



The Effect of Leader-Member Exchange and Organizational Justice on Organizational Citizenship Behavior through Work Motivation as an Intervening Variable

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ABSTRACT

Organizational citizenship behavior (OCB) in organizations has proven its important role by looking at the many studies on various aspects to predict OCB. Seeing the shortcomings of some previous research models, which only examine the direct effect, this study wants to examine the role of motivation as a mediator of leader-member exchange and organizational justice on OCB. The goal is to find out whether motivation can mediate the relationship between leader-member exchange and organizational justice on OCB or not. The sampling technique was carried out using proportional sampling at one of the BUMNs in the Malang area using the PLS-SEM approach method. This study found a significant influence between leader-member exchange on OCB and a significant influence between organizational justice on OCB through work motivation. There are two distinct mediating effects, complimentary mediation is given work motivation to leader-member exchange. While full mediation (indirect-only mediation) is given work motivation to organizational justice. This suggests that work motivation is needed in mediating LMX as a complement, while in linking the influence of organizational justice with OCB behavior is needed.

Keywords: *Leader-Member Exchange, Organizational Citizenship Behavior, Organizational Justice, Work Motivation*

1. INTRODUCTION

Global competition is a tough challenge for an organization because it is required to be more productive and maximize its resources [1]. Unlike in the past, human resources are now seen as a crucial factor in organizational success [2], [3]. Every organization will be able to survive, compete, and even develop if the organization's performance is good. According to Katz, there are several categories that show that innovative and spontaneous behavior outside the job description can help the organization function properly and efficiently [4]. Behavior outside of the job description is also expressed as "extra-role" behavior. "Extra-role" behavior or organizational citizenship behavior (OCB) has become one of the most researched topics in the last decade. One of the factors to increase OCB is by looking at the attitude displayed by each individual in receiving motivation such as promotional opportunities, awards, and relationships with superiors [5]. Organizations are often faced with a decrease in employee OCB behavior. In the context of

BUMN employees, organizations must be able to increase employee OCB behavior amid feelings of security and comfort in the work that employees have. The decline in OCB behavior can occur for several reasons, one of which is because there is a mismatch of expectations that employees expect [5]. The problem can be easily managed by maintaining employee motivation, such as providing special training and providing fair wages to quality relationships with superiors. Employees who are treated well and fairly will affect the way they view the organization through perceptions of organizational justice [6], [7].

Several previous studies related to OCB show that a mediating role is needed to strengthen the results of prior research. Referring to Shareef & Atan [8], found that motivation can significantly mediate the influence of ethical leadership with OCB. These findings indicate that OCB can be indirectly influenced by work motivation. In addition, the results of the study also stated that intrinsic motivation is a significant issue for superiors in managing their subordinates. These findings are

supported by [9] who stated that in the LMX relationship, motivation plays a role in it as a mediation with employee work ethic. Based on some of these descriptions, motivation has a function to serve as a mediating variable.

Work motivation can be influenced by high-quality leader-member exchange [10]. As well as work motivation can be influenced by organizational justice perceived by employees [11]. [12] stated that the application of high-quality LMX can increase employee OCB behavior. One form of application is the attention given by superiors to the obstacles/problems experienced by subordinates. As a result, it will create mutual respect, trust, and obligation behavior between superiors and subordinates [13]. The application of high-quality LMX can encourage employees to do work outside their "extra-role" obligations to achieve organizational success [14].

In addition to LMX, organizational justice (OJ) gets special attention from employees, such as the fairness of working hours provided, the provision of equitable information, the absence of bias in decision-making, and the provision of wages by the workload. Lim & Loosemore [15] concluded that OJ has both a direct and indirect influence on employee OCB behavior. However, Jehanzeb & Mohanty and Mon & Jennifer found an insignificant effect [2], [16]. The assumption in these studies is that there is an influence of OJ on other variables such as job satisfaction, so that OJ is not significant in driving employees' desire to increase OCB behavior.

