



## The effect of organizational justice and job involvement on organizational citizenship behavior (OCB) with organizational commitment as mediation variable: Study on Samarinda Medika Citra Hospital Nurses



Della Restiana Sari <sup>(a)\*</sup> Noermijati <sup>(b)</sup> Himmiyatul Amanah Jiwa Juwita <sup>(c)</sup>

<sup>(a)</sup> Faculty of Economics and Business, University of Brawijaya, Malang, Indonesia.

<sup>(b,c)</sup> Ph.D. Faculty of Economics and Business, University of Brawijaya, Malang, Indonesia.

### ARTICLE INFO

#### Article history:

Received 11 May 2024

Received in rev. form 22 June 2024

Accepted 23 July 2024

#### Keywords:

Organizational justice, job involvement, organizational commitment, OCB

#### JEL Classification:

O15

### ABSTRACT

A hospital is a non-profit health service organization profit oriented, and own various specifications, specifically related with human resources. In this context, hospitals are often mentioned as an organization that is intensive in human resources, this is because it is in a hospital there are various professions and types of work that have specifications and tasks different principal. Apart from that, hospitals are also known as solid organizations regulations and intensive technology and science. Technology and science intensive knowledge because there is technology and sophisticated medical equipment as well the rapid development of science as a result of education and study in in House Sick. Congested regulations because in House Sick there is Lots regulation and terms service Which must obeyed by all over element Which There is At home Sick. This research aims to investigate influencing factors OCB to nurses at Samarinda Medika Citra Hospital. This research uses OCB as a dependent variable which influences Organizational Justice, Job involvement and Organizational Commitment as mediating variables. This research is categorized as explanatory research. The respondents in this study were nurses at Samarinda Medika Citra Hospital who had worked for more than 2 years and determining the sample size in this study used a saturated sample technique with a total sample of 172 respondents. The data collection method uses a questionnaire, and the data is analyzed using SEM-PLS. The findings from this research show that organizational justice, job involvement and organizational commitment have significant effects on OCB. Organizational Commitment also plays a role in mediating the relationship between organizational justice and work engagement hope OCB.

© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

## Introduction

A company's ability to compete maintains its current business entity requires the ability to manage the production factors (resources) owned. Economic globalization creates competition in every aspect of business. Aspect human resources, availability of capital, raw materials that can encourage the products produced. Human resources are an important factor in maintaining and maintaining the business entity being run. Resource Reliable and competent humans are needed to be able to maintain as well as increase Power competitive company. Source Power man Which reliable and competent, no only required in the environment company like on generally, However, it is one of the supporting factors in the field environment health like home Sick.

OCB is critical as a formal role job description cannot be covers all over arrangement behavior Which required for reach objective organization. In general, OCB contributes to organizational effectiveness by creating capital social, increase efficiency and increase productivity. The concept of OCB is also a behavior that is carried out without hope for recognition or compensation (Somech and Oplatka., 2014). Behavior This is positive behavior for organizational life in which nurses are willing to put in more effort than what is required in the organization as well making the nurses willing to offer each other help without requested.

\* Corresponding author. ORCID ID: 0009-0007-1947-2867

© 2024 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v13i5.3476>

Fostering Organizational Citizenship Behavior (OCB) for nurses It's not easy, this is due to the characteristics of maintenance work who work continuously socializing with the same people, have privacy which limited, and face limitations facility fitness and recreation. This is what causes nursing services to sometimes become stagnant and behavior help person other, fellow nurse nor patient Which There is so limited to nurses who have Organizational Citizenship Behavior very needed Because OCB can sustain or increase system organization but no systematic or recorded in system formal organization forrewards specific (Organ, 2016).

Many factors theoretically cause high OCB at home Sick. Mahmoudi et al. (2017) said that there are several variables that influence OCB, among them is justice organization, commitment organizational, trust, and satisfaction Work. Among them OCB said can be influenced by organizational justice factors. Organizational justice is related to eliminating gaps between businesses made for interest organization with the rewards received. That is, if someone has perception that the rewards they receive are inadequate, there are two possibilities happens, that is, someone will try to obtain a greater reward or reduce the intensity of effort made in carrying out the task at hand his responsibility. Maintaining relationships in this case is related to Officials and officers in the civil service department must always be alert until perception injustice arises, especially widespread. If until happen so will arise various impact negative for organization, like dissatisfaction, high level of absenteeism, frequent accidents in completing tasks, employees often make mistakes in carrying out their work respectively, strikes or even transfer of employees to other organizations (Titisari., 2014).

Many factors theoretically cause high OCB at home Sick. Mahmoudi et al. (2017) said that there are several variables that influence OCB, among them is justice organization, commitment organizational, trust, And satisfaction Work. According to Mahmoud (2017) factors that influence OCB include job crafting a nd job involvement. Job involvement is wrong, one factor can which influence OCB. OCB and job involvement each other relate which where a nurse can identify his job And in a way active with participate in it and have a high degree of freedom and independence so that will spur feeling price self, not quite enough answer, achievement and objective at work (Lopez *et al.*, 2016), thus work engagement own influence on OCB. Job involvement influencing OCB is supported by several previous studies such as those by Chu et al. (2005), Mahmoud (2017), Kim (2013), Nwibere (2014) and Salimi (2013).

Study This interesting among them first, organization justice and job involvement lots researched in a way separated relationship with organizational commitment and OCB, for example, organizational justice with OCB researched by Mahmoud *et al.* (2016) , Park And yoon (2009), Sjahruddin (2013), Mahmoudi et al. (2017) and between justice organization researched by Chen *et al.* (2015), Lee et al. (2016), Akbari et al. (2015), Mahmoudi et al. (2016), Sjahruddin (2013). Secound, exists difference results findings between organization justice and work engagement and OCB. This of course raises the question, why this could happen, of course to answer this question needs to be donestudy more carry on, with say other there is exists gap study (research gap) as opportunity for did it activity study to problem the. In this research, organizational commitment is used as a mediating variable to be able to close existing gaps. In research Tabroni *et al.* (2017) it is said that OCB is an awareness that arises from oneself, if OCB employee No Good so in guess lack of flavor own or commitment to his organization. Where the higher the employee's organizational commitment, the more formed something behavior citizenship organization (OCB) which Good.

