

## THE EFFECT OF ORGANIZATIONAL JUSTICE ON DESIRE TO CHANGE JOBS: ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A VARIABLE

Muhammad Afif Setiawan, Majang Palupi

Faculty of Business and Economics, Universitas Islam Indonesia, Yogyakarta

Email: afifsetiawanq@gmail.com, majang\_palupi@uii.ac.id

ARTICLE INFO	ABSTRACT
Received 26 October 2022 Revised 22 November 2022 Published 25 November 2022	Human resource management is an important task that must be performed on an ongoing basis. Part of the reason is that human resources are fundamental to driving business growth. This study aims to examine and analyze the effect of organizational justice on the desire to change jobs mediated by Organizational Citizenship Behavior (OCB). The study was conducted on employees of a manufacturing company located in Cikarang, Bekasi Regency with a total sample of 59 respondents. Data was collected by distributing questionnaires with a Likert Scale of 1-6. Data analysis using quantitative method PLS-SEM (Partial Least Square-Structural Equation Modeling) with the help of Smart PLS software. The results showed that procedural justice had a negative and significant effect on the desire to change jobs. Interactional justice has a positive and significant effect on the desire to change jobs. Distributive justice and procedural justice both have a positive and significant effect on OCB, but not on interactional justice which shows a positive and insignificant effect on OCB. OCB has a negative and significant effect on the desire to change jobs. OCB also proved unable to mediate the relationship of the three dimensions of organizational justice (distributive justice, procedural justice and interactional justice) to the desire to change jobs.
Keywords: Distributive Justice, Procedural Justice, Interactional Justice, Organizational Citizenship Behavior (OCB), Turnover Intention.	

### Introduction

Managing human resources is an important task that must be carried out on an ongoing basis. The reason is partly because human resources are a vital element that can drive organizational growth (Kee & Chung, 2021). One of the important obstacles for organizations is when the company has to lose its best employees or when the company has a high turnover rate. Especially in this increasingly competitive era, the company's urgency to retain talented employees is greater. The goal is to maintain competitive advantage and increase profits (Sahi & Mahajan, 2014). More than that, turnover also incurs significant losses for the company.

(Davidson et al., 2010) divide the costs

due to turnover into tangible and intangible costs. Among the forms of tangible costs such as recruitment, training, induction, skill development and employee skills and their quality (Tracey & Hinkin, 2006). There are also intangible costs or hidden costs associated with the loss of skilled labor, namely the emergence of inefficiencies and turnover costs (Lashley & Chaplain, 1999); (Davidson et al., 2010). When the turnover rate is high, one of the impacts is on service quality which is likely to decline (Lynn, 2002); (Davidson et al., 2010). For this reason, it is important for companies to anticipate employee turnover. There is a real-time predictor of actual turnover, namely the intention or desire to move, identifying it can provide an

opportunity for the organization to immediately make improvements (Perryer et al., 2010).

Many studies have revealed a negative relationship between organizational justice and turnover intention (Cohen-Charash & Spector, 2001); (J. A. Colquitt et al., 2001). That is, as stated by (Kee & Chung, 2021) when employees feel they are being treated unfairly, the tendency of employees to leave the organization increases. Organizational fairness is the extent to which employees perceive fairness in workplace procedures, interactions and outcomes (Greenberg & Colquitt, 2013). Employees' perceptions of fairness in the organization are determined by the extent to which employees feel they are valued and treated fairly in return for employee contributions (Greenberg, 1990); (B. K. Choi et al., 2014).

(Moorman, 1993) divides organizational justice into three parts, namely distributive justice, procedural justice and interactional justice. First, distributive justice is an employee's perception of fairness related to the distribution of results within the organization (J. A. Colquitt, 2001). Second, procedural justice concerns fairness in the decision-making process in organizations (Fields et al., 2000). This relates to decision-making procedures related to wages and the fairness of the work system in general (Khtatbeh et al., 2020). Third, interactional justice refers to the fairness felt by individuals in their organizational interpersonal communication. (J. Colquitt & Greenberg, 2005); (Jehanzeb & Mohanty, 2019).

When employees feel they are being treated fairly by the organization, this will lead to an increase in civic behavior (OCB: Organizational Citizenship Behavior) (Blakely et al., 2005). OCB is defined as individual behavior that is independent, not directly or explicitly recognized by the formal reward system. An employee practices such behavior voluntarily, optional, not mandatory, and at the discretion of the individual. What is meant by

"policy" is that the behavior is not an enforceable requirement of a role or job description, that is, a requirement that can be clearly defined from the person's employment contract with the organization; such behavior is more a matter of personal choice so that negligence is not generally understood as a punishment (Organ, 1988). Based on this conceptualization, Organ (1988) formulated five dimensions of OCB known as altruism, conscientiousness, decency, sportsmanship, and civic virtue. The first dimension, altruism, involves a tendency to assist coworkers in solving work-related problems. The second dimension, awareness, refers to the efforts made by employees to do what is right and right for the organization. Courtesy as a third dimension was proposed by (Organ, 1988) and is an employee's behavior to prevent work-related problems. Fourth, sportsmanship, refers to the tolerance of employees when experiencing unsatisfactory conditions at work. The last, civic virtue, is a behavior that shows a willingness to actively participate in the organization. Research on the relationship of organizational justice to OCB is shown by research (Organ & Ryan, 1995) which shows that perceptions of justice are needed for OCB. Consistent results were also found by (Selamat et al., 2017) which supports a significant and positive relationship between organizational justice and OCB.