Based on the description above, the purpose of this study is to examine whether there is an influence of LMX and OJ on OCB as well as an indirect influence through work motivation. The object of this research is a state-owned company in the energy and electricity sector. Having a large area of responsibility, namely 13 customer service units, makes this area office have a big burden in providing the best and optimal results in electricity sales. Work such as selling electricity to handling electrical disturbances is closely related to the quality of human resources. Therefore, this organization is expected to use every human resource to create organizational effectiveness. One of the efforts that can be made is to improve employees' off-duty behavior. The awareness of employees in doing work outside of obligations will help the functioning of the organization.

2. LITERATURE REVIEW

2.1. Model Development

2.1.1. LMX on OCB through Work Motivation

Leader-member exchange (LMX) is an approach that relates dyadic (two-way relationship) between leaders and their members. The relationship is carried out by exchanging information to improve the positive relationship between superiors and subordinates solely to

create organizational success [17], [18]. LMX measurement is through indicators of mutual respect, trust, and obligation in superiors and employees [18].

Liden & Graen [17] and Matta et al. [19] state that to create an employee with high OCB, supervisors in the company must take an LMX approach which will create employee volunteerism in doing outside of the formal job description. Research by Huang et al. [20] also provides empirical evidence that the role of LMX is significantly related to the level of OCB. In addition, research by Dulebohn et al. [21] also states that good superior-subordinate relationships can trigger activities outside the employee's role and can improve organizational functions. Kapil & Rastogi's [13] research also states the same thing that LMX and OCB support social exchange theory where the quality of dyadic (superior-subordinate) relationships can affect the level of employee OCB behavior.

Meanwhile, when LMX has a strong and positive relationship, it will trigger increased employee motivation [10]. Research by Selvarajan et al. [12] explains that high employee motivation is due to the role of a satisfying relationship with their superiors. The role of work motivation as a mediating variable is supported by research by Buch et al. [9], with the finding that motivation can act as a mediating variable. Work motivation in the study found that LMX can affect work effort which is mediated by motivation in workers. Meanwhile, the relationship between motivation and OCB is supported by Widarko & Brotosuharto's research [22] which concluded the influence of work motivation on employee OCB with five dimensions as its measurement.

H1 : LMX has a positive and significant effect on work motivation

H3 : LMX has a positive and significant effect on OCB

H5 : LMX has a positive and significant effect on OCB through work motivation

2.1.2. OJ to OCB through Work Motivation

Organizational justice (OJ) is a decision taken by the organization and perceived as fair by employees [23]. OJ is formed by three dimensions: distributive, procedural, and interpersonal justice. The three dimensions that makeup OJ represent employee perceptions of the fairness of the division of tasks with the wages given, fairness in receiving information, and employee perceptions of communication with superiors. Employees' perceptions of organizational justice play an important role in determining employee behavior. Some research reveal that organizational justice can influence employees in increasing OCB behavior [15], [24], [25]. So that with a fair OJ, it is expected to influence employees in OCB behavior. This is because employees feel that the organization has been fair, thus triggering OCB behavior. Conversely, if employees have a bad OJ perception, it will reduce employee OCB behavior.

Meanwhile, research by Jehanzeb & Mohanty [2] states different things. OJ was found to have no significant effect on OCB. The study assumes that OJ can be another factor such as job satisfaction.

In other findings, OJ was found to influence employee motivation directly, or indirectly. Deschamps et al. [11] showed an indirect effect of motivation as mediation. Three dimensions as a measurement of OJ, namely: distributive, procedural, and interactional justice, have different results of influence on motivation. Procedural justice and interactional justice are OJ dimensions that have an indirect influence on motivation. While distributive does not have any influence on work motivation [11]. With the perception of good OJ in employees, it will strengthen the influence of motivation in employees [26].

The motivation that acts as a mediator is also supported by research by Oren et al. [27]. The study found that motivation can influence OJ with OCB. When employee motivation is high, it will strengthen the influence exerted on OJ on employee tendencies in OCB behavior. So motivation is assumed to encourage "extra-role" behavior in employees.