## Literature Review

### Organizational Justice

Fernandes and Awamleh (2006) stated that organizational justice has an important role in that rewards will be given fairly according to their field and what they deserve in the company. Organizational justice is an important factor, because the rewards they get in the company are in accordance with the individual performance of the employees. Oceani and Sriathi (2015) found that organizational justice has an influence on organizational commitment. The concept of justice is used to explain why employees can assess whether decisions made by authorities are fair or not, Roohi and Feizi (2013). Gibson et al. (2009) define organizational justice as something the degree to which an individual feels treated equally in the organizational setting he Work. Generally, perception justice organization originates from confidence employees that the organization treats employees "fairly" (Schminke, Arnaud and Taylor., 2014).

### Job involvement

According to Steers & Porter (1991) job involvement shows how much an individual is interested in their task or job. This not only describes the individual as happy or satisfied with his or her work, but also describes the responsibility that the individual has for the work assigned to him. Hiriyappa (2009) defines work engagement as the degree to which an individual identifies himself with his work, actively participates in it and considers his performance to be important for his self-worth. According to Robbins (2003) job involvement is the degree to which an individual is known for his work, participates actively in his work and considers achievements important for self-esteem. Furthermore, Lodahl and Kejner (1965) stated that job involvement is how much an individual psychologically identifies with their work. The greater the individual identifies himself with his work, the higher his job involvement.

### Organizational Commitment

Organizational commitment is the result of the leader of an organization influencing his followers. Organizational commitment is an employee's feeling of psychological and physical connection or attachment to the organization where he works or the organization of which he is a member (Wirawan, 2013). If the employee's organizational commitment is high, the employee will try to give all the effort he has in order to help the organization achieve its goals. Vice versa, if the employee's organizational commitment is low, what

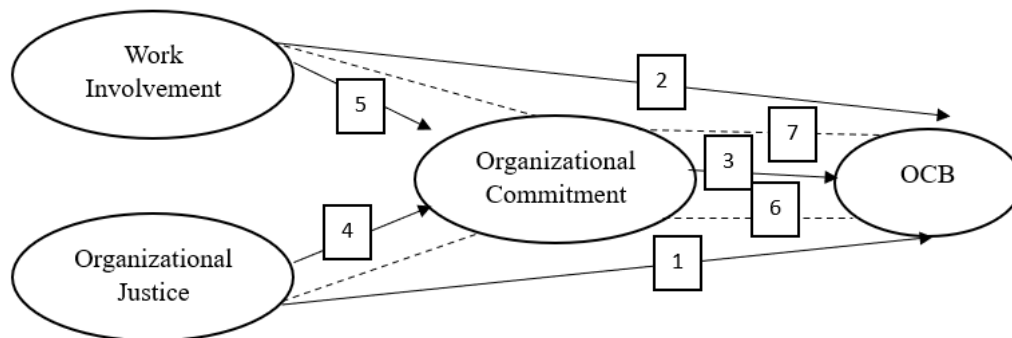
the employee does is only limited to fulfilling his main duties. According to Luthan (2005) organizational commitment is defined as a strong desire to remain a member of a particular organization, the desire to try hard according to the organization's wishes and certain beliefs, acceptance of the organization's values and goals.

### Organizational Citizenship Behavior (OCB)

Judge & Fernandes (2017) argue that in general there are three components important in building an understanding of OCB. First, behavior must be voluntary, so it is not included in a formal written role or assignment formal. Second, behavior the beneficial according to perspective organization. Third, this behavior reflects a multidimensional nature that provides benefits for organization. This OCB involves various positive employee behavior, including caring behavior towards others, becoming *volunteers* for tasks colleague work, obedient to regulations And procedure which already set organization (Aldag & Reschke, 1997). Zhu (2013) mentions OCB as behavior with an extra role ( extra-role behavior ) refers to a set of actions that are not included in the job description or not related to the employee's position and role in the organization. Aldag & Reschke (1997) describe OCB as mark plus employee Which manifested in the form of prosocial behavior, namely positive social behavior, constructive and useful for others, which will ultimately improve productivity organization. View about OCB the, describe that OCB is an important factor not only for employees but also continuity life organization Because employee is asset valuable Which can determine progress or organizational decline.

### Conceptual Framework of The Research

This research examines what makes consumers use word of mouth from using a wedding organizer amidst competition with other wedding organizers, whether there is a tendency for consumers to be influenced by service quality and the service experience they feel before and after using the service. How service quality and service experience play a role in perceived value which ultimately impacts word of mouth. The details will be explained in the following picture.



**Figure 1:** Research Framework and Hypothesis

The hypothesis in this research is as follows:

- H1: Organizational justice has a significant effect on organizational citizenship behavior (OCB)
- H2: Job involvement has a significant effect on organizational citizenship behavior (OCB)
- H3: Organizational commitment has a significant effect on organizational citizenship behavior (OCB)
- H4: Organizational justice has a significant effect on organizational commitment
- H5: Job involvement has a significant effect on to organizational commitment
- H6: The effect of organizational Justice on organizational citizenship behavior (OCB) is mediated by organizational Commitment
- H7: The effect of job involvement on organizational citizenship behavior (OCB) is mediated by Organizational Commitment

## Research And Methodology

### Participants and Data Collection

The method used in this research uses the saturated sampling technique, where all the population in this study is used as a sample. In this research, considerations in sampling are as follows:

- i. The respondents were nurses at Samarinda Medika Citra Hospital with work experience of more than 2 years, because nurses had work experience more from 2 year so have experience Which Enough Which related with the variables studied.
- ii. The respondent is 25 years old. The age of 25 years is the limit for someone to obtain the title of adult in the eyes of the law in Indonesia. A person's age will influence decision-making patterns and emotions that influence purchasing behavior.