In his research (Coyne & Ong, 2007) also revealed that employees who have high OCB are more likely to remain loyal and stay in the organization longer. Similar results were also found by several previous studies which found a negative correlation between OCB and the desire to move (Chen et al., 1998); (Coyne & Ong, 2007). Whereas when employees have the desire to move, there are several consequences that are detrimental to the company such as delays, absenteeism, poor performance and decreased productivity (Saraih et al., 2017). Based on the studies above, the researchers decided to use the OCB variable as a mediating variable to examine

and analyze the role of the OCB variable as a mediating variable between organizational justice variables and the desire to change jobs. The role of OCB as a mediation is expected to be a novelty in this research model.

With the importance of the impact of turnover on the company, the desire of employees to move remains one of the main topics of interest to be discussed by researchers, scholars and practitioners (Memon et al., 2017). In the academic literature, turnover intention has been commonly used as a measure of anticipated job change (Bigliardi et al., 2005); (Memon et al., 2017). The desire to move (turnover intention) is described by (Price, 2001) as an individual's willingness to resign from an organization voluntarily and permanently. The intended turnover intention tends to reflect the employee's desire to leave the organization in the near future (Zhao et al., 2007); (Saraih et al., 2017). Desire to switch can be measured using a three-item scale developed by (Konovsky, 2000). This includes items such as frequently thinking about quitting a job at this organization, if possible, wanting to get a new job and likely looking for work outside this organization over the next year.

This study was conducted based on previous studies related to organizational justice variables, organizational citizenship behavior (OCB) and the desire to move. Here are some previous studies related to this research:

1. Yang (2021)

In a study entitled "Occupational stress, distributive justice and turnover intention among public hospital nurses in China: A cross-sectional study" conducted by (Yang et al., 2021). This study aims to examine the mediating role of distributive justice on the relationship between job stress and turnover intention, and the role of regionalism in moderating the relationship between distributive justice and turnover intention. The research

method used in this study is quantitative with data collection through a questionnaire survey to 718 respondents who are nurses in Chinese public hospitals.

The results of this study indicate that there is an inverse correlation between challenge stress and intention to move, while hindrance stress is significantly correlated with intention to move. In addition, there is an inverse correlation between distributive justice and turnover intention. The role of the region also has a moderating effect on the relationship between distributive justice and the desire to move.

The similarity of this research with the research that will be conducted by the author lies in the variables of distributive justice and the desire to move. The difference between this research and the research that will be conducted by the author is that in this study, the distributive justice variable is placed as the mediating variable and the variable of desire to move as the dependent variable. The research that will be carried out by the author places the distributive justice variable as the independent variable, the desire to move as the dependent variable and OCB as the mediating variable.

2. Taghrid S. Suifan, Hannah Diab, Ayman Bahjat Abdallah (2017)

In a study entitled "Does organizational justice affect turnover intention in a developing country? The mediating role of job satisfaction and organizational commitment" conducted by (Suifan et al., 2017). The purpose of this study was to investigate the effect of organizational justice on turnover intention through the mediating effect of organizational commitment and job satisfaction. This study uses a quantitative method with data collection through a survey in the form of a questionnaire to 323 aviation industry employees who work for

airlines operating in Jordan. To test the hypothesis, multiple regression analysis was performed.

The results confirm that both organizational commitment and job satisfaction have a mediating effect on the relationship between organizational justice and turnover intention. Meanwhile, job satisfaction fully mediates the relationship, while organizational commitment only has a partial mediating effect. From this study it can also be concluded that organizational justice has a significant negative effect on the desire to move.

The similarity of this research with the research that will be conducted by the author lies in the variables of distributive justice and the desire to move. While the difference lies in the other variables and the selected research object.

3. Hanna Choi and Sujin Shin (2022)

In a study entitled "The Factors That Affect Turnover Intention According to Clinical Experience: A Focus on Organizational Justice and Nursing Core Competency" conducted by (H. Choi & Shin, 2022). The purpose of this study was to investigate organizational justice and nursing core competency as factors that influence the desire to move. The method

used in this study is a quantitative method, with the object of research being 153 nurses who work in tertiary hospitals and general hospitals throughout South Korea.

