p-value of 0.010. Since the t-value is greater than the t-table (1.96) and the p-value < 0.05, the H5 hypothesis is accepted. This means that the higher the OCB behavior shown by the organization's members, the higher their job satisfaction levels will be.

Organizational Citizenship Behavior (OCB) is a form of prosocial behavior in the workplace that is carried out voluntarily and does not directly receive formal rewards from the organization (Nguyen-Viet & Chau, 2025). This behavior includes actions such as helping colleagues, maintaining team harmony, and taking the initiative in completing additional tasks that are not written in the job description. Employees who demonstrate OCB consistently create a conducive, collaborative, and supportive work environment, which ultimately results in increased job satisfaction.

Social Exchange Theory explains that OCB behavior as a form of voluntary contribution from employees will be rewarded in the form of social and emotional rewards, such as recognition, a sense of appreciation, and warm interpersonal relationships (Yamao, 2024). Although not always rewarded in the form of material compensation, employees still experience psychological benefits that strengthen their attachment to the organization and increase their job satisfaction (Ji et al., 2025).

In the context of the Sleman Police, especially in the traffic function which has a dynamic work character and often faces challenges in the field, OCB is an important element in strengthening solidarity, cooperation, and operational efficiency. When traffic unit members are willing to help colleagues voluntarily, be proactive in additional tasks, and maintain team harmony, they create a supportive and enjoyable work environment. This encourages the emergence of feelings of belonging, being

valued, and having contributed to the success of the organization, all of which are important components of job satisfaction.

On the other hand, a work environment with minimal OCB tends to be individualistic, less cooperative, and has the potential to cause conflict or dissatisfaction. Therefore, the existence of OCB is not only an indicator of employee involvement, but also has a direct impact on their comfort and satisfaction at work.

These findings are supported by a number of previous studies. Ansong et al. (2024) and Nelwan et al. (2024) found that employees who were actively involved in OCB experienced higher levels of job satisfaction because they felt more connected to the organization and gained social recognition. Bui et al. (2025) also states that OCB encourages the creation of strong working relationships, reduces interpersonal stress, and improves the psychological well-being of employees. Further, a study by Abubakar & Sanda (2024) and Tran (2023) Reinforces that the extra-role behavior shown by employees plays a big role in shaping a satisfying work environment and supporting employee growth holistically.

Thus, it can be concluded that OCB not only strengthens organizational performance, but also contributes significantly to increasing employee job satisfaction, including in police environments such as the Sleman Police. Therefore, organizations need to create a work culture that encourages and appreciates voluntary behavior, in order to create a positive cycle between employee contributions and their well-being.

6. The role of job satisfaction as a mediator of organizational justice towards OCB

The results of the indirect pathway analysis in the structural model showed that organizational fairness had a significant indirect influence on Organizational Citizenship Behavior (OCB) through job satisfaction, with a path coefficient value of 0.148, a t-statistical value of 2.105, and a p-value of 0.035. Since the t-value is greater than the t-table (1.96) and the p-value is smaller than 0.05, the H6 hypothesis is accepted. This means that job satisfaction plays a role as a mediating variable that strengthens the relationship between organizational fairness and OCB behavior.

Organizational justice, which includes distributive, procedural, and interactional justice (Changaranchola & Samantara, 2024), shape employees' perceptions of how fairly they are treated by the institution they work for. Fair treatment creates a sense of value and increases trust in the organization, which ultimately has a positive impact on job satisfaction (Beuren et al., 2024; Gollagari et al., 2024). Employees who are satisfied with their jobs tend to have stronger emotional attachment to the organization and are more willing to contribute through extra-role behaviors such as OCB (Nguyen-Viet & Chau, 2025).

Social Exchange Theory may explain this mediation mechanism. Within the framework of this theory, when employees feel they are being treated fairly (input), they respond with positive attitudes such as increased job satisfaction (psychological output), which then encourages them to make voluntary contributions through OCB (social reciprocal) (Ha & Moon, 2023). In other words, job satisfaction strengthens the reciprocal relationship between perceived fairness and employee commitment in the form of prosocial behavior.