### Data Analysis

The analysis method in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) with the help of SmartPLS 3 software. 3.3.

## Measurements

All indicators used to measure the variables in this research were adopted from several previous studies. Indicators of the organizational justice variable were adopted from Cropanzano And Molina (2015) which consists of 3 indicators. Job involvement measured using 3 indicators referring to Robbins' research And Judge (2017). The organizational commitment variable is measured using 3 indicators adopted from research by Meyer and Allen (1991). The OCB variable is measured using 5 indicators adopted from Organ research (2016).

## Findings

Based on the results of processing respondent data, it is known that of the 172 respondents there were 82 male respondents (48%) and 90 female respondents (52%) meaning that this also shows that working as a nurse is more attracts more interest from women than men. Based on age, respondents aged  $\leq 25$  years amounted to 30 people (17%), then respondents aged between 26-30 years amounted to 90 people (52%), respondents aged between 31 – 35 years amounted to 42 people (24%), and respondents aged over 36-40 years amounted to 10 people (7%), This shows that the majority of nurses at Samarinda Medika Citra Hospital are of productive age, namely between 26 and 30 years of age. Based on education, respondents with a Diploma III education totaled 93 people (54%), 59 people had a bachelor's degree in nursing (34%), and 20 people (12%) had a bachelor's degree in nursing. So, it can be said that there are more respondents with DIII education compared to S1 or Ners (Professional Bachelor's Degree). This finding also means that despite the nurses' experience being new, the potential for self-development and curiosity and wanting to try new things is still quite large. Based on length of service, 67% of the respondents in this study or 116 nurses had worked for 1-5 years and the remaining 33% or 56 nurses had worked for 6-10 years. The largest proportion of respondents has been at the Samarinda Medika Citra Hospital for between 1-5 years compared to the others. This shows that most nurses are still in the period of recognizing and developing their potential. The longer a nurse works, the more the nurse will have self-development which can help the nurse to obtain many results and will ultimately have an impact on the progress of the hospital. Based on employment status, the status as hospital employees is dominated by permanent employees with a percentage of 62% or 107 nurses and the rest are non-permanent employees with a percentage of 38% or 65 nurses. This shows that nurses at Samarinda Medika Citra Hospital have a great sense of responsibility as permanent employees.

## Partial Least Square (PLS) Analysis

The data processing technique uses the SEM method based on Partial Least Square (PLS). The PLS software in this research uses software developed at the University of Hamburg, Germany, called SMARTPLS version 3.0. In the PLS method there are two stages, the first stage is evaluating the outer model or measurement model of the question item against the variables. The second stage is an evaluation of the inner model or structural model to find out the results of the hypothesis testing used. In this test, path coefficients are also estimated which identify the strength of the relationship between exogenous variables and endogenous variables. The next test was carried out by the Indirect Influence Test. This test was carried out using the bootstrapping method using SmartPLS 3.0. In this research there is an intervening variable, namely organizational commitment. Intervening variables are said to be able to mediate the influence of exogenous (independent) variables on endogenous (dependent) variables if the statistical T value is greater than the T table and the P value is smaller than the significance level used (5%).