H2 : OJ has a positive and significant effect on work motivation

H4 : OJ has a positive and significant effect on OCB

H6 : OJ has a positive and significant effect on OCB through work motivation

2.1.3. Work Motivation on OCB

Work motivation is the provision of a driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all efforts to achieve organizational goals [1]. Armstrong & Taylor's [28] theory links motivation as a factor that influences individual behavior. With motivation, individuals will be able to determine the approach used to increase engagement in work and organizations. Noe et al. [29] stated that a lack of motivation can make employees have less expertise due to the lack of motivation in employees. When employee expertise decreases, it triggers a decrease in OCB behavior in employees. The impact of effectively increasing employee motivation is that it can affect employee OCB [30].

Meanwhile, OCB according to Organ [31] is a work activity that is outside the employee's obligation. OCB is classified as voluntary behavior. Where when employee OCB in the organization is high, it can improve organizational function. Research conducted that work motivation as measured by intrinsic and extrinsic motivation can positively influence OCB [22]. Contributions from intrinsic motivation were found to be higher, such as motivation derived from achievement, recognition, appreciation, responsibility, self-development, and opportunities to develop.

H7 : Work motivation has a positive and significant effect on OCB.

3. METHODOLOGY

3.1. Research Model

Based on the development of the model above, the research model was developed as Figure 1.

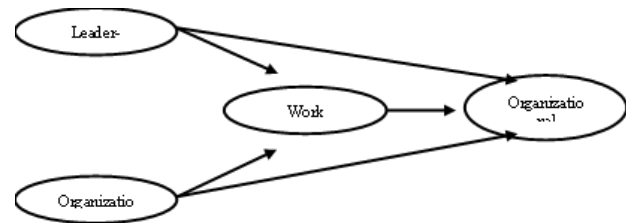


Figure 1 Research Model

3.2. Data Collection

Respondents of this research are employees of PT PLN (Persero) UP3 Malang and employees of 13 Customer Service Units spread across the Malang area. Proportionate stratified random sampling was used as a sampling technique with an error tolerance of 5%. The total number of employees in UP3 and 13 ULPS who are permanent employees under supervisors reach 111 employees. The sample data used was 87 samples, with 59% being male and 41% female. 8% were employees under 30 years old, 83% were employees aged 30-40 years old, and 9% were employees over 40 years old. 66% are employees who have less than 5 years of service with their current supervisor, and 33% are more than 5 years.

3.3. Analysis Method

The method used in analyzing uses a quantitative approach. By using the PLS-SEM (partial least square-structural equation model) analysis technique through SmartPLS 3.0 software. PLS-SEM is used because it has flexible properties for the number of samples, and can predict and explore studies [32]. The use of the PLS-SEM technique was also carried out because of the ability to interpret complex models and there is testing of the outer model and inner model.

Table 1. Variable Measurement

Variable	Indicator	Scale
Leader-Member Exchange (Graen & Uhl-Bien, 1995)	- Mutual respect - Trust - Obligation	1-5
Organizational Justice (Moorman, 1993)	- Distributive justice - Procedural justice - Interactional justice	1-5
Work Motivation (Herzberg, 1966)	- Intrinsic - Extrinsic	1-5
Organizational Citizenship Behavior (Podsakoff, 1990)	- Altruism - Civic virtue - Conscientiousness - Courtesy - Sportsmanship	1-5

Source: *Theory Summary* , 2023

As shown in Table 1 leader-member exchange is measured using the LMX-7 measurement indicator developed by Graen & Uhl-Bien [18], with three dimensions, namely mutual respect, trust, and obligation. Organizational justice is measured using indicators developed by Moorman [33] and Niehoff & Moorman [34], with three dimensions namely distributive justice, procedural justice, and interpersonal justice. Work motivation is measured using indicators from Herzberg's theory [35], which consists of intrinsic motivation (motivators) and extrinsic motivation (hygiene). Organizational citizenship behavior in this study applies indicators developed by Podsakoff et al. [36] by dividing it into five dimensions: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

4. RESULTS

4.1. Respondent Characteristics

Distribution of sample respondents 87 employees at the staff level. Most of the samples were in the Malang Customer Service Implementation Unit which reached 30% of the total sample. Based on Table 2, the research respondents were dominated by men as many as 51 people or 59%, and women 36 or 41%. Men dominate in certain jobs such as field/disturbance technicians who are more in demand by men.

