

JOB SATISFACTION AS A MEDIATOR OF THE INFLUENCE OF LEADER MEMBER EXCHANGE AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Ratna Mitasari¹

Universitas Negeri Malang, Malang, Indonesia
ratna.mitasari.2304138@students.um.ac.id



Budi Eko Soetjipto²

Universitas Negeri Malang, Malang, Indonesia
budi.eko.fe@um.ac.id

Syihabudhin³

Universitas Negeri Malang, Malang, Indonesia
syihabudhin.fe@um.ac.id

Abstract

Organizational behavior is an interdisciplinary field devoted to understanding and managing employees well. This means that organizational behavior is both research-oriented and application-oriented. For this reason, organizational citizenship behavior (OCB) is needed. The purpose of this research is to explain the role of job satisfaction in mediating the influence of leader-member exchange and OCB. exchange and organizational justice on organizational citizenship behavior. This research method is This research was conducted at PT Power Telecom. Telecom. The number of research samples was 122 people, who were taken using a proportional sampling method. Data collection was carried out through questionnaire distribution. Data analysis techniques using path analysis. The results showed that leader-member exchange and organizational justice have a positive and significant effect on organizational citizenship behavior. Leader-member exchange and organizational justice have a positive and significant effect on job satisfaction, and job satisfaction has a positive and significant effect on organizational citizenship behavior. has a positive and significant effect on organizational citizenship behavior. Mediation test results show that job satisfaction cannot mediate the effect of leader-member exchange and organizational justice on organizational citizenship behavior.

Keywords: Job satisfaction, Organizational Justice, Leader Member Exchange, Organizational Citizenship Behavior

INTRODUCTION

Organizational behavior is an interdisciplinary field aimed at understanding and managing employees well. This means that organizational behavior is oriented towards research and application. For this, organizational citizenship behavior (OCB) is needed according to (Fitriastuti, 2013: 106) has the following definition: (a) voluntary behavior, not an act that is forced towards things that prioritize interests. (b) individual behavior as a form of satisfaction based on performance, not formally ordered. (c) not directly and explicitly related to the formal reward system. The increase in Organizational Citizenship Behavior (OCB) is influenced by job satisfaction, reciprocal relationships between superiors and subordinates, and organizational justice. One of the factors that can influence Organizational Citizenship Behavior is the Job Satisfaction variable which can influence the rise and fall of (OCB). Job satisfaction according to (Afandi, 2018) is an affective or emotional response to various aspects of work. A set of employee feelings about whether or not their work is enjoyable. A general attitude toward one's job that indicates the difference between the amount of rewards workers receive and the amount they believe they should receive.

Apart from job satisfaction which can influence the implementation of Organizational Citizenship Behavior (OCB), there are also factors including Leader Member Exchange (LMX) according to (Wijaya, 2017) states that employee work behavior towards the organization has a central role in the success of the organization's goals. The attention of the leadership to employees by treating them more humanely can make an employee's sense of willingness and sincerity grow to be more total in advancing the organization. And also the variable of organizational justice according to (Suryani & John, 2019) is a measure of the level of fairness perceived by employees in relation to decision making including managerial decision making and an explanation of individual perceptions of justice in the organization. According to research (Eka et al., 2022), (Suci et al., 2021), and (Elshifa, 2020) states that Leader member exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is because the leader of Kospin Jasa Pekalongan can provide motivation to employees in behaving without getting an award from the company. However, research according to (Purnamarini and Kurniawan, 2023) states that Leader member exchange (LMX) has no significant effect on Organizational Citizenship Behavior (OCB). Several previous studies have research gaps on the influence of leader member exchange on Organizational Citizenship Behavior.

Previous research according to (Jufrizen et al., 2024). And (Zulfa, 2021) stated that Leader Member Exchange (LMX) has a positive and significant effect on Job Satisfaction. This states that the relationship between the work environment in PT Berlian Jasa Yerminal Indonesia, between superiors and subordinates is indeed quite harmonious and mutual trust is given by superiors and subordinates, thus providing employee satisfaction while working. However, it is inversely proportional to research according to (Prastiwi, 2018) stated that leader member exchange (LMX) has no significant effect on job satisfaction. Several previous studies have research gaps on the influence of leader member exchange on job satisfaction. Previous research that discussed organizational justice towards Organizational Citizenship Behavior (OCB) according to (Waskito et al., 2023), (Raza et al., 2023) and (Wahyuni & Supartha, 2019), states that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is the better the organizational

justice provided by Dash Hotel Seminyak, the stronger the level of OCB. However, other studies according to (Jufrizen & Hamdani, 2023) states that organizational justice does not have a significant effect on Organizational Citizenship Behavior (OCB). In several previous studies, there was a research gap on the effect of Organizational Justice on Organizational Citizenship Behavior.

Previous research according to (Laith et al., 2019), (Puspita & Claudia, 2024), and (Munir, 2023) states that organizational justice has a positive and significant effect on job satisfaction. This means that the higher the organizational justice, the easier it is to create employee satisfaction so that the work spirit of workers will emerge and organizational goals will be easily realized. However, research according to (Thawil & Anwar, 2021) have another opinion regarding organizational justice on job satisfaction which states that organizational justice does not have a significant effect on job satisfaction. In several previous studies there is a research gap on the effect of organizational justice on job satisfaction. Further research according to (Indahyati & Sintasih, 2019), (Widjajani et al., 2021) and (Adi et al. 2018) stated that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is proven by the fact that employees at LPD Desa Pakraman Tanjung Benua have job satisfaction so that they can provide productive work behavior for the organization. Meanwhile, research according to (Sudarmo, et al 2018) shows that job satisfaction does not have a significant effect on OCB. In several previous studies, there is a research gap on the influence of Job Satisfaction on Organizational Citizenship Behavior.