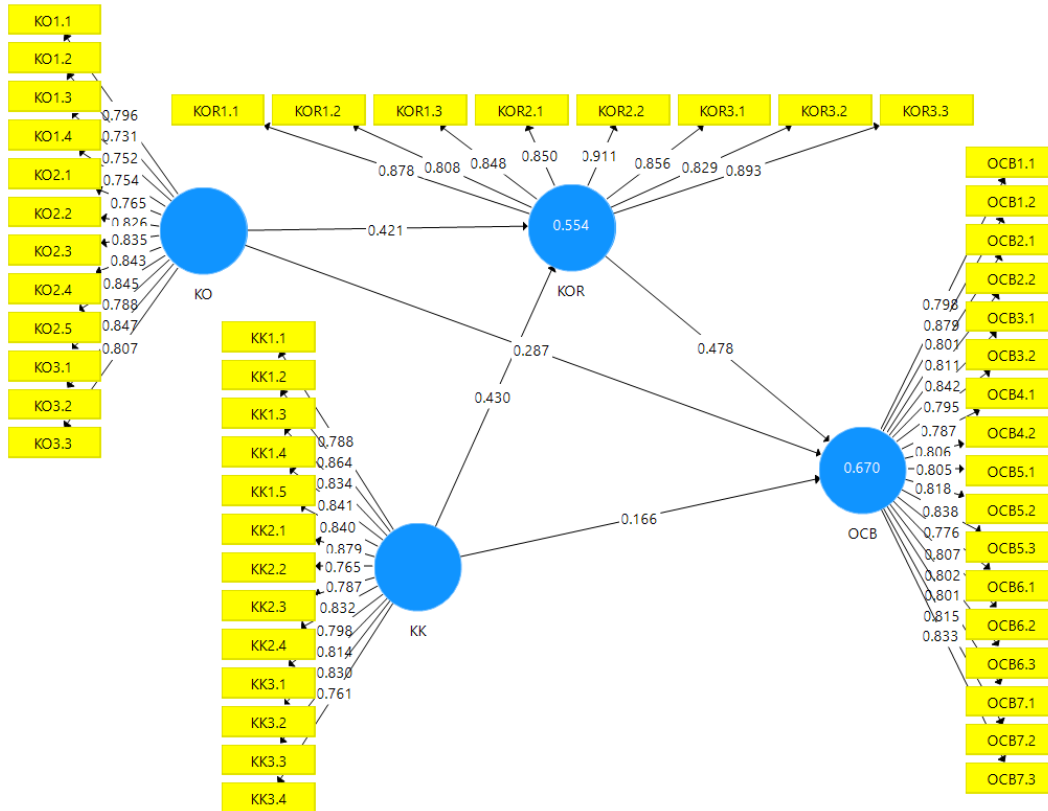


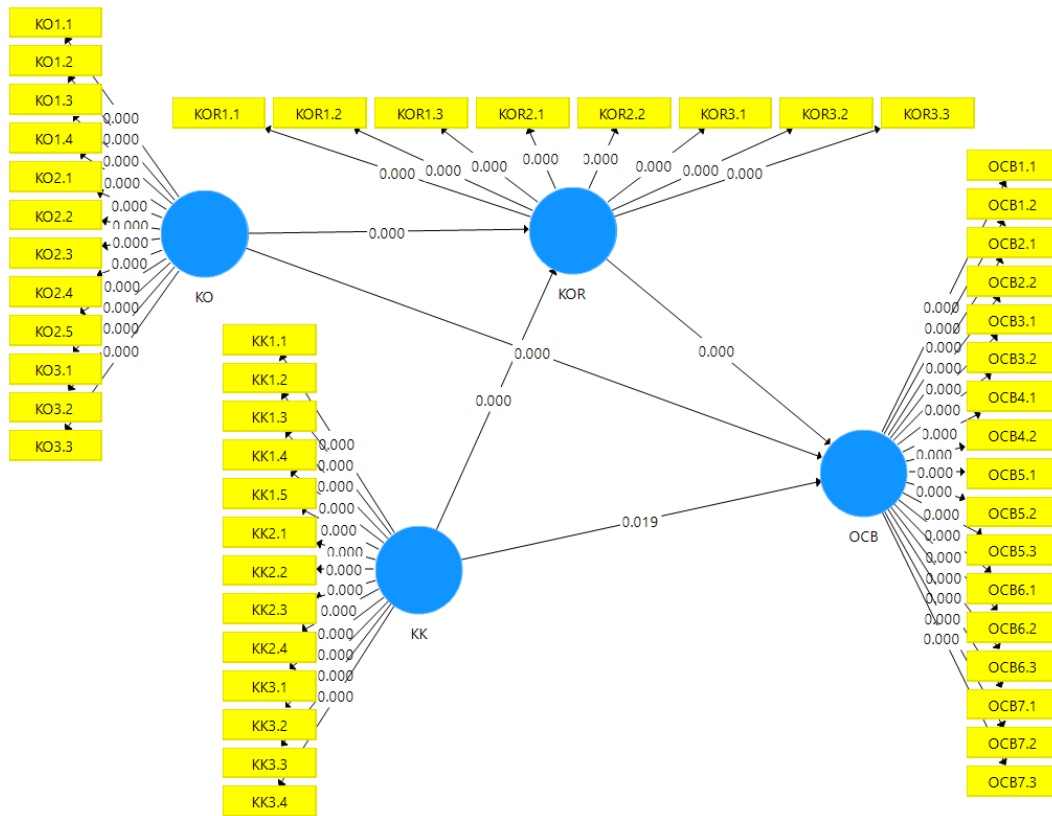
Figure 1: Evaluation of the Measurement Model (Outer Model)

There are three criteria for using data analysis techniques with SmartPLS, namely:

- i. Convergent validity convergent validity aims to determine the validity of each relationship between the question items used and the latent variables. A loading factor value  $> 0.7$  can be said to be valid. From this table, it is known that all factor loading values for the indicators of organizational justice, job involvement, organizational commitment and organizational citizenship behavior (OCB) are greater than 0.7. This shows that the indicators are valid.
- ii. Discriminant validity (discriminant validity) is to prove that the latent construct predicts measures of the constituent variables better than measures of other variables. The model has good discriminant validity if each loading value for each indicator of a latent variable has the largest loading value compared to other loading values for other latent variables. Based on the cross loading value, it can be seen that all the indicators that make up each variable in this study (the values in bold) have met discriminant validity because they have the largest outer loading value for the variables they form and not for other variables. Thus, all indicators in each variable in this study have met discriminant validity. the next evaluation of the discriminant validity measurement is fornell larcker, namely by comparing the AVE root value with the correlation between constructs. If the AVE root value is higher than the correlation value between the constructs, then good discriminant validity is achieved. Additionally, an AVE value greater than 0.5 is highly recommended.
- iii. Model evaluation, measurement using square root of average variance extracted is comparing the AVE root value with the correlation between constructs. If the AVE root value is higher than the correlation value between the constructs, then good discriminant validity is achieved. Additionally, an AVE value greater than 0.5 is highly recommended. The next test to analyze the outer model is to look at the construct reliability of the latent variable which is measured by two criteria, namely composite reliability and Cronbach alpha from the indicator block that measures the construct. A construct is declared reliable if the composite reliability value and Cronbach alpha value are above 0.70. Apart from construct validity testing, construct reliability testing was also carried out which was measured using criteria tests, namely composite reliability and Cronbach alpha from the indicator block that measured the construct. A construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.70. So it can be concluded that the construct has good reliability.
- iv. Goodness of Fit (GoF) is a measurement of overall model accuracy and is considered a single measurement of the outer model and inner model. The GoF calculation result is 0.6440 or 64.40%. This shows that the model obtained is good for making predictions. This means that the model has a high ability to explain empirical data.

**Evaluation of the Structural Model/Inner Structural model**

After evaluating the construct/variable measurement model, the next stage is to evaluate the structural model or outer model. This can be seen from the path coefficient *which* describes the strength of the relationship between constructs. The sign or direction in the path (path coefficient) must be in accordance with the hypothesized theory, its significance can be seen in the t test or T statistic obtained from the bootstrapping process (resampling method. Testing of the inner model or structural model was carried out to see the relationship between the significance value construct and the R-square of the research model. The structural model was evaluated using R-square for the t-test dependent construct as well as the significance of the structural path parameter coefficients. The interpretation of the R-Square value is the same as the interpretation of linear regression, namely the amount of variability of the endogenous variable that can be explained by the exogenous variable.