In the age range, respondents aged 30-40 years consisted of 72 people (83%), while those under 30 years old consisted of 7 people (8%) and above 40 years as many as 8 people (9%). In addition, 49 people (57%) were respondents whose last education was D4 / S1, 21 people (24%) were D1 / D2 / D3, 15 people (17%) were SMA / SMK equivalent, and 2 people (2%) were S2 / S3. The majority of respondents' tenure while being supervised by their current supervisor is less than 5 years (57 respondents, 66%), with the remaining 30 people (34%) for more than 5 years.

So overall it can be concluded that the majority of respondents are at productive age. The majority of respondents came from D4/S1 education. And the majority of relationships established with current supervisors are in less than 5 years.

4.2. Distribution of Respondent's Answer

In respondents' answers to the LMX variable items, it was stated that the answer with the highest average was owned by LMX item 1 "I appreciate my superiors at work" with the lowest value owned by LMX 5 "I feel that my superiors are willing to help solve problems in my work" and the highest value of standard deviation is owned by the trust indicator. It can be concluded that it is important to have an understanding of the feeling that superiors are willing to help in work.

In the OJ answer, item OJ 5 has the highest average value "my boss ensures that all employees are aware of organizational decisions before they are enforced" and item OJ 4 is the lowest average "the work decisions given have no bias" and the highest standard deviation value is the distributive dimension. It can be concluded that on average, respondents agree that superiors are fair in ensuring that subordinates are aware of the decisions that will be made by the organization.

In the work motivation answer, item WM 10 has the highest average value "I want to feel safe at work" and item WM 9 is the lowest "I want to get praise for the work I do". The highest standard deviation is in the intrinsic indicator. It can be concluded that a sense of security at work is the main motivation for employees. Respondents' answers to the OCB variable, OCB item 2 is the item with the highest average answer "When my colleagues are absent, I am willing to help do their work" with OCB item 4 "I take part in activities in the organization that are not required, but can help maintain the company's image" as the lowest average. The highest standard deviation lies in the civic virtue indicator, so it can be concluded that the

Table 2. Convergent Validity

Variable/Indicator	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
Leader Member Exchange		0.900	0.938	0.834
- Mutual Respect	0.892			
- Trust	0.907			
- Obligation	0.940			
Organizational Justice		0.886	0.929	0.814
- Distributive justice	0.920			
- Procedural justice	0.894			
- Interactional justice	0.892			
Motivasi Kerja		0.927	0.965	0.932
- Internal	0.964			
- Eksternal	0.966			
Organizational Citizenship Behavior		0.920	0.940	0.758
- Altruism	0.868			
- Civic virtue	0.907			
- Conscientiousness	0.807			
- Courtesy	0.892			
- Sportsmanship	0.876			

Source: Data processed by researchers, 2023

average respondent is willing to help his work colleagues even though it is not part of his responsibility.

4.3. Analysis

The method for hypothesis testing uses a partial least square-structural equation model (PLS-SEM). PLS-SEM is an analytical method used because of its strength in testing [5]. The test results are carried out in the outer model and inner model. The outer model is measured by convergent validity, discriminant validity, and reliability. with a value of 0.039; 0.699; 0.692; 0.618; 0.641; 0.615, namely OJ4, OJ9, MK3, MK8, MK9, and OCB6 are removed from the model. Then, items that meet the criteria will be tested in a second order to be able to represent the dimensions in each variable. The results in Table 2 show that each dimension can represent each variable on internal consistency through outer loading and reliability through the composite reliability value.

Table 3. Discriminant Validity: Fornell-Lacker

	LMX	MK	OCB	OJ
LMX	0.913			
MK	0.459	0.965		
OCB	0.564	0.554	0.871	
OJ	0.391	0.435	0.432	0.902

Source: Data processed by researchers, 2023

The next test is to test whether the items have met the discriminant criteria. The results are listed in Table 3 which show that all items are valid and meet the

While the inner model is measured by bootstrapping which produces the t-statistic value, p-value, and path coefficient.