The results of this study showed that for nurses with less than 3 years of clinical experience, lower distributive justice scores ( $\beta = -0.47, p < 0.001$ ) were associated with higher turnover intentions. Among nurses with 3 to 6 years of clinical experience, lower interactional justice scores ( $\beta = -0.37, p = 0.042$ ) and high core nursing competencies ( $\beta = 0.31, p = 0.034$ ) were associated with switching intentions. tall one. Regarding the relationship of organizational justice to the desire to move, in more detail this study reveals that distributive justice has a significant negative effect on the desire of employees to move. Procedural justice and interactional justice also have a negative but not significant effect on the desire to move.

The similarity of this research with the research that will be conducted by the author lies in the variables of distributive justice, procedural justice, interactional justice and turnover intention. While the difference lies in the selected research object.

**Table 1. Journal Review The Effect of Distributive Justice on Desire to Change Jobs**

No.	Researcher/Title Research/Object Study	Methods & Tools Analysis/Variable Study	Results
1	Tianan Yang, Xuan Jin, Hubin Shi, Yexin Liu, Yuangeng Guo, Yongchuang Gao, Jianwei Deng (2021)  <i>Occupational stress, distributive justice and turnover intention among public hospital nurses in China: A cross-sectional study'</i> 718 respondents who are nurses in Chinese public hospitals	<i>Quantitative analysis</i>  <i>Independent :</i> Distributive Justice (Niehoff & Moorman, 1993)	The results of this study confirm that there is an inverse correlation between challenge stress and intention to move, while hindrance stress is significantly correlated with intention to move. In addition, there is an inverse correlation between distributive justice and turnover

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<p><i>Applied Nursing Research Vol. 61 No. 151481, 2021</i></p>	<p><b>Intervening :</b> Desire to Move (Singh <i>et al.</i>, 1996)</p>	<p>intention. The role of the region also has a moderating effect on the relationship between distributive justice and the desire to move.</p>
<p><b>2 Taghrid S. Suifan, Hannah Diab, Ayman Bahjat Abdallah (2017)</b></p>	<p><i>Quantitative analysis</i></p>	<p>This study confirms that organizational commitment and job satisfaction have a mediating effect on the relationship between organizational justice and turnover intention. Meanwhile, job satisfaction fully mediates the relationship, while organizational commitment only has a partial mediating effect. From this study it can also be concluded that organizational justice has a significant negative effect on the desire to move.</p>
<p><i>Does organizational justice affect turnover intention in a developing country? The mediating role of job satisfaction and organizational commitment</i></p>	<p><b>Independent :</b> Distributive Justice (Niehoff &amp; Moorman, 1993)</p>	
<p>323 aviation industry employees working for airlines operating in Jordan</p>	<p><b>Dependent :</b> Desire to Move (Cammann <i>et al.</i>, 1979)</p>	
<p><i>Journal of Management Development Vol. 36 No. 9, 2017</i></p>		
<p><b>3 Hanna Choi dan Sujin Shin (2022)</b></p>	<p><i>Quantitative analysis</i></p>	<p>The results of this study indicate that there is a significant negative effect of distributive justice on the desire to move. Procedural justice and interactional justice also have a negative but not significant effect on the desire to move. Nurses with 3 to 6 years of clinical experience had lower interactional justice scores and high core nursing competencies were associated with higher turnover intentions.</p>
<p><i>The Factors That Affect Turnover Intention According to Clinical Experience: A Focus on Organizational Justice and Nursing Core Competency</i></p>	<p><b>Independent :</b> Distributive Justice (Moorman, 1991)</p>	
<p>153 nurses working in tertiary and general hospitals across South Korea.</p>	<p><b>Dependent :</b> Desire to Move (Yeun dan Kim, 2017)</p>	
<p><i>International Journal of Environmental Research and Public Health Vol. 19, No. 6</i></p>		

The purpose of this study was to examine and analyze the impact of assignment

fairness on willingness to change jobs, the impact of procedural justice on willingness to change jobs, and the impact of interactive fairness on willingness to change jobs. Examination and analysis of the impact of fair distribution of justice on OCB Examination and analysis of the impact of procedural justice on OCB Examination and analysis of the impact of interaction fairness on OCB Assessing and analyzing the impact of interactive justice on OCB mediator's willingness to change jobs.

With this research, the company gains insight regarding employees' perceptions of perceived organizational justice, OCB levels and how much employees want to move. The data can then be used as evaluation material in the preparation of future company strategies and policies. It is also hoped that this research can be a consideration for companies to encourage the creation of justice in organizations which can increase OCB and reduce the desire to change jobs.

## Methods

In this study, the authors chose to use a quantitative approach. A quantitative study will test certain theories by examining the relationship between variables. According to (Creswell & Creswell, 2017) quantitative research is a means to test objective theory by examining the relationship between variables. A variable usually has an instrument by which it can be measured and analyzed using statistical procedures.