**Figure 2:** Structural Model Evaluation (Inner Model)

**Table 1:** Coefficient of Determination (R<sup>2</sup>)

Variable	R Square
Z	0.554
Y	0.670

Source: Data processing with PLS, 2023

Table 1 shows the R-Square value for the Organizational Commitment variable (Z) which is influenced by the variables Organizational Justice (X1) and Job involvement (X2) is obtained at 0.554. The R-square value shows that 55.4% of the Organizational Commitment (Z) variable can be influenced by the Organizational Justice (X1) and Job involvement variables. (X2) while the remaining 44.6% is influenced by other variables outside those studied. Table shows the R-square value for the Organizational Citizenship Behavior (Y) variable which is influenced by the Organizational Justice variable (X1), Job involvement variable (X2), and Organizational Commitment variable (Z) obtained at 0.670. The R-square value shows that 67% of the Organizational Citizenship Behavior (Y) variable is influenced by the Organizational Justice variable (X1), the Job involvement variable (X2), and the Organizational Commitment variable (Z) while the remaining 33% is influenced by other variables outside those mentioned. researched.

Goodness of Fit (GoF) in this study was calculated using the equation  $Q^2 = 1 - Q^2 = 1 - (1 - R^2) \times (1 - R^2) = 1 - ((1 - 0.555) \times (1 - 0.670)) = 0.8528$ . A score of 0.8528 in the Q-Square calculation indicates that the model in this study can be said to have good goodness of fit.

**Table 2:** Path Coefficient (Mean, STDEV, T-Values)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
<b>OJ -&gt; OCB</b>	0.287	3,804	0,000	Significant
<b>WI -&gt; OCB</b>	0.166	2,357	0.019	Significant
<b>OC-&gt; OCB</b>	0.478	6,469	0,000	Significant
<b>O J-&gt; OC</b>	0.421	7,146	0,000	Significant
<b>WI -&gt; OC</b>	0.430	6,233	0,000	Significant

**Source:** Data processing with PLS, 2023

Based on data processing carried out using smart PLS for hypothesis testing, the results of the influence of organizational justice on OCB show significant results with a path coefficient of 0.287 and a p-value of 0.000 (below 0.05). Based on these findings, hypothesis 1 is accepted, which means that organizational justice has a direct and significant influence on OCB. The influence of job involvement on OCB is known to be significant with a path coefficient of 0.166 and a p-value of 0.019 (below 0.05). Based on these findings, hypothesis 2 is accepted, which means that job involvement has a significant effect on OCB. The influence of organizational commitment on OCB is known to be significant with a path coefficient of 0.478 and a p-value of 0.000 (below 0.05). Based on these findings, hypothesis 3 is accepted, which means that organizational commitment has a direct and significant influence on OCB. The influence of organizational justice on organizational commitment is known to be significant with a path coefficient of 0.421 and a p-value of 0.000 (below 0.05). Based on these findings, hypothesis 4 is accepted, which means that organizational justice has a direct and significant influence on organizational commitment. The influence of job involvement on organizational commitment is known to be significant with a path coefficient of 0.430 and a p-value of 0.000 (below 0.05). Based on these findings, hypothesis 5 is accepted, so that job involvement has a direct and significant influence on organizational commitment.

**Table 3:** Mediation Testing (Sobel Test)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
<b>OJ -&gt; OC -&gt; OCB</b>	0.201	4,138	<b>0,000</b>
<b>WI -&gt; OC -&gt; OCB</b>	0.206	5,252	<b>0,000</b>

The role of organizational commitment in mediating the relationship between organizational justice and OCB is known to be significant with a path coefficient value of 0.201 and a p-value of 0.000 (below 0.05). These results indicate that organizational commitment can mediate the relationship between organizational justice and OCB, so hypothesis 6 is accepted. The role of organizational commitment in mediating the relationship between job involvement and OCB is also known to be significant with a path coefficient value of 0.206 and a p-value of 0.000 (below 0.05). These results indicate that organizational commitment can play a mediating role in the relationship between job involvement and OCB, so hypothesis 7 is accepted.

In the SEM model, the basic concept of analysis involves a mediator variable if the exogenous (*independent*) variable is able to influence the endogenous (*dependent*) variable through another variable called the mediator variable (Z). This means that the independent variable (X) can influence the mediator variable and the mediator variable (Z) influences the dependent variable (Y).

**Table 4:** Recapitulation of SEM-PLS Results

Variable Relationships	Path coefficient	t	p-value
<b>OJ -&gt; OCB</b>	0.287	3,804	<b>0,000</b>
<b>WI -&gt; OCB</b>	0.166	2,357	<b>0.019</b>
<b>OC-&gt; OCB</b>	0.478	6,469	<b>0,000</b>
<b>O J-&gt; OC</b>	0.421	7,146	<b>0,000</b>
<b>WI -&gt; OC</b>	0.430	6,233	<b>0,000</b>
<b>OJ -&gt; OC -&gt; OCB</b>	0.201	4,138	<b>0,000</b>
<b>WI -&gt; OC -&gt; OCB</b>	0.206	5,252	<b>0,000</b>

Based on Table 4 it is found that:

- i. The organizational justice variable has a significant influence on the OCB variable.
- ii. The job involvement variable has a significant influence on the OCB variable.

- iii. The organizational commitment variable has a significant influence on the OCB variable.
- iv. Organizational justice is included in the variables that partially mediate the relationship between organizational justice variables and work engagement OCB, due to the variables of organizational justice and job involvement has a significant direct influence on OCB.

## Discussion

### The Influence of Organizational Justice Variables on OCB Variables

This research produces findings that organizational justice has an influence on OCB. These results prove that there is a strong relationship between the two variables with a positive and linear correlation, meaning that if the organizational justice variable is high then the OCB variable is also high, meaning changes in the value of the organizational justice variable through the three indicators, namely procedural justice, distributive justice and interactional justice. impact on the OCB variable indicators.

From the results of the outer loading test, it is known that organizational justice is more reflected by interactional justice from SMC Hospital. Interactional justice is an individual's perception of the degree to which an employee is treated with dignity, attention, and respect (Robbins & Judge, 2017). This indicates that to improve organizational justice, SMC Hospital can specifically design the interactional justice needed, so that it becomes a *value* for nurses and gives a positive impression.