4.4. Measurement Model Evaluation

Item validity is measured by looking at the outer loadings value > 0.7 [37]. So items that have an outer loading below 0.7 must be deleted and retested until all items have a value above 0.7. Items that do not meet the criteria

discriminant test criteria using Fornell-Lacker. In testing the Fornell-Lacker criteria, all variables have a value greater than other variables (correlation), both flat and downward. While the HTMT test shows a value of less than 0.9 (HTMT < 0.9) which can be interpreted as having a high validity discriminant value [38]. So that the data can be tested at the next stage.

4.5. Structural Model Evaluation

Table 4. R², F², and Q²

	R ²	Q ²	F ²			
			LMX	OJ	MK	OCB
LMX					0.138	0.170
OJ					0.108	0.032
OCB	0.466	0.251				
MK	0.288	0.323				0.135

Source: Data processed by researchers, 2023

Table 4 shows that the highest value of R^2 is owned by the OCB variable, with an R^2 of 0.468. This indicates that the OCB variable can be explained by exogenous variables (LMX, OJ, and motivation) by 46.8%.

According to Chin [39] the category owned by R^2 on OCB is classified as a moderate to high influence because the R^2 value is 46.8% ($R^2 < 0.66/66\%$). The coefficient of determination owned by work motivation is 0.293, classified as a low influence ($R^2 < 0.33$). Furthermore, the same table shows that all endogenous variables have met the predictive relevance criteria because they have a Q^2 value greater than 0 ($Q^2 > 0$) [40]. Then to measure the amount of effect given directly to endogenous variables can be measured through the effect size (F-Square) test as shown in Table 4 [37]. According to Cohen [41] and Hair et al. [37] moderate to high influence is given to LMX on OCB (0.181), low to moderate influence on LMX on MK (0.143), low to moderate influence on OJ on MK (0.110) and OJ on OCB (0.037) and low to moderate influence on MK on OCB (0.140) with criteria $F^2 = 0.02, 0.15, \text{ and } 0.35$.

Table 6. Path Coefficient

Path	Type	Std. Estimates	T-Statistics	P-Value	Conclusion
LMX → MK	Direct	0,102	3,338	0,001	Significant
LMX → OCB	Direct	0,093	3,833	0,000	Significant
OJ → MK	Direct	0,111	2,721	0,007	Significant
OJ → OCB	Direct	0,092	1,657	0,098	Not Significant
MK → OCB	Direct	0,102	3,166	0,002	Significant

Source: Data processed by researchers, 2023

Furthermore, to calculate the magnitude of the indirect effect presented in Table 5, the epsilon (v) mediation statistic is used which is the latest discovery by Lachowicz et al. [42] as a refinement of the previous method, the variance accounted for. Effect measurement through the epsilon (v) mediation statistic has unbiased, consistent, efficient results and is free from sample size dependence.

According to Cohen [41], the value of epsilon (v) mediation statistics in Table 5 is in the low effect category ($v = 0.01$, low category). So the mediation provided by motivation has a low magnitude of influence, both LMX on OCB and OJ on OCB.

4.6. Hypothesis Testing

The test uses bootstrapping 5000 subsamples with a significance level of 0.05. Table 6 shows that of the seven relationships, there is only one relationship that is not significant: OJ to OCB ($p = 0.076, p < 0.005$) ($t = 1.779, t > 1.96$).

Table 5. Upsilon Mediation Statistics (v)

Path	Upsilon Statistics (v)	Description
LMX → MK → OCB	$(0.138)^2 \times (0.135)^2 = 0.000347$	Low influence
OJ → MK → OCB	$(0.108)^2 \times (0.135)^2 = 0.000212$	Low influence

Source: Data processed by researchers, 2023

Furthermore, in the mediation test in Table 7, motivation can mediate both LMX to OCB ($p = 0.001, p < 0.05$) ($t = 2.282, t > 1.96$) and OJ to OCB ($p = 0.008, p < 0.05$) ($t = 2.071, t > 1.96$). LMX on OCB through work motivation is classified as complimentary mediation because both direct and mediated effects exist and point at the same point [43]. Meanwhile, OJ on OCB through work motivation is classified as full mediation/indirect-only mediation because mediated exist, but no direct effect [43]. In addition, the model fit test was conducted through the SRMR value. The fit test results state that the

research model can be said to be suitable because the SRMR value is below 0.8 [44]. Figure 2 shows the result of PLS-SEM analysis model.