In addition to the influence of leader member exchange directly affecting organizational citizenship behavior, job satisfaction can also mediate the influence of leader member exchange on stronger OCB. It is found in the theory of Job Satisfaction according to (Robbins, & Judge, 2017) which contains one of the satisfaction factors in superior supervision, employees feel they have a superior who is able to provide technical assistance and motivation, so that employees will provide assistance voluntarily without being ordered to achieve the company's common goals. The influence of organizational justice has a direct effect on organizational citizenship behavior, job satisfaction can also mediate the influence of organizational justice on stronger OCB. It is found in the theory According to (Sutrisno, 2015) which states that job satisfaction refers to an individual's general attitude towards his/her job. This means that it can be identified with the dimension of organizational justice, namely fair performance appraisal procedures. According to (Lambert & Hogan, 2013) with the existence of fair performance appraisal without differentiating one employee from another, it results in the growth of employee satisfaction with their work. Thus giving rise to a high role of OCB.

Power Telecom Company started its commercial business activities in 2004 as an internet access service provider. The company is domiciled in Jakarta and is located at Jl. Tomang Raya No. 43 RT/RW 001/005 Tomang Village Grogol Petamburan District West Jakarta Administrative City. PT Power Telecom expanded its business activities by providing fiber optic networks in 2007 and plans to build a fiber optic cable network for backbone and backhaul connecting major cities in Java and a fiber optic metro network connecting several locations within these cities. The company has built and operated more than 2,000 km of fiber optic cables connecting all areas of Jakarta, Bogor, Depok, Tangerang, Bekasi (Jabodetabek),

Human resource problems can also occur in companies, one of which is PT Power Telecom, which has employees with various behaviors at work. Interviews conducted by researchers with office employees (August 10, 2024) the current phenomenon states that employees are less implementing OCB, which is caused by several dimensions of OCB, namely altruism, namely the lack of employee participation in helping their teammates when experiencing difficulties that have an impact on company goals. Furthermore, the dimension of OCB that is less implemented by employees is Sportmanship, frequent complaints and discomfort from employees at work so that they cannot create volunteerism at work. One of the factors that influences increasing OCB is job satisfaction, where if employees do not feel happy and satisfied with their work, they cannot increase OCB to achieve company goals. One of the job dissatisfactions felt by employees is coworkers who are less supportive in working as a team to achieve common goals so that several tasks are not completed according to the deadline.

Employees of PT Power Telecom also provide arguments regarding the lack of implementation of OCB also caused by the affective dimension, namely the lack of familiarity between one individual and another so that the lack of superior contribution to the problems faced by employees causes a decrease in employee voluntary attitudes in order to achieve company goals. Furthermore, organizational injustice is also caused by employees feeling unfairly treated by the organization, not being rewarded for their hard work and the skills they have, resulting in a lack of implementation of OCB at PT Power Telecom.

The relationship between the four variables explained above can be described in the following conceptual framework:

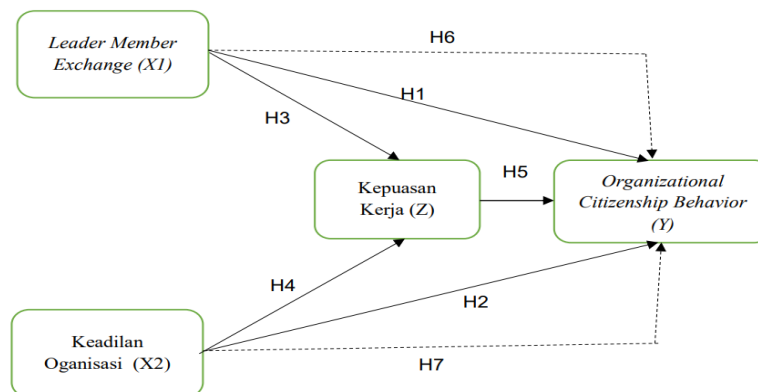


Figure 1
Conceptual Framework

Based on the conceptual framework above, the following research hypotheses and support for previous findings can be formulated:

The theory that discusses the increase in (Organizational Citizenship Behavior) OCB caused by Leader Member Exchange (LMX) according to (Hutama & Goenawan, 2017) one of them in the dimension of contribution which is the awareness of work-oriented activities between leaders and subordinates towards common goals. This also refers to the extent to which subordinates can fulfill their responsibilities and complete their tasks and the extent to which leaders can provide resources and opportunities to complete these tasks. So that it can have an effect that occurs, namely OCB where employees take the initiative outside their jobdesk because they have a good relationship between superiors and subordinates.

According to research(Elshifa, 2020)states that Leader Member Exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is because the leader of Kospin Jasa Pekalongan can provide motivation to employees to behave without getting an award from the company. However, research according to(Purnamarini and Kurniawan, 2023)stated that Leader Member Exchange (LMX) has no significant effect on Organizational Citizenship Behavior (OCB). Other research that discusses the effect of Leader Member Exchange on Organizational Citizenship Behavior according to(*Eka et al., 2022*),(Suci et al., 2021).Based on theoretical studies and previous research results, it is formulated:

H1 Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior

The theory that discusses the increase in OCB caused by organizational justice according to(Faturochman, 2012)One of the rules of procedural justice that can give rise to OCB behavior, namely representativeness, is said to be fair if from the start there is an effort to involve all parties concerned. Although the intended involvement can be adjusted to existing sub-groups, in principle there must be inclusion from various parties so that access to control is also open. With the existence of justice in involving employees to participate in building the company's progress, it can give rise to the role of OCB which is voluntary outside the employee's job description. Organizational justice towards Organizational Citizenship Behavior (OCB) according to(Wahyuni & Supartha, 2019),states that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is the better the organizational justice provided by Dash Hotel Seminyak, the stronger the level of OCB. However, other studies according to (Jufrizen & Hamdani, 2023)states that organizational justice does not have a significant effect on Organizational Citizenship Behavior (OCB). Other research that discusses the effect of Organizational Justice on Organizational Citizenship Behavior according to(*Aeknarajindawat & Jermsittiparsert, 2020*),(Waskito et al., 2023),(*Raza et al., 2023*).(I Gusti Lanang Suta Artatanaya & Cokorda's wife Sri Widhari, 2023),(Yasir et al., 2022),(*Eka et al., 2022*)(Triyanthi & Subudi, 2018).Based on theoretical studies and previous research results, it is formulated:

H2 Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior

The theory that discusses employee satisfaction is also caused by one of the dimensions of LMX according to(Hutama & Goenawan, 2017)namely loyalty. The loyalty of a superior and that with the loyalty and support given to each other in any situation, will provide satisfaction for employees for supportive and comfortable co-workers to continue working in the company. According to research(Zulfa, 2021)stated that Leader Member Exchange (LMX) has a positive and significant effect on Job Satisfaction. This states that the relationship between the work environment in BJTI between superiors and subordinates is indeed quite harmonious and mutual trust is given by superiors and subordinates, thus providing employee satisfaction while working. However, it is inversely proportional to research according to(Prastiwi, 2018)stated that Leader Member Exchange (LMX) has no significant effect on job satisfaction. Other research that discusses the effect of Leader Member Exchange on Job Satisfaction according to,(*Yasir et al., 2022*),(Jufrizen et al., 2024).Based on theoretical studies and previous research results, it is formulated:

H3 Leader member exchange (LMX) has a positive and significant effect on Job Satisfaction

The theory that can increase job satisfaction caused by organizational justice variables is through awards based on skills and education according to...(Kaswan, 2015) The awards given to employees are based on the abilities and knowledge that employees have while working, such as promotions or promotions, making employees feel satisfied working in the company. According to(Munir, 2023)states that organizational justice has a positive and significant effect on job satisfaction. This means that the higher the organizational justice, the easier it is to create employee satisfaction so that the work spirit of workers will emerge and organizational goals will be easily realized. However, research according to(Thawil & Anwar, 2021)has a different opinion regarding organizational justice towards job satisfaction, stating that organizational justice does not have a significant effect on job satisfaction. Another study that discusses the influence of Organizational Justice on Job Satisfaction according to(Laith et al., 2019),(Puspita & Claudia, 2024),(Widjajani et al., 2021),(Indahyati & Sintasih, 2019) Based on theoretical studies and previous research results, it is formulated:

H4 Organizational Justice has a positive and significant effect on Job Satisfaction

The theory that discusses the increase in OCB caused by Job Satisfaction can also be explained according to(Robbins, 2015) with one of the dimensions of promotionThe possibility of someone developing through promotion. Dimensions related to employee opportunities to advance and the methods used by leaders in promoting employees. Resulting in employee initiatives to help voluntarily without being ordered can increase According to research(Adi and Adnyana.2018),(Pradnyawati & Dewi Adnyani, 2023)stated that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is proven by the fact that employees at LPD Desa Pakraman Tanjung Benua have job satisfaction so that they can provide productive work behavior for the organization. Meanwhile, research according to(Sudarmo & Wibowo, 2018)shows that job satisfaction does not have a significant effect on OCB. Other research that discusses the influence of Job Satisfaction on Organizational Citizenship Behavior according to (Ansong et al., 2024),(Indahyati & Sintasih, 2019),(Widjajani et al., 2021) Based on theoretical studies and previous research results, it is formulated:

H5 Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB)

Job satisfaction according to(Robbins, & Judge, 2017) which contains one of the satisfaction factors in superior supervision, employees feel they have a superior who is able to provide technical assistance and motivation, so that employees will provide assistance voluntarily without being ordered to achieve the company's common goals. According to research(Suci et al., 2021)states that job satisfaction can mediate the influence of Leader Member Exchange (LMX) on Organizational Citizenship Behavior (OCB). This is proven by the increasing job satisfaction being able to mediate the influence of LMX on OCB of employees of the Batu City Regional Finance Agency. One of the factors that is considered important to encourage increased job satisfaction is the leader's ability to motivate and cooperate with his subordinates. If this can be realized by the leader, then the work spirit and job satisfaction will increase, which in turn will have an impact on their desire to carry out additional tasks outside their main tasks voluntarily or termed OCB. Another study that

discusses the influence of Leader Member Exchange on Organizational Citizenship Behavior through Job Satisfaction as a Mediator according to (Shang et al., 2024), (Heriyadi et al., 2020) Based on theoretical studies and previous research results, it is formulated:

H6 Leader member exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Job Satisfaction as an Intervening variable.

According to (Sutrisno, 2015) states that job satisfaction refers to an individual's general attitude towards his/her job. This means that it can be identified with the dimension of organizational justice, namely fair performance appraisal procedures. According to (Lambert & Hogan, 2013) with the existence of fair performance appraisals without differentiating one employee from another, it results in the growth of employee satisfaction with their work. Thus giving rise to a high OCB role. Research according to (Amalia Fadlilah & Surjanti, 2019) stated that job satisfaction does not influence the intervening influence of organizational justice on Organizational Citizenship Behavior (OCB). This proves that job satisfaction felt by employees of PT Purnama Indonesia cannot mediate organizational justice on organizational citizenship behavior. This is because the majority of employees in this company are still family and employees other than family are employees of non-permanent employees from the PLN company. Another study that discusses the influence of Organizational Justice on Organizational Citizenship Behavior through Job Satisfaction as a Mediator according to (Indahyati & Sintasih, 2019), (Widjajani et al., 2021), (Puspita & Claudia, 2024), (Harumi & Riana, 2019) Based on theoretical studies and previous research results, it is formulated:

H7 Organizational Justice has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Job Satisfaction as an Intervening variable.