The findings of this research, namely that organizational justice influences OCB, are in accordance with several previous studies conducted by researchers, such as research conducted by Park and Yoon (2009), Sjahrudin (2013), Mahmoudi *et al.* (2017) who say that there is a strong relationship and influence between organizational justice and OCB. The results of this study are also in accordance with research by Mahmoud *et al.* (2016) who conducted research on 201 nurses at Imam Khomeini Hospital in Urmia, the results of this research stated that organizational justice can increase OCB. The results of this research are also in accordance with research conducted by Cropanzano & Molina, 2015 which states that organizational justice can benefit organizations in several ways such as increasing employee trust, promoting OCB work commitment and performance. However, these findings are not in line with the findings made by Sjahrudin (2013) where the results of the research conducted stated that organizational justice does not influence OCB.

### The Influence of Job involvement Variables on OCB Variables

This research produced findings that that job involvement has an influence on OCB. These results prove that there is a strong relationship between the two variables with a positive and linear correlation, meaning that if the job involvement variable is high then the OCB variable is also high. This also means that if the job involvement variable is high, it will also have an impact on the high OCB variable or changes in the value of the job involvement variable through the three indicators, namely actively participating in work, prioritizing work, work being important for self-esteem will have an impact on OCB which can be seen in The indicators are aultruism, conscientiousness, courtesy, civic virtue, sportsmanship.

From the results of the outer loading test, it is known that job involvement is reflected equally by the three indicators. This indicates that actively participating in work, prioritizing work, and work being important for self-esteem are equally important in efforts to increase OCB. This means that the existing nurses are active in their work and consider their work to be something important so that when faced with work they will always take it seriously. Work engagement is considered one of the main factors influencing individual quality and organizational outcomes (Zhang, 2014).

The results of this research regarding the influence of job involvement on OCB are in line with the results of research conducted by Mahmoud (2017), Myung Sook. K (2013), Nwibere BM (2014), M. Salimi (2013) who found a strong influence between job involvement and OCB. Other research that is in line with these findings is research conducted by Cheng-I Chu *et al.* (2005) in one Taiwanese hospital with a sample of 314 nurses in the hospital. The results of this research state that there is a significant effect between job involvement and OCB.

### The Influence of the Organizational Commitment Variable on the OCB Variable

This research produces findings that organizational commitment has an influence on OCB. These results prove that there is a fairly strong relationship between the two variables with a positive and linear correlation, meaning that if the organizational commitment variable is high then OCB is also high, meaning that changes in the value of the organizational commitment variable through the three indicators affective, normative and sustainable will also have an impact on OCB. From the results of the *outer loading test* , it is known that organizational commitment is more reflected by sustainable commitment, which means that the most important thing in terms of increasing organizational commitment is how the hospital can continue to pay attention to employees in terms of work so that the hospital deserves loyalty.

The high average value of continuing commitment also means that nurses believe that they have the desire to continue joining and working with the hospital as an obligation. The next *mean* value is affective commitment, followed by normative commitment. *Continuance* commitment can develop due to various actions or events that can increase losses if you leave the organization. The results of this research, namely that organizational commitment influences OCB, are in accordance with several previous studies



conducted by previous researchers, namely Fitria *et al.* (2015), Sjahruddin (2013), Mahmoudi *et al.* (2017) who have successfully carried out empirical tests on the relationship between organizational commitment and OCB. This research also proves that there is a relationship between organizational commitment and OCB.

#### **Influence of Organizational Justice Variables on the OCB Variable with Organizational Commitment as an *intervening variable***

Based on the results of statistical analysis using the path analysis method Organizational commitment is proven to act as a mediating variable between organizational justice and OCB and H4 is accepted. The results of this study are in accordance with previous research conducted by Chen *et al.* (2015), Lee *et al.* (2016), Akbari *et al.* (2015), Mahmoudi *et al.* (2017), Sjahruddin (2013) who have succeeded in proving empirically that organizational justice influences organizational commitment and organizational commitment influences OCB. In this research, testing of mediation variables was also carried out to determine whether the mediation in this research was complete mediation or partial mediation. The results obtained are that the independent variable, namely organizational justice, directly influences organizational commitment and directly has a significant positive influence on the dependent variable, namely OCB. Meanwhile, the mediator variable organizational commitment positively and significantly influences OCB. From the results of the mediation test, it is known that organizational commitment provides a perfect mediating role in organizational justice towards OCB. It can be interpreted that increasing organizational justice will encourage and form organizational commitment.

From this, the role of nurses' organizational commitment is very important in strengthening organizational justice to encourage OCB of nurses at Samarinda Medika Citra Hospital. The mediating role of organizational commitment is very large, where the role of organizational commitment will have an impact on OCB and be able to support organizational justice to be able to increase OCB by continuing to increase organizational commitment. These results also show that organizational commitment can be a predictor of the emergence of OCB. Through high organizational commitment, organizational justice can increase OCB so that it will influence nurses to work optimally.

#### **Influence of Job Engagement Variables on the OCB Variable with Organizational Commitment as an *intervening variable***

Based on the results of statistical analysis using the path analysis method, the organizational commitment variable is proven to act as a mediating variable between job involvement on OCB and H5 being accepted (according to the description in the presentation of the research results) and the organizational commitment variable has an effect on OCB (H3). This shows that both directly and indirectly, job involvement influences OCB. This means that through the mediation of organizational commitment or not, job involvement can increase OCB. Organizational commitment can be increased by developing a feeling of belonging to the organization (Wadhwa & Verghese, 2015).

The organizational commitment variable mediates the relationship between job involvement and OCB, because the previous correlation results show that there is a significant direct influence between job involvement and OCB. This is because in the mediating variable there are two correlations, namely the variable correlation between job involvement and organizational commitment and the variable correlation between organizational commitment and OCB. Where these two correlations have a significant effect, so it is proven that the organizational commitment variable mediates the relationship between the two job involvement variables and OCB. These results show that organizational commitment is a predictor of the emergence of OCB. Through the role of organizational commitment, nurses can be influenced to work optimally in teams.