Table 7. Specific Indirect Effect

Path	T-Statistics	P-Value	Conclusion
LMX → MK → OCB	2,253	0,024	Significant
OJ → MK → OCB	2,023	0,043	Significant

Source: Data processed by researchers, 2023

DISCUSSION

5.1. The effect of LMX on Work Motivation

Positive and significant influence is given by leader-member exchange on work motivation. The significant influence is classified as low to moderate by looking at

the F^2 value. So, the findings in the study state that hypothesis one (H1) is accepted.

The results of this study are in line with several other

Empirical evidence found that the role of LMX is significantly related to employee OCB [20]. Most of this is due to the high social exchange between superiors and subordinates. So superiors must be able to improve the

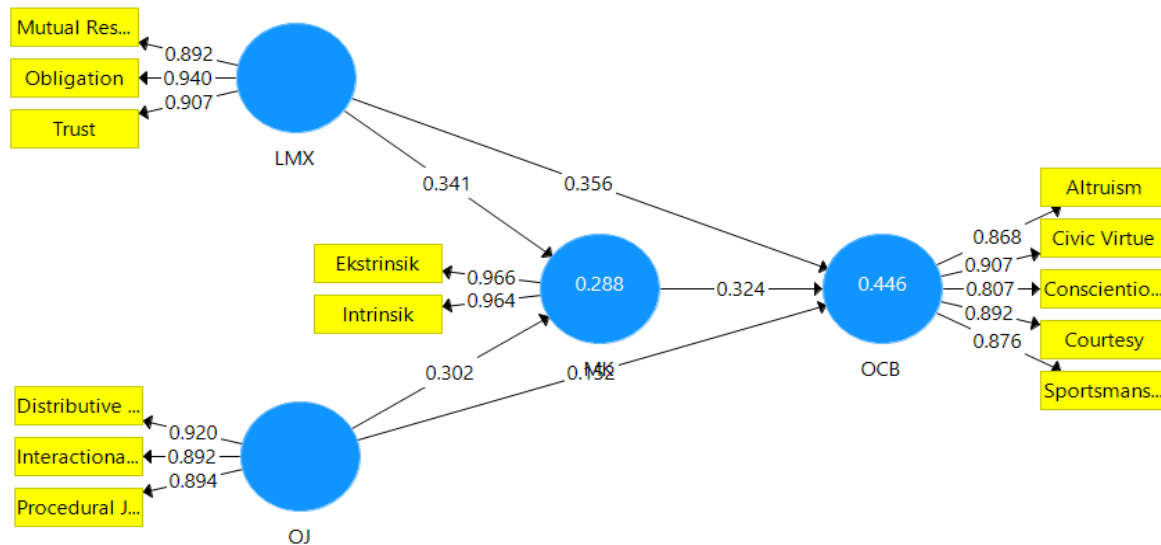


Figure 1 PLS-SEM Analysis Model

studies that work motivation is positively and significantly influenced by LMX. This finding is in line with the theory of Martin et al. [45] which links LMX quality to work motivation. When an employee has a quality relationship with a supervisor, there is an increase in feeling valued, trusted in their abilities, and given flexibility in their work which is directly related to increased motivation and satisfaction. So that when employees have a quality LMX relationship, it will lead to a motivational drive to improve their performance for the trust of superiors in giving responsibility. LMX provides the most effective influence on employee innovative behavior when employee motivation is high [10]. Unique results were presented in the research of Selvarajan et al. [12] which found the LMX relationship to work motivation has two different results, due to differences in work culture and understanding between superiors-subordinates in Mexico and the United States. So that this difference produces different results between the influence of LMX on OCB.