REVIEW OF LITERATURE

Previous studies have shown that Leader–Member Exchange (LMX) and organizational justice are important predictors of Organizational Citizenship Behavior (OCB), and that job satisfaction often serves as a mediating factor in this relationship by enhancing employees' willingness to engage in discretionary behaviors that benefit the organization.

RESEARCH METHOD

The research design uses a quantitative approach-explanatory research is to test the hypothesis between hypothesized variables. The location of the research was conducted at PT Power Telecom which is located on Jalan Tomang Raya No 43. Grogol Petamburan DKI Jakarta 11440. The reason for choosing this location is because it was found that there was a minimal role of employee OCB so that it was necessary to study the problem in order to increase the role of OCB. There are four variables studied, namely leader member exchange (independent variable), organizational justice (independent variable), job satisfaction (mediating variable) and organizational citizenship behavior (dependent variable). Leader member exchange is a leadership style applied by superiors to their subordinates with the emergence of reciprocal interactions. The indicators used are adapted from research (Hutama & Goenawan, 2017) that is affection, loyalty, contribution, and respect. Organizational

justice is a fair attitude given by the company to its employees, the indicators used are adapted from research.(Kaswan, 2015; Lambert & Hogan, 2013)namely recognition of hard work, fair performance appraisal procedures, fair superior attitudes, appropriate appraisals, and Awards based on skills and education. Job satisfaction is employee satisfaction when working in a company, the indicators used are adapted from(Stephen, 2015) namely the work itself, supervision, coworkers, promotion, and salary. Organizational citizenship behavior is the voluntary role of employees in carrying out tasks outside their job desk, the indicators used are adapted from research(Organ, 1988)namely altruism, courtesy, sportsmanship, civic virtue, and conscientiousness

The population in this study were all employees working at PT Power Telecom as many as 178 people. The research sample was selected using the proportional sampling method, so that 122 employees were obtained as research samples. This study uses primary data obtained directly through questionnaires distributed to employees. As a research instrument, the results of the questionnaire answers need to be tested for validity and reliability to ensure that the data obtained is valid and consistent. The test results showed that the research variable instruments in the form of leader member exchange, organizational justice, job satisfaction, and organizational citizenship behavior had met the validity and reliability test requirements so that they could be analyzed further. The data were then analyzed using descriptive analysis techniques and path analysis, with the following equation model:

Sub-structural Equation 1

$$Z = B1X1 + B2X2 \dots\dots\dots (1)$$

Information:

B1= Beta Value

Z= Job Satisfaction

X1= Leader Member Exchange

X2= Organizational Justice

Sub-structural Equation 2

$$Y = B1X1 + B2X2 + B3Z3 \dots\dots\dots (2)$$

B1= Beta Value

Y= Organizational Citizenship Behavior

Z= Job Satisfaction

X1= Leader Member Exchange

X2= Organizational Justice

RESULTS AND DISCUSSION

Respondent characteristics based on gender, show that most of the employees are male who are more dominant with a percentage of 63.93%, which is 78 employees. It is known that male employees are more dominant than the research sample set, by having stronger physical strength in doing their jobs. Based on education, it shows that most employees have a high school education with a percentage of 37.70%, which is 46 employees. It is known that the majority of employees are high school graduates who already understand how to operate Microsoft Office and other software. Based on the length of service, it shows that most employees have worked for 6-10 years with a percentage of

47.54%, which is 58 employees. It can be seen that employees feel comfortable working and have a sense of contribution to the progress of the company.

Respondents' answers to the OCB variable obtained an average value at a high level, This shows that the leader member exchange of employees at PT. Power Telecom is in the high category. This means that superiors provide career development opportunities for employees who are involved in the progress of the organization. Organizational justice is in the high category. This means that the organization provides fair compensation, rewards, and opportunities according to employee contributions and performance. Job satisfaction is in the high category, meaning that good communication relationships between coworkers and management can create satisfaction for employees. Organizational Citizenship Behavior is in the high category, meaning having a voluntary attitude in helping the team without expecting direct rewards.

Table 1.
Normality Test Results

Equality	Asymp. Sig (2-tailed) Kolmogrov-Smirnov Z
Substructure 2	0.200

Source: Processed primary data, 2025

The Asymp Sig (2-tailed) Kolmogorov-Smirnov value is greater than the alpha value of 0.05, which indicates that the data used in this study is normally distributed.

Table 2.
Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Leader-member exchange	0.890	1.123
Organizational justice	0.711	1,407
Job satisfaction	0.648	1,543

Source: Processed primary data, 2025

There are no independent variables that have a variance value of more than 0.10 and a VIF value of less than 10, indicating that there is no multicollinearity. The results of the three variables used show that there is no multicollinearity.