This research was conducted at PT Kayaba Indonesia, which is located in the MM2100 Industrial Estate Cikarang Barat, Bekasi Regency. The population in this study were employees of PT Kayaba Indonesia, amounting to 2450 people. From the

population, the researcher took a number of samples to be studied. In this study, the sample taken amounted to 59 people. This study has 5 variables, so the minimum number of samples is  $5 \times 10 = 50$  samples. The final number of samples collected was 59 people. This amount also meets the minimum requirements for the analytical tool used by researchers (Smart PLS), this is based on research conducted by (Chin, 2000) which states that the minimum number of samples for Smart PLS is 30.

In this study, primary data was collected through questionnaires and interviews with company representatives. Research questionnaires were distributed to respondents who are employees of PT Kayaba Indonesia. The data collected through interviews is the company profile, while the data obtained through the questionnaire is the respondent's self-identity and the respondent's perception of the variables to be studied.

Secondary data in this study includes a number of data sourced from relevant documents within the organization as well as those listed on the company's website. The data is used as supporting data in accordance with the variables to be studied.

In this study, the authors used data collection techniques through questionnaires distributed to permanent employees of PT Kayaba Indonesia. The questionnaire consists of a number of questions accompanied by instructions. Questionnaires are generally used to collect quantitative data. This study uses measurements with a Likert Scale. The Likert scale will explain whether or not someone agrees with a statement. In this study, the authors used a Likert scale with intervals of 1-6. The Likert Scale score settings are as follows:

**Table 2. Likert scale**

Answer	Score
Strongly Agree (SA)	6
Agree (A)	5
Simply Agree (SiA)	4

Disagree (D)	3
Disagree (D)	2
Strongly Disagree (SD)	1

## Results and Discussion

This research uses the research object of the manufacturing company PT Kayaba Indonesia. The number of samples used amounted to 59 people. The analytical tool used to test and process is Smart PLS Version 3.0.

### A. Descriptive Analysis of Research Respondents

#### 1. Characteristics by Gender

Based on the results of the study, it can be described the characteristics of the respondents based on the gender of the respondents as shown in table 3. It can be seen that most of the respondents were male, namely 46 people or 77.96% of the total number of respondents.

**Table 3. Gender**

Category	Frequency	Percentage
Man	46	77,96%
Woman	13	22,04%
Total	59	100%

This also illustrates the condition of the employee population of PT Kayaba Indonesia itself, which is more dominated by male employees. Men have a tendency to pay more attention to abstract values of justice, while women will pay more attention to relationships (Lee et al., 2000). Women were also found to have less attention to procedural justice (Farh et al., 1997). So

in general, men should be more appropriate and capable when asked to assess justice in organizations because they are more sensitive to justice issues.

#### 2. Characteristics Based on Respondent Age

Based on the research data, the characteristics of the respondents based on the age of the respondents can be described as follows:

**Table 4. Age of Respondents**

Category	Frequency	Percentage
21-30 years old	12	20,34%
31-40 years old	21	35,59%
41-55 years old	26	44,07%
Total	59	100%

Based on table 4. it can be seen that most of the respondents are aged 41-55 years, namely as many as 26 people or 44.07% of the total respondents. Based on research conducted by (Samani et al., 2019) the older a worker is, the higher the potential for suffering from work stress.

In addition, older workers also tend to have poorer health conditions compared to younger workers. Both of these, work stress and health factors can trigger older workers to resign or apply for early retirement.

#### 3. Characteristics Based on Last Education

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Based on the results of the study, it can be described the characteristics of

respondents based on their last education, namely as follows:

**Table 5. Respondent's Last Education**

Category	Frequency	Percentage
Senior High School	5	8,48%
Diploma/Bachelor	29	49,15%
Bachelor degree)	25	42,37%
Total	59	100%

Based on table 5. it can be seen that most of the respondents took higher education, with the percentage of respondents with the latest education being Diploma/Bachelor's degree 49.15% and Bachelor (S1) 42.37%. The level of education has an influence on the drive to make a turnover. (Maier, 1965) has discussed the influence of intelligence on turnover. It is said that employee retention will be obtained

when the level of education and position is appropriate. On the other hand, if there is a discrepancy with what is expected, it will affect a high turnover rate.

#### 4. Characteristics of Respondents Based on Length of Work

Based on the results of the study, it can be described the characteristics of the respondents based on the length of work, namely as follows:

**Table 6. Respondents' Length of Work**

Category	Frequency	Percentage
< 3 years	4	6,78%
3-5 years	9	15,25%
6-10 years	4	6,78%
> 10 years	42	71,19%
Total	59	100%

Based on table 6. it can be seen that the majority of respondents have worked more than 10 years (71.19%). This also means that the respondents in this study are parties who have been in the organization for a long time. The old employees should have a very good understanding of the working conditions and environment, so that they have the capacity to assess the extent to which fairness practices have been implemented in the organization. Employees who have worked for a long time also have a greater concern for the company than employees who have not

worked for a long time. So it is more likely to behave OCB.