The results of this research are in accordance with previous research conducted by Alammar (2016), Mariyanti *et al.* (2014), Rizki and Mas'ud (2016), Rahati *et al.* (2015), Nwibere BM (2014), Novarinda & Iqbal (2017) who found empirically that job involvement has an influence on organizational commitment and organizational commitment has an influence on OCB.

In this research, testing of the mediation variables was also carried out to find out whether the mediation in this research was complete mediation or partial mediation. The results obtained are that the independent variable job involvement influences the dependent variable, namely OCB. Meanwhile, the mediator variable organizational commitment also positively and significantly influences OCB. From the results of the mediation test, it is known that organizational commitment provides a partial mediating role on job involvement on OCB. It can be interpreted that increasing job involvement will encourage and form organizational commitment.

## **Conclusions**

Based on the statement of the influence of related variables, it can be concluded that organizational justice is able to encourage and increase nurses' OCB. Organizational justice as an aspect of human resource management can result in an increase in nurses' overall organizational citizenship behavior. Increasing nurses' job involvement can encourage OCB to continue to increase. Appropriate job involvement with nurses, coupled with nurses' enthusiasm for involvement can encourage better OCB. Organizational commitment can increase OCB. This shows that the better and increasing organizational commitment, the OCB will also continue to improve and increase. Organizational commitment that continues to be developed will ultimately provide benefits for individual nurses and the organization. Organizational commitment successfully plays a role in the relationship between organizational justice and OCB. This shows that organizational commitment can mediate the relationship between organizational justice and OCB and can influence the level of OCB of nurses at Samarinda Medika Citra Hospital. This means that organizational commitment has a very important role

where without organizational commitment, organizational justice is unable to increase OCB. The mediating impact of organizational commitment is known to be perfectly mediated. Organizational commitment has succeeded in playing a role in the relationship between work engagement and OCB. The mediating impact of organizational commitment is known to be partially mediated. This means that, even without organizational commitment, job involvement is able to directly encourage nurses' OCB. However, organizational commitment will further increase nurses' OCB.

#### *Recommendations for Future Research*

- i. This research uses a quantitative approach over time relatively short, so future research is recommended for using a qualitative approach with longitudinal research in order process more in-depth data mining.
- ii. The diversity of the determinants of nurses' OCB which is still moderate indicates that there are other factors or variables that are not in the research model, so further research is expected to examine and test other factors that are not in this research model such as job satisfaction, personality, employee morale, , motivation, leadership style, trust in leaders, organizational culture and so on.
- iii. Considering the population and sample size in this study, it still cannot be generalized so that further research can expand the scope of the research.

#### **Acknowledgement**

**Author Contributions:** by authors with equal participation. All authors have read and agreed to the published the final version of the manuscript.

**Institutional Review Board Statement:** Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

**Conflicts of Interest:** The authors declare no conflict of interest.

#### **References**

- Ade, SH, & Budiyo, R. (2018). The Influence of Work Engagement and Work Ethics to Organizational Citizenship Behavior with Organizational Justice as a Variable Intervening (Case of Community Health Center Employees in District Thunder, Demak). *Journal STIE SEMARANG*, 10(1), 53-67.
- Akbari, O., Vagharseyyedin, S. A., & Farajzadeh, Z. (2015). The Relationships of Organizational Justice with Nurses' Professional Commitment. *Modern Care Journal*12(1), 31-38.
- Alammar, K., Alamrani, M., Alqahtani, S., & Ahmad, M. (2016). Organizational Commitment and Nurses' Characteristics and Predictors of Jobs Involvement. *Nursing Leadership*, 24(4).
- Azeem, S. M., & Akhtar, N. (2014). Jobs satisfaction and organizational commitment among public sectors employees in Saudi Arabia. *International Journal of Business and Social Science*, 5(7), 127-133.
- Chen, S.-Y., Wu, W.-C., Chang, C.-S., Lin, C.-T., Kung, J.-Y., Weng, H.-C., et al. (2015). Organizational Justice, Trust, and Identification and Their Effects on Organizational Commitment in Hospital Nursing Staff. *BMC Health Serv Res*.
- Chu, C.-I., Lee, M.S., Hsu, H.-M., & Chen, I.-C. (2005). Clarification of the Antecedents of Hospital Nurse Organizational Citizenship Behaviour – An Examples From a Taiwan Regional Hospital. *The Journal of Nursing Research*, 13(4), 313-324.
- Colquitt, J. A. (2001). On the Dimensionality of Organizational Justice: A construct Validation of A Measure. *Journal of Applied Psychology*, 86(3), 386-400.
- Cooper, D.R., & Schindler, P.S. (2017). *Business Research Methods* (12 Book Edition 1 ed.). Jakarta: Salemba Four.
- Cropanzano, R., & Molina, A. (2015). Organizational Justice. *International Encyclopedia of The Social & Behavioral Sciences*, 379-384.
- Cropanzano, R., Bowen, D. E., & Gililand, S. W. (2007). The Management of Organizational Justice. *Academy of Management Perspectives*, 21(4).
- Fitria, RM, Dewi, RS, & Febrianan, SKT (2015). Role of Organizational Commitment Towards Organizational Citizenship Behaviour in Nurses. *Journal Ecopsy*, 2(1).
- Ghozali, I. (2015). *Multivariate Analysis Application with the IBM SPSS 23 Program*. Semarang: Body Diponegoro University Publishers.
- Gibson, Ivancevich, & Donnelly. (2009). *Organization Edition Fifth*. Jakarta: Erlangga. Hasan, MI (2002). *Main Materials of Research Methodology And The application*. Bogor: Ghalia Indonesia.
- Kim, M. S. (2013). Effects of Hospital Nurses' Perceived Organizational Support on Jobs Involvement and Organizational Citizenship Behaviour. *J Korean Acad Nurs Admin*, 19(4), 480-490.
- Lee, K. E., Kim, J. H., & Kim, m J. (2016). Influence of Perceived Organizational Justice on Empowerment, Organizational Commitment and Turnovers Intention in The Hospital Nurses. *Indian Journal of Science & Technology*, 9(20).
- Mahmoud, A. S., & Ibrahim, S. A. E. A. (2016). Factors in Nurses' Organizational Citizenship Behaviour. *IOSR Journal of Nursing and Health Science*, 5(2), 22-28.
- Mahmoud, H. (2017). Jobs crafting and Job involvement US a Mediator to Promote Head Nurses' Organizational Citizenship Behaviour at Mansoura University Hospitals. *International Journal of Nursing Didactics*, 7(12), 1-9.