Table 3.
Hypothesis Test Results

Influence Between Variables	Influence		Total	Hypothesis
	Direct	Indirect		
X1-Y	0.195	-	0.195	Accepted
X2-Y	0.390	-	0.390	Accepted
X1-Z	0.255	-	0.255	Accepted
X2-Z	0.499	-	0.499	Accepted
ZY	0.232	-	0.232	Accepted
X1-ZY	0.195	0.059	0.254	Accepted
X2-ZY	0.390	0.115	0.505	Accepted

Source: Processed primary data, 2025

The results of the first hypothesis show that Leader member exchange has a significant effect on the Organizational Citizenship Behavior of Employees at PT Power Telecom with a significant value of $0.037 < 0.05$ or less than the specified level of significance. This means that leader member exchange has an effect on Organizational Citizenship Behavior. The standardized Coefficient beta value shows the magnitude of the contribution of the Leader member exchange variable to Organizational Citizenship Behavior is 0.195. This means that the high and low levels of Leader member exchange affect Organizational Citizenship Behavior. The results of the study explain that PT Power Telecom employees often do work voluntarily outside their job descriptions or help fellow coworkers in completing their work. The results of the description of the leader member exchange variable which has a high score and is included in the good category are in line with the results of the organizational citizenship behavior variable at PT Power Telecom which has a high category. This finding can be concluded that employees behave voluntarily outside their job descriptions, which is caused by the leadership factor who appreciates the expertise of employees and also the professional abilities of employees while working. Based on the results of this study, it is in line with research according to (Eka et al., 2022), (Suci et al., 2021) (Elshifa, 2020) states that Leader member exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is because the leader of Kospin Jasa Pekalongan can motivate employees to behave without getting an award from the company.

The results of the second hypothesis indicate that Organizational Justice has a significant effect on the Organizational Citizenship Behavior of Employees at PT Power Telecom, a significant value of $0.008 < 0.05$ or less than the specified level of significance. This means that organizational justice has an effect on Organizational Citizenship Behavior. The standardized coefficient beta value shows the magnitude of the contribution of the Organizational Justice variable to Organizational Citizenship Behavior is 0.390. This means that the high and low levels of Organizational Justice affect Organizational Citizenship Behavior. The results of this study explain that employees apply a voluntary attitude in working which is caused by organizational justice as the company PT Power Telecom gives awards to its employees according to the work they do, so that it can create a sense of volunteerism for these employees. This is in accordance with the results of the description of the organizational justice variable which is in line with the results of the description of organizational citizenship behavior which has an average score in the high category. The findings of this study can be concluded that employees at PT Power Telecom behave voluntarily outside the jobdesk they work on because the company gives awards to employees who have efforts in building the company's progress. Based on the results of this study, it is in line with research according to organizational justice on Organizational Citizenship Behavior (OCB) according to (Aeknarajindawat & Jermsittiparsert, 2020), (Waskito et al., 2023), (Raza et al., 2023). (I Gusti Lanang Suta Artatanaya & Cokorda's wife Sri Widhari, 2023), (Yasir et al., 2022), (Eka et al., 2022). (Wahyuni & Supartha, 2019), (Triyanthi & Subudi, 2018) states that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the better the organizational justice provided by Dash Hotel Seminyak, the stronger the level of OCB.

The results of the third hypothesis show that Leader member exchange has a significant effect on Employee Job Satisfaction at PT Power Telecom with a significant value

of $0.001 < 0.05$ or less than the specified significant level. This means that leader member exchange has an effect on Job Satisfaction. The standardized Coefficient beta value shows the magnitude of the contribution of the Leader member exchange variable to Job Satisfaction is 0.255. This means that the high and low levels of Leader member exchange affect Job Satisfaction. The results of this study explain that PT Power Telecom employees have a sense of satisfaction in working in this company because their superiors give appreciation to employees for their expertise and professional abilities while working. The results of this study are in line with the characteristics of respondents who mostly have a working period of 6-10 years, the findings of this study can be concluded that it is known that employees have worked at PT Power Telecom for a long time because they feel comfortable and satisfied which is caused by one factor, namely the leader who implements leader member exchange very well. Based on the results of this study, it is in line with research according to, (Yasir et al., 2022), (Jufrizen et al., 2024) (Zulfa, 2021) stated that Leader Member Exchange (LMX) has a positive and significant effect on Job Satisfaction. This states that the relationship between the work environment in BJTI between superiors and subordinates is indeed quite harmonious and mutual trust is given by superiors and subordinates, thus providing employee satisfaction while working.

The results of the fourth hypothesis show that Organizational Justice has a significant effect on Employee Job Satisfaction at PT Power Telecom, a significant value of $0.000 < 0.05$ or less than the specified significant level. This means that organizational justice has an effect on Job Satisfaction. The standardized Coefficient beta value shows the magnitude of the contribution of the Organizational Justice variable to Job Satisfaction is 0.499. This means that the high and low levels of Organizational Justice affect Job Satisfaction. The results of this study explain that PT Power Telecom employees feel satisfied when working because they have the opportunity to be promoted fairly and based on their work performance. This is known from the results of the description of the organizational justice variable with an average score included in the good category in line with the results of the description of the job satisfaction variable. The findings of this study can be concluded that employees feel satisfied and have high loyalty because the company gives awards to employees who have worked hard for the progress of the company. Based on the results of this study, it is in line with research according to (Laith et al., 2019), (Puspita & Claudia, 2024), (Widjajani et al., 2021), (Indahyati & Sintasih, 2019), (Munir, 2023) (Islami et al., 2024) states that organizational justice has a positive and significant effect on job satisfaction. This means that the higher the organizational justice, the easier it is to create employee satisfaction so that the work spirit of workers will emerge and organizational goals will be easily realized.