To make it easier for readers to understand the characteristics of respondents, table 4.5 has presented a recapitulation of the characteristics of the dominant respondents. It can be seen that the characteristics of the respondents of PT Kayaba Indonesia in this study are mostly male, aged 41-55 years, have the latest educational background Diploma/Bachelor's Degree and have worked at PT Kayaba Indonesia for more than 10 years.

**Table 7. Results of the Recapitulation of Respondents' Dominant Characteristics**

Characteristics	Dominant Characteristics	Frequency	Percentage
Gender	Man	46 people	77,96%
Age	41-55 years old	26 people	44,07%
last education	Diploma/Bachelor	29 people	49,15%
Length of work	> 10 years	42 people	71,19%

**B. Descriptive Analysis of Research Variables**

Descriptive analysis serves to determine the score of the answers to each question for each variable in this study. To describe the answer to the variable, it can be shown the average value of the variable.

By knowing the average value, the perception of respondents (employees) of PT Kayaba Indonesia will later be seen. Referring to the minimum value and maximum value, the assessment interval can be determined as follows:

$$\text{Minimum score} = 1$$

$$\text{Maximum score} = 6$$

$$\text{Interval} = \frac{\text{Maximum score} - \text{Minimum score}}{\text{Number of classes}} = \frac{6 - 1}{6} = 0,83$$

Based on the above calculations, the following are the categories of each interval, namely:

**Table 8. Category Interval**

Interval	Category
1,00 – 1,82	Very low
1,83 – 2,65	Low
2,66 – 3,48	Not high enough
3,49 – 4,31	Currently
4,32 – 5,14	Tall
5,15 – 6,00	Very high

Source: Primary Data Processed 2022 & Pimentel (2019)

1. Results of Descriptive Analysis of Distributive Justice Variables

The following will show the respondent's assessment of distributive justice at PT Kayaba Indonesia

**Table 9. Descriptive Analysis of Distributive Justice Variables**

Code	Statement	Mean	Information
X.1.1	I receive fair compensation according to the magnitude of my responsibility to PT Kayaba Indonesia	4.68	High
X.1.2	I receive fair rewards according	4.59	High

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	to my education level		
X.1.3	I receive a fair reward commensurate with the effort I have put into PT Kayaba Indonesia	4.69	High
X.1.4	I get fair rewards according to the level of stress and tension I feel during work	4.41	High
X.1.5	I get a fair reward from PT Kayaba Indonesia when I fulfill my responsibilities	4.54	High

Based on table 9. it can be seen that the assessment response to the distributive justice variable (X1) has an average score of 4.58 which is included in the high criteria category. This shows that the majority of employees who are respondents think that the

implementation of distributive justice at PT Kayaba Indonesia is good.

2. Results of Descriptive Analysis of Procedural Justice Variables

The following will show the respondent's assessment of procedural justice at PT Kayaba Indonesia.

**Table 10. Descriptive Analysis of Procedural Justice Variables**

Code	Statement	Mean	Information
X21	My boss is neutral in decision making	4.74	High
X22	My boss listens to other people's opinions before making a decision	4.74	High
X23	My supervisor collects appropriate information related to the topic for decision making	5.12	High
X24	My supervisor provides me with additional information when needed	5.12	High
X25	My boss applies decisions to all employees consistently	4.81	High
X26	I have the right to refuse or accept the decision	4.39	High

Based on table 10, it can be seen that the assessment response to the procedural justice variable (X2) has an average score of 4.82 which is included in the high criteria category. This shows that the employee's assessment of

procedural fairness at PT Kayaba Indonesia is good.

3. Results of Descriptive Analysis of Interactional Justice Variables

The following will show the assessment of a number of employees of PT Kayaba Indonesia who became

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respondents in this study on the variable

items of interactional justice

**Table 11. Descriptive Analysis of Interactional Justice Variables**

Code	Statement	Mean	Information
X31	My boss is polite and cares about decisions about my job	5,08	High
X32	My boss respects and is careful about decisions about my job	5,05	High
X33	My boss is sensitive to my personal needs when making decisions about my job	4,47	High
X34	My boss is sincere in making decisions about my work	4,88	High
X35	My boss prioritizes my personal rights in making decisions about my job	3,85	Medium
X36	My boss tells me the impact of decisions about my job	4,68	High
X37	My supervisor provides explanations for decisions related to my work	5,03	High
X38	My boss provides logical explanations for decisions I make about my job	4,83	High
X39	My supervisor provides clear explanations for decisions related to my work	4,74	High

Based on table 11. it can be seen that the assessment response to the interactional justice variable (X3) has an average score of 4.73 which is included in the high criteria category. This shows that the employee's assessment of interactional justice e at PT Kayaba Indonesia is good.