In the work environment of the Sleman Police, especially in the Traffic Division which has high work pressure and complex field dynamics, organizational justice is very important. When members feel that decisions regarding promotions, division of

duties, and work facilities are made fairly and transparently, they will be more satisfied and motivated. This satisfaction then becomes the main driver for the emergence of volunteer behaviors such as helping colleagues, working beyond expectations, or actively participating in the organization's non-routine programs.

The empirical support for this mediation pathway is also strengthened by previous research. Study by Zuo et al. (2024) and Huda et al. (2024) emphasized that job satisfaction can strengthen the influence of organizational justice on OCB. In addition, Ertemsir et al. (2024) Demonstrated that job satisfaction is an important mechanism that bridges positive perceptions of the organization with employees' intentions to engage in extra-role activities.

Thus, organizational fairness not only directly affects OCB, but also contributes through increased job satisfaction. This emphasizes the importance of organizations not only focusing on the end result (performance), but also on the psychological and emotional aspects felt by employees. Building a strong perception of fairness will result in a positive cycle: job satisfaction increases, which in turn encourages greater voluntary participation.

7. The role of job satisfaction as a mediator of effective leadership towards OCB

Based on the results of the indirect pathway analysis, it was found that effective leadership has a significant indirect influence on Organizational Citizenship Behavior (OCB) through job satisfaction, with a path coefficient value of 0.097, t-statistic of 2.735, and p-value of 0.006. Since the t-value is greater than the critical value of 1.96 and the p-value is less than 0.05, the H7 hypothesis is accepted. This shows that job satisfaction plays a mediating variable in the relationship between effective leadership and OCB.

Effective leadership is characterized by the ability of leaders to provide clear direction, support the needs of their subordinates, and create a positive and collaborative work atmosphere (Carr et al., 2025; Kats & Bock, 2025). Leaders who show concern for employees' well-being, value their contributions, and involve them in decision-making will form trusting working relationships. These relationships create a feeling of being valued and recognized, which directly increases employee job satisfaction (Challa & Dadhabai, 2024).

According to the Social Exchange Theory (1964), positive interactions between leaders and team members create mutually beneficial relationships. Employees who feel effectively led tend to feel satisfied, and as a form of reciprocity, they are motivated to engage in positive behaviors outside of their formal duties, such as helping colleagues, maintaining a conducive work environment, and being proactive in improving work processes – a tangible form of Organizational Citizenship Behavior (OCB).

In the context of the Traffic Division of the Sleman Police, the role of leaders is very important considering the complexity of tasks in the field and high work dynamics. When leaders are able to provide clear guidance, listen to feedback from members, and fairly give recognition for their performance, it can improve members' job satisfaction. This satisfaction then becomes the emotional foundation that encourages members to show OCB behavior consistently, even without being asked.

Previous research has also supported these findings. Grøn & Jacobsen (2025) and Putri et al. (2024) stating that effective leaders can increase job satisfaction, which in turn has an impact on increased participation in OCB. Similarly, Pirrotta et al. (2024)

Affirm that the work environment created by leaders has a great influence on the extra role behavior of employees, especially through increased job satisfaction.

Thus, the results of this study confirm that effective leadership not only has a direct impact on OCB behavior, but also strengthens it through increased job satisfaction. This is important for police institutions to consider, especially in fostering and developing leadership qualities in operational lines, as humanistic, fair, and communicative leadership has been proven to increase the loyalty and dedication of members through continuous OCB.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that organizational justice, effective leadership, and job satisfaction have a significant influence on Organizational Citizenship Behavior (OCB) in the Sleman Police, especially in the Traffic Division. The results showed that the higher the perception of organizational fairness felt by members, the higher their job satisfaction, which in turn increased the level of OCB shown. Likewise, effective leadership has a positive effect on job satisfaction, which in turn has an effect on increasing OCB. Good leadership can create a conducive work atmosphere and increase member engagement in extra-role behavior. This study also confirms that job satisfaction plays a role as a mediating variable that strengthens the relationship between organizational fairness and OCB, as well as between effective leadership and OCB. Overall, the creation of a fair environment and effective leadership can drive higher job satisfaction, which in turn will improve OCB behavior among personnel.