The results of the fifth hypothesis show that Job Satisfaction has a significant effect on the Organizational Citizenship Behavior of Employees at PT Power Telecom with a significant value of $0.034 < 0.05$ or less than the specified level of significance. This means that Job Satisfaction has an effect on Organizational Citizenship Behavior. The standardized Coefficient beta value shows the magnitude of the contribution of the Job Satisfaction variable to Organizational Citizenship Behavior is 0.232. This means that high and low Job Satisfaction affects Organizational Citizenship Behavior. The results of this study indicate that PT Power Telecom employees provide voluntary behavior at work which is caused by coworkers who always help other coworkers in completing their work. This is known from the results of the description of job satisfaction which has an average score included in the

good category in line with the results of the description of the organizational citizenship behavior variable. The findings of this study can be concluded that the majority of employees at PT Power Telecom have a working period of more than 6 years because they feel happy helping each other's coworkers to achieve company goals. Based on the results of this study, it is in line with research according to (Ansong et al., 2024), (Indahyati & Sintasih, 2019), (Widjajani et al., 2021), (Adi and Adnyana, 2018), (Pradnyawati & Dewi Adnyani, 2023) stated that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is proven by the fact that employees at LPD Desa Pakraman Tanjung Benua have job satisfaction so that they can provide productive work behavior for the organization.

The results of the sixth hypothesis show that the influence of the leader member exchange variable on job satisfaction is 0.255, the influence of the job satisfaction variable on Organizational Citizenship Behavior is 0.232. While the indirect influence of the Leader member exchange variable on Organizational Citizenship Behavior through Job Satisfaction is 0.059. Thus, the hypothesis stating that leader member exchange has an indirect influence on organizational citizenship behavior is partial mediation, this is because the direct influence is greater than the indirect influence. Based on the results of this study, it is in line with research according to (Shang et al., 2024), (Heriyadi et al., 2020), (Suci et al., 2021) states that job satisfaction can mediate the influence of Leader member exchange (LMX) on Organizational Citizenship Behavior (OCB). This is proven by the increasing job satisfaction being able to mediate the influence of LMX on OCB of employees of the Batu City Regional Finance Agency. One of the factors that is considered important to encourage increased job satisfaction is the leader's ability to motivate and cooperate with his subordinates. If this can be realized by the leader, then the work spirit and job satisfaction will increase, which in turn will have an impact on their desire to carry out additional tasks outside their main tasks voluntarily or termed OCB. In theory, job satisfaction according to (Robbins, & Judge, 2017) which there is one factor of satisfaction in the supervision of superiors, employees feel they have superiors who are able to provide technical assistance and motivation, so that employees will provide assistance voluntarily without being ordered to achieve the company's common goals. An interesting finding in this study is that the leader member exchange applied by superiors to their subordinates at PT Power Telecom has met in terms of familiarity, loyalty, contribution, and respect which can increase the voluntary attitude of employees to help the company in achieving its goals.

The results of the seventh hypothesis show that the influence of the Organizational Justice variable on job satisfaction is 0.499, the influence of the job satisfaction variable on Organizational Citizenship Behavior is 0.232. While the indirect influence of the Organizational Justice variable on Organizational Citizenship Behavior through Job Satisfaction is 0.115, thus the hypothesis stating that organizational justice has an indirect influence on organizational citizenship behavior is partial mediation, this is because the direct influence is greater than the indirect influence. Based on the results of this study, it is in line with research according to (Indahyati & Sintasih, 2019), (Widjajani et al., 2021), (Puspita & Claudia, 2024), (Harumi & Riana, 2019), (Amalia Fadlilah & Surjanti, 2019) stated that job satisfaction does not influence the intervening influence of organizational justice on Organizational Citizenship Behavior (OCB). This proves that job satisfaction felt by employees of PT Purnama Indonesia cannot mediate organizational justice on organizational

citizenship behavior. This is because the majority of employees in this company are still family and employees other than family are employees of non-permanent employees from the PLN company. In theory, according to (Sutrisno, 2015) states that job satisfaction refers to an individual's general attitude towards his/her job. This means that it can be identified by the dimension of organizational justice, namely fair performance appraisal procedures. According to (Lambert & Hogan, 2013) with the existence of fair performance appraisal without discriminating between employees, it results in the growth of employee satisfaction with their work. Thus giving rise to a high role of OCB. An interesting finding in this study is that organizational justice needed by workers is not justice in terms of salary and implementation of regulations alone but also greatly requires interactional justice, namely justice related to how employees are treated by their superiors, which is something that employees feel appreciated by their superiors so that it can create satisfaction for employees and can increase the role of volunteers in carrying out tasks outside their job description.

CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn: Leader member exchange has a direct effect on Organizational Citizenship Behavior. This means that Leader member exchange affects Organizational Citizenship Behavior in PT Power Telecom Employees. Organizational Justice has a direct effect on Organizational Citizenship Behavior. This means that Organizational Justice affects Organizational Citizenship Behavior in PT Power Telecom Employees. Leader member exchange has a direct effect on Job Satisfaction. This means that Leader member exchange affects Job Satisfaction in PT Power Telecom Employees. Organizational Justice has a direct effect on Job Satisfaction. This means that Organizational Justice affects Job Satisfaction in PT Power Telecom Employees. Job Satisfaction has a direct effect on Organizational Citizenship Behavior. This means that Job Satisfaction affects Organizational Citizenship Behavior in PT Power Telecom Employees. Job satisfaction cannot mediate the indirect effect of Leader member exchange on Organizational Citizenship Behavior in PT Power Telecom Employees. Job satisfaction cannot mediate the indirect effect of Organizational Justice on Organizational Citizenship Behavior in PT Power Telecom Employees.

This study has limitations in the mediating variables used in this study, namely job satisfaction. Further research can conduct different tests related to mediating variables other than job satisfaction such as motivation, commitment, or other variables, in order to mediate the influence of Leader member exchange and Organizational Justice on Organizational Citizenship Behavior. By using different analysis software such as using SEMpls analysis between the variables of leader member exchange, procedural justice, job satisfaction, and Organizational Citizenship Behavior with other indicators and other data.