4. Results of Descriptive Analysis of Variable Desire to Change Jobs

The following will show the assessment of a number of employees of PT Kayaba Indonesia who became respondents in this study on the variable items of Desire to Change Jobs.

**Table 12. Analysis of the Influence of the Variable Desire to Change Jobs**

Kode	Statement	Mean	Information
Y1	I often think about quitting my job at PT Kayaba Indonesia	2,85	Not high enough
Y2	If possible, I would like to get a new job	3,20	Not high enough
Y3	Most likely I will look for a job outside of PT Kayaba Indonesia next year	2,25	Low

Based on table 12. it can be seen that the assessment response to the

variable of Desire to Change Jobs (Z) has an average score of 2.77 which is

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included in the less high criteria category. This shows that the majority of respondents have a low desire to move from PT Kayaba Indonesia.

### 5. Results of Descriptive Analysis of Organizational Citizenship Behavior (OCB) Variables

The following will show the assessment of a number of employees of PT Kayaba Indonesia who became respondents in this study on variable items from OCB.

**Table 13. Analysis of the Effect of OCB Variables**

Code	Statement	Mean	Information
Z1	My attendance at work exceeds my normal working hours	4,30	High
Z2	I didn't take advantage of the extra time the company gave me	3,51	Currently
Z3	I obey company rules and policies even when no one is watching	5,27	Very high
Z4	I feel like the most conscientious employee	4,22	Currently
Z5	I believe the compensation I receive will be commensurate with the contribution I make to the company	4,47	High
Z6	I spend a lot of time complaining about trivial things.	5,07	High
Z7	I always focus on what's wrong, rather than the positives.	4,41	High
Z8	I always exaggerate the problems that exist	5,24	Very high
Z9	I always find fault with what the organization does	3,98	Currently
Z10	I complain to get attention or help	4,97	High
Z11	I attend a meeting that is not mandatory, but is considered important.	3,76	Currently
Z12	I attend functions that are not required, but help the company's image.	3,90	Currently
Z13	I follow changes that occur in the organization.	5,10	High
Z14	I read and follow announcements, memos and various organizational information.	4,90	High
Z15	I take steps to try to prevent problems with other employees.	5,12	High
Z16	I am aware that my behavior affects the work of others.	5,14	High
Z17	I do not abuse what is rightfully someone else's.	5,54	Very high

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Z18	I try to avoid creating problems for my coworkers.	5,29	Very high
Z19	I consider the impact my actions have on my co-workers.	5,30	Very high
Z20	I help my co-workers who still can't come to work	4,85	High
Z21	I help my co-workers who have a heavy workload.	4,59	High
Z22	I help with the orientation of new employees even though it is not requested by the company.	4,68	High
Z23	I am willing to help coworkers who have work-related problems.	5,05	High
Z24	I am always ready to lend a helping hand to my co-workers.	5,10	High

Based on table 13, it can be seen that the assessment response to the Organizational Citizenship Behavior (Z) variable has an average score of 2.77 which is included in the category of less high criteria. This shows that the majority of employees who are

respondents have a low desire to move from PT Kayaba Indonesia. To make it easier to understand the survey results regarding the descriptive characteristics of the research variables, it can be seen in the table below:

**Table 14. Variable Recapitulation**

Code	Variable	Mean	Information
X1	Distributive Justice	4.58	High
X2	Procedural Justice	4.82	High
X3	Interactional Justice	4.73	High
Y	Desire to Change Jobs	2.77	Not high enough
Z	Organizational Citizenship Behavior (OCB)	4.74	High

**C. Testing the Measurement Model (Outer Model)**

1. Validity test

This study uses two validity tests, namely the convergent validity test and the discriminant validity test. In the discriminant validity test, the values of Fornell lacker and cross loading are seen.

a. Convergent Validity

Convergent validity or convergent validity test serves to determine the validity of a

relationship between indicators and latent variables. In the convergent validity test, there are two things that need to be considered, namely the loading factor and the average variance extracted (AVE).

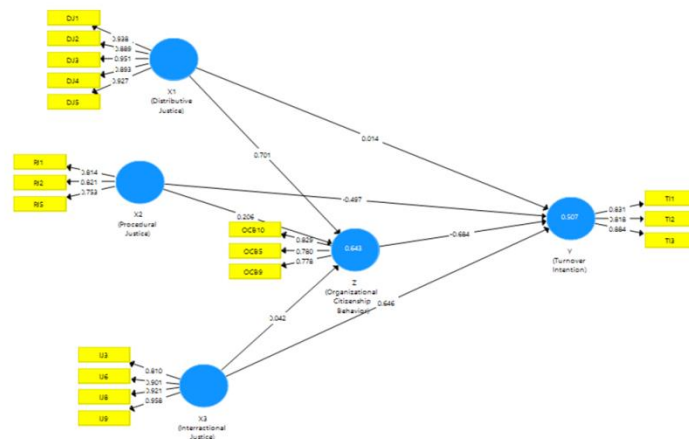
1) Loading factor

An indicator is said to be good or convergently valid if it has a loading factor value > 0.7. For this reason, indicators that do not meet these criteria are excluded from the analysis.