References:

- Abubakar, S. K., & Sanda, M.-A. (2024). The influence of front-line employees' engagement and psychological empowerment on job satisfaction and organizational citizenship behavior in 1- and 2- star hotels in Ghana. *Journal of Human Resources in Hospitality & Tourism*, 23(1), 101-127. <https://doi.org/10.1080/15332845.2023.2253681>
- AlHammadi, A., & Abu Elanain, H. M. (2024). Enhancing organizational citizenship behavior in a non-western context of the UAE: The role of organizational justice, leadership and psychological empowerment. *Journal of Asian Business Studies*, 18(3), 666-687. <https://doi.org/10.1108/JABS-08-2023-0310>
- Ansong, A., Owusu, Sylvester Ansah, Ansong, Linda Obeng, & Andoh, R. P. K. (2024). Leader humility and organisational citizenship behaviour: The mediating roles of job satisfaction and employee engagement. *Cogent Business & Management*, 11(1), 2358166. <https://doi.org/10.1080/23311975.2024.2358166>
- Ardi, R. T. B., & Sudarma, K. (2015). The Effect of Perception of Support and Organizational Justice on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable. *Management Analysis Journal*, 4(2), Article 2. <https://doi.org/10.15294/maj.v4i2.7821>
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15(6), 801-823. <https://doi.org/10.1016/j.leaqua.2004.09.003>
- Ayalew, B. M., & Walia, N. (2024). Does job satisfaction mediate the nexus between perceived organizational justice and organizational citizenship behavior? Empirical evidence from Ethiopian Public Higher Education Institutions. *Cogent Business & Management*, 11(1), 2297801. <https://doi.org/10.1080/23311975.2023.2297801>

- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19–31. [https://doi.org/10.1016/0090-2616\(90\)90061-S](https://doi.org/10.1016/0090-2616(90)90061-S)
- Beuren, I. M., D, V., & Santos, O. (2024). Organisational justice perception and job satisfaction of professors. *International Journal of Business Excellence*, 34(4), 494–516. <https://doi.org/10.1504/IJBEX.2024.143697>
- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bui, Q. T., Anh Do, V. P., Ly Tran, L., & Nguyen, P. M. (2025). Examining the Relationship between Corporate Social Responsibility, Organizational Citizenship Behavior and Job Satisfaction: Evidence from Vietnamese Manufacturing Firms in the Digital Age. *Computer Science*, 253, 717–726. <https://doi.org/10.1016/j.procs.2025.01.133>
- Carr, E. O., Park, N. I., Griggs, J. A., & Coke, S. (2025). Role of gender and age in influencing dentist perceptions of effective leadership capabilities. *The Journal of Prosthetic Dentistry*, 133(2), 498–504. <https://doi.org/10.1016/j.prosdent.2023.04.011>
- Challa, S., & Dadhabai, S. (2024). The Impact of Organizational Justice on Job Satisfaction: A Computational and Experimental Analysis in Workplace Systems. *International Journal of Computational and Experimental Science and Engineering*, 10(4), Article 4. <https://doi.org/10.22399/ijcesen.787>
- Changaranchola, M. N., & Samantara, R. (2024). Organizational justice and organizational citizenship behavior: Exploring the mediating role of psychological well-being at work. *Rajagiri Management Journal*, 18(3), 233–250. <https://doi.org/10.1108/RAMJ-07-2023-0199>
- Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: The mediating effect of organizational commitment. *Asia Pacific Education Review*, 21(1), 167–179. <https://doi.org/10.1007/s12564-019-09617-w>
- Ertemsir, E., Bal, Y., Demirhan, A., & Kökalan, Ö. (2024). The moderating role of workplace spirituality on the effect of organizational justice on job satisfaction. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1360913>
- Gollagari, R., Birega, T., & Mishra, S. S. (2024). Organizational justice, job satisfaction and academic rank: A moderating mediation study on employee commitment in Ethiopian public universities. *African Journal of Economic and Management Studies*, 15(2), 300–317. <https://doi.org/10.1108/AJEMS-02-2023-0047>
- Gomes, J. F., & Marques, T. M. (2025). The influence of organisational justice on work engagement, organisational commitment, and job satisfaction: A comprehensive study. *Journal of General Management*, 50(2), 138–149. <https://doi.org/10.1177/03063070221140726>
- Grego-Planer, D. (2022). The Relationship Between Benevolent Leadership and Organizational Citizenship Behavior. *European Management Studies*, 20(2), 140–155. <https://doi.org/10.7172/1644-9584.96.7>
- Grøn, C. H., & Jacobsen, C. B. & (2025). Love your neighbour? Management team environment and effective leadership behaviour in public organizations. *Public Management Review*, 0(0), 1–19. <https://doi.org/10.1080/14719037.2025.2466653>
- Ha, T.-S., & Moon, K.-K. (2023). Distributive Justice, Goal Clarity, and Organizational Citizenship Behavior: The Moderating Role of Transactional and Transformational Leadership. *Sustainability*, 15(9), 7403. <https://doi.org/10.3390/su15097403>
- Halim, J. B., & Yusianto, Y. (2023). The Influence of Leadership, Compensation and Work Environment on Job Satisfaction. *Journal of Managerial and Entrepreneurship*, 5(3), 668–676. <https://doi.org/10.24912/jmk.v5i3.25405>
- Hidayat, M., Subiyanto, D., & Kusuma, N. T. (2024). A The Influence of Organizational Culture, Intrinsic Motivation, and Procedural Justice on Organizational Citizenship