REFERENCES

- Aeknarajindawat, N., & Jermisittiparsert, K. (2020). Does organization justice influence the organization citizenship behavior, job satisfaction & organization outcomes? *Systematic Reviews in Pharmacy*, *11*(1), 489–496. <https://doi.org/10.5530/srp.2020.1.61>
- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Nusa

Media.

- Amalia Fadlilah, C., & Surjanti, J. (2019). Pengaruh Perceived Organizational Support Dan Keadilan Organisasional Terhadap Organizational Citizenship Behavior Melalui Kepuasan Kerja (Studi Pada Karyawan Pt Purnama Indonesia Sidoarjo). *Jurnal Ilmu Manajemen*, 7(2), 437–446.
- Ansong, A., Owusu, S. A., & Ansong, L. O. (2024). Leader humility and organisational citizenship behaviour: the mediating roles of job satisfaction and employee engagement. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2358166>
- Eka, R., Rahmat, A., & Handayani, R. (2022). Organizational justice and Organizational Citizenship Behavior with Leader Member Exchange as Mediation. *Sains Organisasi*, 1(3), 109–209.
- Elshifa, A. (2020). PENGARUH LEADER MEMBER EXCHANGE (LMX) DAN KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN DENGAN MEDIASI ORGANIZATION CITIZEN BEHAVIOUR (OCB) (Studi Kasus pada Karyawan Kospin Jasa Pekalongan). *Economicus*, 12(1), 26–39. <https://doi.org/10.47860/economicus.v12i1.141>
- Faturochman. (2012). *Keadilan Presfektif Psikologi*. Unit Penerbitan Fakultas Psikologi UGM dan Pustaka Pelajar.
- Fitriastuti, T. (2013). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, 4(2), 103–114. <https://doi.org/10.30596/jimb.v2i1.4149>
- Harumi, T. A. M., & Riana, I. G. (2019). Peran Mediasi Kepuasan Kerja Pada Pengaruh Keadilan Organisasional Terhadap Organizational Citizenship Behavior (Ocb). *Distribusi - Journal of Management and Business*, 7(1), 93–108. <https://doi.org/10.29303/distribusi.v7i1.65>
- Heriyadi, H., Tjahjono, H. K., & Rahayu, M. K. P. (2020). Improving Organizational Citizenship Behavior through Job Satisfaction, Leader-Member Exchange, and Work-Life Balance. *Binus Business Review*, 11(2), 97–104. <https://doi.org/10.21512/bbr.v11i2.6193>
- Hutama, P., & Goenawan, R. (2017). Pengaruh LMX terhadap Kinerja Karyawan di Hotel X Surabaya. *Jurnal Hospitality Dan Manajemen Jasa*, 5(2), 522–533. <http://publication.petra.ac.id/index.php/manajemen-perhotelan/article/view/5986>
- I Gusti Lanang Suta Artatanaya, & Cokorda Istri Sri Widhari. (2023). Organizational justice and motivation on Organizational Citizenship Behavior (OCB). *World Journal of Advanced Research and Reviews*, 20(2), 1093–1097. <https://doi.org/10.30574/wjarr.2023.20.2.2391>
- Indahyati, N., & Sintasih, D. K. (2019). The Relationship between Organizational Justice and Organizational Citizenship Behavior. *International Research Journal of Manahement, IT & Social Sciencs*, 6(2), 63–71. <https://doi.org/10.3844/ajebasp.2009.173.176>
- Islami, K., Soetjipto, B. E., & Syihabudhin, S. (2024). The Influence of Interactional Justice and Procedural Justice on Organizational Commitment with Perceived Organizational Support as an Intervening Variable. *JMKSP (Jurnal Manajemen, Kepemimpinan, Dan Supervisi Pendidikan)*, 9(2), 947–960. <https://doi.org/10.31851/jmksp.v9i2.15693>
- Jufrizen, J., & Hamdani, S. (2023). Pengaruh Keadilan Organisasi Terhadap Kinerja