**Table 15. Value of Loading Factor/Outer Loading**

Variable	Kode	Loading Factor
Distributive Justice	X11	0,939
	X12	0,889
	X13	0,951
	X14	0,893
	X15	0,927
Procedural Justice	X21	0,814
	X22	0,821
	X25	0,753
Interactional Justice	X33	0,810
	X36	0,901
	X38	0,921
	X39	0,958
Organizational Citizenship Behavior (OCB)	Y5	0,780
	Y9	0,778
	Y10	0,829
Desire to Change Jobs	Z1	0,831
	Z2	0,818
	Z3	0,884



**Figure 1. Construct Validity Analysis Results**

2) Average Variance Extracted (AVE)

In the discriminant validity test, it can also be known through the average variance extracted (AVE) value. Each variable is required to have an AVE value of

more than 0.5 (> 0.5) for a good model. From table 4.14 below, it can be seen that the Average Variance Extracted (AVE) value of all variables is > 0.5. Therefore, it can be concluded

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that the variables in this study are valid.

**Tabel 16. Average Variance Extracted (AVE)**

Variabel	AVE
Distributive Justice	0,846
Procedural Justice	0,634
Interractional Justice	0,808
Turnover Intention	0,714
Organizational Citizenship Behavior	0,634

b. Discriminant Validity

The second validity test uses Discriminant Validity. Discriminant validity can be seen through the Fornell lacker value and cross loading.

1) Fornell Lacker

The model is said to have sufficient discriminant validity if the value of the variable with the variable itself is greater than the variable with other variables.

**Table 17. Fornell Lacker Criterion**

	Distributive Justice	Procedural Justice	Interractional Justice	OCB	Desire to Change Jobs
Distributive Justice	0.920				
Procedural Justice	0.205	0.797			
Interractional Justice	0.653	0.523	0.899		
OCB	-0.193	-0.411	-0.020	0.845	
Desire to Change Jobs	0.771	0.372	0.608	-0.465	0.796

2) Cross loading

Further validity testing using Discriminant Validity can be seen from the cross loading value. Standardization used is an

indicator that measures a variable must have a greater correlation than the correlation of indicators with other variables.

**Table 18. Cross Loading**

	Distributive Justice	Procedural Justice	Interractional Justice	Turnover Intention	OCB
DJ1	0,938	0,127	0,559	-0,135	0,690
DJ2	0,889	0,160	0,547	-0,192	0,739
DJ3	0,951	0,118	0,561	-0,182	0,704
DJ4	0,893	0,363	0,661	-0,262	0,726
DJ5	0,927	0,158	0,673	-0,103	0,675
PJ1	-0,095	0,814	0,125	-0,490	0,057
PJ2	0,412	0,821	0,691	-0,252	0,565
PJ5	0,01	0,753	0,277	-0,246	0,072
IJ3	0,479	0,489	0,810	-0,109	0,482

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IJ6	0,632	0,357	0,901	0,118	0,535
IJ8	0,619	0,436	0,921	0,036	0,550
IJ9	0,613	0,588	0,958	-0,113	0,609
TI1	-0,425	-0,425	-0,321	0,831	-0,716
TI2	0,055	-0,214	0,256	0,818	-0,117
TI3	-0,042	-0,368	0,106	0,884	-0,250
OCB10	0,652	0,216	0,533	-0,233	0,829
OCB5	0,651	0,490	0,666	-0,268	0,780
OCB9	0,538	0,169	0,252	-0,596	0,778

2. Reliability test

The construct reliability test was conducted to prove the accuracy, consistency and accuracy of the instrument in measuring a construct. From the reliability test, it can be seen how far a measuring instrument can be

trusted or relied upon. In PLS reliability test can be done by analyzing the value of Cronbach's Alpha and Composite Reliability.

a. Cronbach's Alpha and Composite Reliability

**Table 19. Cronbach's Alpha and Composite Reliability**

Variable	Cronbach's Alpha	Rho-A	Composite Reliability	Average Variance Extracted (AVE)
Distributive Justice	0.954	0.955	0.965	0.846
Procedural Justice	0.741	0.788	0.839	0.634
Interactional Justice	0.920	0.929	0.944	0.808
OCB	0.802	0.815	0.882	0.714
Desire to Change Jobs	0.711	0.709	0.838	0.634

In the reliability test, it can be seen the lower limit of the reliability value of a construct or Cronbach's Alpha, if the Cronbach's Alpha value > 0.7 then it can be said to be effective or reliable. In addition, in table 4.X there is also Composite Reliability which measures the lower

limit of the reliability value. Based on table 4.17 it has been proven that both Cronbach's Alpha and Composite Reliability have a value > 0.7. Therefore, it can be concluded that the tested variables are reliable.