- Behavior CV. Mustika Jaya Engineering in Gunungkidul, Yogyakarta. *Indonesian Journal of Economics, Business, Accounting, and Management (IJEBAM)*, 2(3), 1–12.
- Huda, R. N., Islam, Q. T., & Iqbal, R. (2024). The effect of organisational justice across firm HR practices on employee job satisfaction and firm performance. *International Journal of Work Organisation and Emotion*, 15(1), 23–43. <https://doi.org/10.1504/IJWOE.2024.136603>
- Jabeen, R., Khan, R., Ellahi, A., & Begum, S. (2021). INVESTIGATING THE IMPACT OF PERFORMANCE APPRAISAL JUSTICE ON JOB PERFORMANCE AND OCB OF EMPLOYEES: PATH THROUGH WORK ENGAGEMENT | Humanities & Social Sciences Reviews. *Humanities & Social Sciences Reviews*, 9(3), 315–325. <https://doi.org/10.18510/hssr.2021.9332>
- Ji, H., Xia, K., Wang, Y., Li, J., Liu, J., He, L., & Pan, X. (2025). Relationship teachers' perception of organizational justice, job burnout and organizational citizenship behavior. *BMC Psychology*, 13(1), 160. <https://doi.org/10.1186/s40359-025-02422-8>
- Jun, K., Hu, Z., & Lee, J. (2024). Unlocking the relationship between authentic leadership and organizational citizenship behavior: The key roles of organizational support and identification. *Management Research Review*, 48(1), 57–77. <https://doi.org/10.1108/MRR-09-2023-0662>
- Kats, L. M., & Bock, C. E. de. (2025). Advice for effective leadership and hitting the ground running as a new group leader. *Experimental Hematology*, 141. <https://doi.org/10.1016/j.exphem.2024.104674>
- Li, P., Yin, K., Shi, J., Damen, T. G. E., & Taris, T. W. (2024). Are Bad Leaders Indeed Bad for Employees? A Meta-Analysis of Longitudinal Studies Between Destructive Leadership and Employee Outcomes. *Journal of Business Ethics*, 191(2), 399–413. <https://doi.org/10.1007/s10551-023-05449-2>
- Mamić, M., Jovanović, T., Galić, S., Jelinčić, I., Mikšić, Š., Lovrić, B., Zirdum, I., Matković, K., Zukanović, G., Radmilović, G., Mendeš, T., Frančina, M., & Vukoja, I. (2024). Influence of Personality Traits and Organizational Justice on Job Satisfaction among Nurses. *Behavioral Sciences*, 14(3), Article 3. <https://doi.org/10.3390/bs14030235>
- Mandal, V., & Pal, D. (2024). Sustainable leadership: Empowering green organizational citizenship behaviour through employee green value in the Indian healthcare sector. *Journal of Asian Business Studies*, 19(1), 79–102. <https://doi.org/10.1108/JABS-08-2023-0338>
- Nelwan, O. S., Lengkong, V. P. K., Tewal, B., Pratiknj, M. H., Saerang, R. T., Ratag, S. P., Walangitan, H. D., Paat, F. J., & Kawet, R. C. (2024). The Effect of Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior on Turnover Intention in the Tourism Management and Environmental Sector in Minahasa Regency-North Sulawesi-Indonesia. *Journal of Social and Environmental Management*, 18(3), e05242–e05242. <https://doi.org/10.24857/rgsa.v18n3-077>
- Nguyen-Viet, B., & Chau, T. V. T. (2025). The impact of counterproductive work behavior on organizational citizenship behavior: The moderating role of moral identity and organizational justice. *Cogent Business & Management*, 12(1), 2444545. <https://doi.org/10.1080/23311975.2024.2444545>
- Pirrotta, L., Ferrari, A., Cantarelli, P., & Belle, N. (2024). Communication and job satisfaction among public employees: Evidence from large-scale surveys with healthcare professionals. *International Journal of Public Sector Management, ahead-of-print*. <https://doi.org/10.1108/IJPSM-07-2024-0222>
- Putra, A. R., & Sinambela, E. A. (2021). The Influence of Leadership and Work Communication on Lecturer Job Satisfaction. *Simki Pedagogia Journal*, 4(1), Article 1. <https://doi.org/10.29407/jsp.v4i1.17>