- Pegawai : Peran Mediasi Organizational Citizenship Behavior. *Jesya*, 6(2), 1256–1274. <https://doi.org/10.36778/jesya.v6i2.1050>
- Jufrizen, J., Harahap, D. S., & Khair, H. (2024). Leader-Member Exchange and Employee Performance: Mediating Roles of Work Engagement and Job Satisfaction. *Journal of Economics, Business, & Accountancy Ventura*, 26(3), 306–322. <https://doi.org/10.14414/jebav.v26i3.3591>
- Kaswan, A. (2015). *Pengembangan Sumber Daya Manusia*. Alfabeta.
- Laith, A., Alaa, J., & Abd, R. (2019). The effect of organizational justice on job satisfaction among secondary school teachers. *International Review*, 3–4, 82–90. <https://doi.org/10.5937/intrev19030821>
- Lambert, E. G., & Hogan, N. L. (2013). The Association of Distributive and Procedural Justice With Organizational Citizenship Behavior. *The Prison Journal*, 93(3), 313–334. <https://doi.org/10.1177/0032885513490491>
- Munir, M. (2023). Hubungan Antara Keadilan Organisasi, Profesionalisme Dan Kepuasan Kerja Karyawan. *Jurnal Baruna Horizon*, 6(1), 39–48. <https://doi.org/10.52310/jbhorizon.v6i1.96>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. MA: Lexington Books.
- Pradnyawati, N. M. S., & Dewi Adnyani, I. G. A. (2023). Pengaruh Kepuasan Kerja, Komitmen Organisasional, Dan Job Insecurity Terhadap Organizational Citizenship Behavior (Ocb). *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 12(08), 1608. <https://doi.org/10.24843/eeb.2023.v12.i08.p13>
- Prastiwi, N. L. P. eka Y. (2018). Leader-member exchange (LMX) sebagai pemediasi hubungan kepercayaan dan kepuasan kerja karyawan. *Jurnal Artha Satya Dharma*, 12(1), 77–85.
- Purnamarini, Tri Ratna, Kurniawan, I. S. (2023). *Pengaruh Leader Member Exchange (LMX) Terhadap Organizational Citizenship Behavior (OCB) Dengan Dimediasi Motivasi Kerja Karyawan*. 22(2), 292–300.
- Puspita, C., & Claudia, M. (2024). The Effect Of Organizational Justice On Organizational Commitment And Organizational Citizenship Behavior (Ocb) With Job Satisfaction As Mediation. *Asian Journal of Management Entrepreneurship and Social Science*, 04(03), 1235–1263.
- Putra, I. P. A. K., & Sudibya, I. G. A. (2018). PENGARUH KEPUASAN KERJA, KOMITMEN ORGANISASIONAL DAN MOTIVASI KERJA TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *E-Jurnal Manajemen Universitas Udayana*, 7(8), 4447. <https://doi.org/10.24843/EJMUNUD.2018.v07.i08.p15>
- Raza, M., Khan, S., & Khalid, S. (2023). Influence of Ethical Climate, Workplace Spirituality and Organizational Justice on Workplace Deviant Behavior: A Mediating Role of Organizational Citizenship Behavior Mohsin. *Journal of Policy Research*, 9(2), 883–900.
- Robbins, Stephen P, Judge, T. A. (2017). *Organizational Behavior Terjemahan Ratna saraswati dan Fabriella Sirait, Edisi 16*. Salemba Empat.
- Robbins, S. P. (2015). *Organizational Behavior*. Salemba Empat.
- Shang, K. C., Kuo, S. Y., Hsu, S. W., Lai, P. L., & Ye, K. D. (2024). Leader-member exchange, team-member exchange, employee satisfaction, and service-oriented

- organizational citizenship behavior in the international logistics industry: The moderating effect of the service climate. *Research in Transportation Business and Management*, 52(November 2023), 101072. <https://doi.org/10.1016/j.rtbm.2023.101072>
- Stephen, R. (2015). *Perilaku Organisasi*. Salemba Empat.
- Suci, R. P., Mas, N., & Chrisdianto, A. (2021). Analisis dampak strategi leader member exchange terhadap organizational citizenship behavior yang dimediasi kepuasan kerja. *Jurnal Inovasi*, 17(3), 456–465. <http://journal.feb.unmul.ac.id/index.php/INOVASI>
- Sudarmo, T. I., & Wibowo, U. D. A. (2018). Pengaruh Komitmen Organisasional dan Kepuasan Kerja terhadap Organizational Citizenship Behavior (OCB). *Jurnal Ilmiah Psikologi*, 16(1), 51–58. <https://doi.org/10.30595/psychoidea.v16i1.2497>
- Suryani, K. N., & John, F. (2019). *Manajemen Sumber Daya Manusia (Tinjauan Praktis Aplikatif)*. Nilacakra.
- Sutrisno, E. (2015). *Manajemen Sumber Daya Manusia*. Kencana.
- Thawil, S. M., & Anwar, M. (2021). Empat Dimensi Keadilan Organisasional Yang Dipersepsikan Oleh Karyawan Terhadap Kepuasan Kerja. *Oikonomia: Jurnal Manajemen*, 17(2), 97. <https://doi.org/10.47313/oikonomia.v17i2.1246>
- Triyanthi, M. T., & Subudi, M. (2018). PENGARUH KOMUNIKASI ORGANISASI, KEPEMIMPINAN TRANSFORMASIONAL DAN KEADILAN ORGANISASI TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR SERTA DAMPAKNYA PADA KINERJA DAN KOMITMEN ORGANISASIONAL. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 3, 837. <https://doi.org/10.24843/EEB.2018.v07.i03.p08>
- Wahyuni, N. P. D. E., & Supartha, I. W. G. (2019). Pengaruh Keadilan Organisasional, Komitmen Organisasional, Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (Ocb). *E-Jurnal Manajemen Universitas Udayana*, 8(10), 6079. <https://doi.org/10.24843/ejmunud.2019.v08.i10.p11>
- Waskito, J., Kussudyarsana, Imronudin, & Linansya, W. (2023). The Impact of Organizational Justice on the Organizational Citizenship Behavior of Contract Workers in Indonesia: The Role of Exchange Quality and Multifocal Trust. *Gajah Mada International Journal of Business*, 25(1), 72–92. <https://doi.org/10.22146/gamaijb.65476>
- Widjajani, S., Rahmawati, F., & Yulianti, E. (2021). Organizational Justice and Organizational Citizenship Behavior: The Mediating Effect of Work Satisfaction. *Jurnal Analisis Bisnis Ekonomi*, 19(1), 1–14. <https://doi.org/10.31603/bisnisekonomi.v19i1.3843>
- Wijaya, C. (2017). *Perilaku Organisasi*. <https://scholar.google.co.id/citations?user=ISvC8YYAAAAJ&hl=id>
- Yasir, M., Khan, M., Hamayun, M., Khan, M. A., & Abrar, U. (2022). Transformational leadership, organizational justice and organizational citizenship behavior in the restaurant context. *Journal of Management Info*, 9(4), 497–509.
- Zulfa, N. (2021). Pengaruh Leader Member Exchange (LMX) terhadap Kinerja Karyawan melalui Kepuasan Kerja pada PT. Berlian Jasa Terminal Indonesia. *Jurnal Ilmu Manajemen*, 9(1), 414. <https://doi.org/10.26740/jim.v9n1.p414-424>