5.2. The effect of LMX on OCB

This study found that employee OCB is positively and significantly influenced by LMX. When the relationship between supervisor-subordinate is of high quality, with high mutual respect, trust, and obligation, it tends to increase employees in doing "extra-role". The influence provided by LMX on OCB has a moderate to high level. Thus, hypothesis three (H3) is accepted.

quality of relationships with their subordinates to positively influence employee OCB behavior. When LMX has "high-quality", such as superiors who pay attention to the problems/constraints possessed by subordinates, be it through an approach of listening to their subordinates, it will be able to increase mutual respect, trust, and obligation towards their superiors to influence the role of employee OCB [13]. In addition, there is also research which support this research, where in general LMX has a positive and significant effect on OCB [14], [46]–[48]. When LMX is high, it will trigger employees to increase OCB behavior. Instead, if LMX is low, then employees have a low influence on OCB behavior.

5.3. The effect of LMX on OCB through Work Motivation

This study found the influence of work motivation as a mediating variable between LMX and OCB. The influence given is complementary mediaton because the direct relationship between LMX to OCB is significant, and the indirect relationship between LMX to OCB through work motivation is also significant with the same point. So that the role given by work motivation as mediation is complementary. Supported by the magnitude of the indirect effect of the statistical value of epsilon mediation (v) which is included in the low influence category makes the role of work motivation positive and significant, but has a low magnitude of influence. The research findings state that hypothesis five (H5) is accepted.

In this study, when compared with previous research, some results are in line with the research [45]. This study found that a good quality relationship with superiors will fulfill employees' self-needs and can create work motivation. So that when the relationship and motivation run positively, the employee will pay for these feelings with increased OCB. Work motivation plays a positive and significant role in the influence of LMX and OCB. Intrinsic motivation is more dominant in mediating LMX on OCB [45]. In addition, there is also research found the influence of LMX on employee motivation in influencing better OCB behavior [49]. This research supports the results of this study when each LMX element (mutual respect, trust, and obligation) has good quality, it can affect employee OCB behavior (altruism, civic virtue, conscientiousness, courtesy, and sportsmanship) indirectly through intrinsic and extrinsic motivation.

5.4. The effect of OJ on Work Motivation

This study found that the relationship between OJ (distributive, procedural, and interpersonal justice) has a positive and significant influence on work motivation. The perception of justice felt by employees can significantly affect work motivation. This explains that the better the application of OJ to employees, the greater the influence of OJ in motivating employees. The amount of influence that OJ has on work motivation is classified as low to moderate. Thus, hypothesis two (H2) is accepted.

The findings of this study are supported by results that are in line with several previous studies. The research of Deschamps et al. [11] tested three dimensions of OJ (distributive, procedural, and interpersonal) against three types of motivation (self-determined, intrinsic motivation, and amotivation). The results stated that the three dimensions of OJ influence three different types of motivation [11]. However, overall OJ has a significant influence on motivation. Better the application of justice in the organization, will improve employee perceptions of organizational justice and will strengthen work motivation in employees [26]. When employees have good organizational justice perceptions such as providing salaries/wages on the workload, fair work schedules, being treated with respect, and decisions given objectively will increase work motivation [50]. When employees' perceptions of the organization are good in terms of division of tasks, fairness in information, and being treated with respect, it will strengthen employee motivation at work.

5.5. The effect of OJ on OCB

Different results were found in this study. The influence provided by organizational justice is not enough to increase OCB behavior in this research sample. While the majority of studies state that the perception of

justice that employees have towards organizational justice can affect OCB [31], [33], [36], the opinion given by Organ [31] proves that OCB is voluntary and is outside of work obligations, making it possible that organizational policies to justice in organizational processes do not always have an impact on employee OCB behavior. In this context, the highest OJ value is distributive justice (0.920). This assume that distributive justice (wages, working time, etc) does not affect BUMN employees in improving their OCB behavior. Thus, hypothesis four (H4) is rejected.