- Putri, R. M. A., Fariantin, E., & Wardani, R. (2024). The Influence of Leadership, Work Discipline, and Work Environment on Job Satisfaction of Optik Employees in Cakranegara District. *Credibile; Scientific Journal of Management*, 2(2), 78–87.
- Raziq, M. M., Wazir, R., Memon, M. A., Rice, J. L., & Moazzam, M. (2024). Empowering leadership, employee organizational commitment and organizational citizenship behavior: The roles of leader authenticity and trust. *International Journal of Productivity and Performance Management*, 74(1), 81–106. <https://doi.org/10.1108/IJPPM-09-2023-0489>
- Robbins, B. (2020). Transformational leadership in health care today. *Health Care Manager*, 39(3), 117–121. <https://doi.org/10.1097/HCM.0000000000000296>
- Rohim, S., Surip, M., Lubis, M. J., & Fardian Gafari, M. O. (2023). Leadership contribution and organizational commitment on the work achievement of the school principals and teachers in high schools in Medan. *Cogent Education*, 10(2). <https://doi.org/10.1080/2331186X.2023.2239595>
- Sahar, N. e., Zawawi, D., Jaharuddin, N. S., & Abbasi, M. A. (2023). Responsible leadership and organisational citizenship behaviour for the environment: Mediated by environmental corporate social responsibility. *International Journal of Ethics and Systems*, 41(2), 353–371. <https://doi.org/10.1108/IJOES-04-2023-0090>
- Samad, A. (2022). Investigating leadership and employee well-being in higher education. *Personnel Review*, 51(1), 57–76. <https://doi.org/10.1108/PR-05-2020-0340>
- Tran, Q. H. N. (2023). The role of leadership skills in organisational citizenship behaviour at Vietnamese libraries: Organisational culture as a mediator. *Global Knowledge, Memory and Communication*, 74(1/2), 463–479. <https://doi.org/10.1108/GKMC-10-2022-0249>
- Vinberg, S. (2023). Do leadership behaviours, work environments and the health of managers in Sweden and outside Sweden differ? – A study of a large international mining company. *Mineral Economics*, 36(4), 655–666. <https://doi.org/10.1007/s13563-023-00375-1>
- Westover, J. H. (2024, October 27). *What's Draining Your Workplace Energy and Joy? Identifying and Addressing Sources of Unhappiness to Boost Productivity and Morale*. HCI Consulting. <https://www.innovativehumancapital.com/article/what-s-draining-your-workplace-energy-and-joy-identifying-and-addressing-sources-of-unhappiness-to>
- Yamao, S. (2024). 33: *Social exchange theory*. <https://www.elgaronline.com/edcollchap/book/9781035308767/ch35.xml>
- Zuo, C., Wongvanichtawee, C., & Chollathanrattanapong, J. (2024). The Effects of the Transformational Leadership Model on Teachers' Organizational Justice and Job Satisfaction in Private Universities in Shandong Province. *International Journal of Asian Business and Information Management (IJABIM)*, 15(1), 1–15. <https://doi.org/10.4018/IJABIM.341796>