- Mahmoudi, S., Hassani, M., & Aghlmand, S. (2017). The Relationship Between Organizational Justice and Organizational Citizenship Behaviour among Nurses (Examining the Mediating Roles of Organizational Commitment, Organizational Trust, and Jobs Satisfaction. *Patient Safety & Quality Improvements Journal*, 5(2), 513-520.
- Mariyanti, E. (2014). The Effect of Job Involvement and Job Satisfaction on Commitment Organization (Case Study of Private Hospital Nurses in the City Padang). *KomTekInfo Journal Faculty Computer Science*, 1(1).
- Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resources Management Reviews: Elsevier*, 1(1), 61-89.
- Novarinda, R., & Iqbal, M. (2017). The Influence of Work Engagement and Work Climate to Commitment (Studies on House Sick General Area Sidoarjo). *Journal Administration Business (JAB)*, 53(2), 56-65.
- Nwibere, B. M. (2014). Interactive Relationship Between Job Involvement, Job satisfaction, Organizational Citizenship Behaviour and Organizational Commitment in Nigerian Universities. *International Journal of Management and Sustainability*, 3(6), 321-340.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier syndrome*, D.C Healthy & Company, Lexington, MA
- Organ, D. W. (2016). Oxford Handbooks Online: The Roots of Organizational Citizenship Behaviour. In PM Podsakoff, SB Mackenzie & NP Podsakoff (Eds.)
- Organ, D. W., & Konovsky, M. (1989). Cognitive Versus Affective Determinants of Organizational Citizenship Behavior. *Journal of Applied Psychology*, 74(1), 157-164.
- Organ, DW, Podsakof, MP, MacKenzie, BS(2006). *Organizational Citizenship Behaviour. USA: Sage Publications.*
- Park, W.-Y., & Yoon, S.-H. (2009). The Mediating Roles of Organizational Citizenship Behavior between Organizational Justice and Organizational Effectiveness in Nursing Organizations. *J Korean Acad Nurs* 39(2), 229-236.
- Regulation Minister Health Republic Indonesia No 4 Year 2018. About Obligation House Pain and Patient Obligations.
- Potter, PA, Perry, AG, Stockert, PA, Hall, AM (2013). *Fundamentals of nursing*. 8th ed. St. Louis, Missouri: Elsevier Mosby
- Son, I Big Writer Mahadi., & Indrawati, Come on Desi. (2018). Influence Organizational Justice on Job Satisfaction and Organizational Commitment in Hotel Rama Phala Ubud. *Journal Management Udayana University*
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior (Global Edition ed.)*. England.
- Salimi, M., Hasani, A., Raadabadi, M., Taheri Mirghaed, M., Hosseini, S., & Bakhtiari, M. (2013). The correlation between organizational citizenship behavior and occupation Involvement of staff at educational & private hospitals. *Journal of Health Promotion Management*, 2 (4), 50-56.
- Sancoko, CA, & Panggabean, MS (2015). The Influence of Organizational Justice to Commitment Organizational with Satisfaction Work as Intervening Variables in School Santa Ursula BSD. *MIX: Journal Scientific Management*, 5 (1), 34-53.
- Schminke, M., Arnaud, A., & Taylor, R. (2014). Ethics, Values, and Organizational Justice: Individuals, Organizations, and Beyond. *Journal of Business Ethics*, 130 (3), 727.
- Sjahrudin, H., Armanu, Sudiro, A., & Normijati. (2013). Personality Effect on Organizational Citizenship Behaviour (OCB): Trust in Manager and Organizational Commitment Mediator of Organizational Justice in Makassar City Hospitals (Indonesia). *European Journal of Business and Management*, 5 (9), 95-104.
- Somech, A., & Oplatka, I. (2014). *Organizational Citizenship Behavior in Schools: Examining The Impact and Opportunities Within Educational Systems (Vol. 128)*. New York, NY: Routledge.
- Sugiyono. (2015). *Method Study Education (Education Quantitative, Qualitative And R&D)*. Bandung: CV. Alfabeta.
- Titisari, P (2014). *Role Organizational Citizenship Behavior (OCB) in Increase Performance Employee*. Jakarta: Partner Discourse Media
- Wadhwa, D. S., & Verghese, m (2015). Impact of employees empowerment on jobs satisfaction and organizational commitment: An empirical investigate with special reference to selected cement industry in Chhattisgarh. *International Journal in Management and Social Science*, 3 (3), 280-286.
- Yaghoubi, M., Afshar, M., & Javadi, M. (2012). A Study of Relationships Between the Organizational Justice and Organizational Citizenship Behavior among Nurses in Selected Hospitals of Ishafan University of Medical Sciences. *Iranian Journal of Nursing and Midwifery Research*, 17 (6).
- Yean, TF, & Yusof, AA (2016). Organizational Justice: A Conceptual Discussion. *Procedia Social and Behavioral Sciences* 219, 798-803.
- Zhang, S., 2014. Impact of Job Involvement on Organizational Citizenship Behaviors in China. *J. Bus. Ethics* 120, 165-174

**Publisher's Note:** SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

*International Journal of Research in Business and Social Science* (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.