This finding is in line with the research of Jehanzeb & Mohanty and Mon & Jennifer [2], [16] which states that OJ has no significant effect on OCB. When the perception of justice increases, it does not have a significant effect on behavior outside the employee's job description (OCB). Perceptions of justice do not have a significant direct influence on OCB. So that fair treatment is not a driver for employees to behave outside of their obligations. Supported by the results of research by Jehanzeb & Mohanty [2] which states that for certain employees, perceptions of justice are not enough to move employees to go beyond their formal duties. So OJ cannot influence directly, but OJ can be a factor for other variables such as job satisfaction [2]. In contrast, Lim & Loosemore's research [15] found that when employees have a perception of fairness, it will build OCB behavior in employees. In addition, some research also states that the role of OJ can have a positive influence on employee OCB [24], [25], [51].

5.6. The effect of OJ on OCB through Work Motivation

The results found the influence of work motivation as a mediating variable between OJ and OCB. The influence given is full because the direct effect of OJ on OCB is insignificant. While the effect of OJ on OCB through work motivation is positively significant. So that the role given by work motivation as mediation is full mediation/indirect-only mediation. Supported by the magnitude of the indirect effect of the ν mediation statistic which is in the low effect category, making the role of work motivation positive and significant, but has a low effect. Thus, hypothesis six (H6) is accepted.

Empirical support that intrinsic motivation has a significant positive effect on OCB behavior [52]. When motivation is high, OCB will also increase. If employees are in a motivated condition, employees tend to increase OCB behavior. In addition, motivation has a role as a mediator of OJ with OCB. Employee OCB will increase if the employee's perception of justice is good. Through increased work motivation, the influence exerted by OJ on OCB will be positively strengthened significantly [27].

2.2. The effect of Work Motivation on OCB

The influence given by work motivation on OCB is positive and significant. Through F2 testing, the amount of influence given by motivation has a low to moderate level. So when employee motivation is high, employees tend to behave OCB. Thus, hypothesis seven (H7) is accepted.

The results of this study are supported by Shaaban [53], which states that OCB is significantly influenced by motivation. The study also found extrinsic motivation has more influence on OCB than intrinsic motivation. Work motivation is said to be an influence on OCB, both directly and indirectly through mediation [22], [54]. Mahmoud et al. [55] also proved the significant effect of work motivation on OCB through the mediation of job insecurity. Feelings of insecure employees can affect employee motivation at work. Decreased work motivation will result in decreased OCB behavior. Motivation is one of the effective factors in influencing employee OCB behavior [30].

5. CONCLUSION

OCB behavior is concluded that it can increase if the quality of the relationship between superiors-subordinates (LMX) has high quality. The increased OCB is also due to the role of work motivation as mediation. The motivation influences OCB through its mediation with LMX and OJ. Direct influence is also given by work motivation on OCB so that when motivation increases, OCB behavior will also increase. Intrinsic and extrinsic motivation in employees is needed for organizations to be able to increase employee OCB behavior. Especially if employee motivation is high, it can fully mediate between perceptions of organizational justice for employees on changes in OCB behavior.

The findings of this study indicate that work motivation can mediate between leader-member exchange and organizational justice on organizational citizenship behavior. This also states that all hypotheses are accepted (H1, H2, H3, H5, H6, and H7). It only leaves hypothesis four (H4) which is rejected. Another finding in this study is the insignificant influence exerted by OJ on OCB. When employees' perception of OJ increases, it does not significantly affect OCB. However, in the relationship between OJ and OCB through work motivation. Work motivation plays a full role (full mediation/indirect-only mediation) because the effect of OJ on OCB through motivation is significant. While the influence given by motivation between LMX and OCB plays a complimentary role because the effect of LMX directly on OCB or indirectly through motivation is significant. Therefore, motivation can be used as a reinforcing and intermediary factor for organizations to increase OCB behavior.

Nevertheless, this study still has limitations. The number of samples in the study which is less than 100 makes this research has less extensive coverage in data collection. Input for future research is to be able to develop a similar research model on a wider sample size to get more varied results in retrieval.

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