**D. Structural Model Analysis (Inner Model)**

1. R-Square

**Table 20. R-Square**

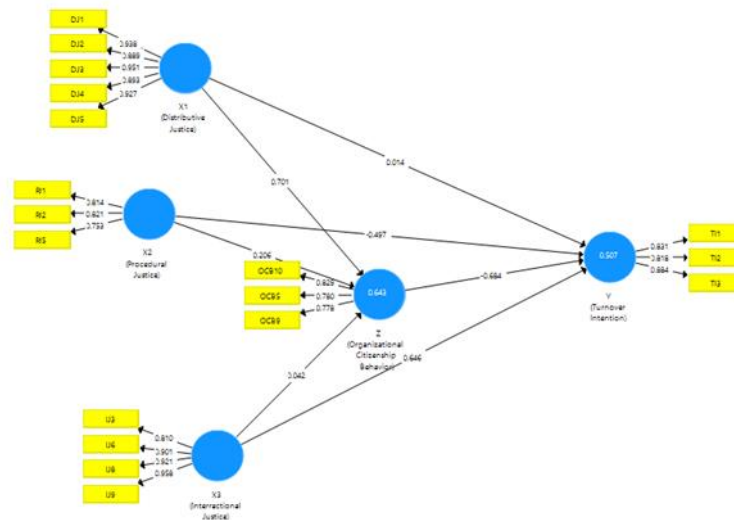
	R Square	Adjusted R Square
Organizational Citizenship Behavior (OCB)	0.643	0.623
Desire to Change Jobs	0.507	0.47

Based on the table above, it can be seen that the R-Square for the OCB variable is 0.643 meaning that the percentage of OCB can be explained by distributive justice, procedural justice and interactional justice is 64.3% and the remaining 35.7% is influenced by other factors outside this study. The R-Square for the variable of desire to change jobs is 0.507 which means that the percentage of the desire to change

jobs can be explained by distributive justice, procedural justice, interactional justice and OCB as a mediating variable is 50.7%. The remaining 49.3% is influenced by other factors outside this study.

## 2. Hypothesis testing

In the hypothesis testing stage, it can be done by paying attention to the significance of the relationship between variables.



**Figure 2. Inner Model**

The level of significance in hypothesis testing can be seen through the t-statistics generated by the bootstrapping method in PLS. In this study, a significance value (two-tailed)

of 1.65 is used with a significance level of 10% with the provision that the t-statistics value must be greater than 1.65.

**Table 21. Direct Effect Test Results**

	Original Sample	Sample Mean	Standard Deviation	T Statistics ( O/STDEV )	P Values
Distributive Justice -> Willingness to Change Jobs	0.014	0.038	0.221	0.063	0.950
Distributive Justice -> OCB	0.701	0.682	0.118	5.930	0.000
Procedural Justice -> Willingness to Change Jobs	-0.497	-0.353	0.288	1.725	0.085
Procedural Justice -> OCB	0.206	0.240	0.110	1.871	0.062
Interactional Justice -> Willingness to Change Jobs	0.646	0.504	0.244	2.646	0.008
Interactional Justice -> OCB	0.042	0.010	0.158	0.266	0.790

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OCB -> Desire to Change Jobs	-0.648	-0.712	0.230	2.979	0.003
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**Table 22. Specific Indirect Effect Test Results**

	<b>Original Sample</b>	<b>Sample Mean</b>	<b>Standard Deviation</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Distributive Justice -> OCB -> Willingness to Change Jobs	-0.480	-0.486	0.168	2.855	0.004
Procedural Justice -> OCB -> Willingness to Change Jobs	-0.029	-0.009	0.113	0.255	0.799
Interactional Justice -> OCB -> Willingness to Change Jobs	-0.141	-0.170	0.098	1.439	0.151

Based on table 21 and table 22, the determination of whether the hypothesis is accepted or rejected is as follows:

a. Hypothesis Testing 1

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between distributive justice and the desire to change jobs have an original sample value of 0.014, t-statistics of 0.065 < 1.65 and p-value of 0.948 > 0.10. This means that there is a positive but not significant effect on the relationship of the distributive justice variable to the desire to change jobs. So it can be concluded that hypothesis 1 which states that there is a negative effect of distributive justice on the desire to change jobs is REJECTED.

b. Hypothesis Testing 2

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between procedural justice and the desire to change jobs have an original sample value of -0.497, t-statistics of 1.845 > 1.65 and a p-value of 0.066 < 0, 10. This means that there is a significant negative effect on the

relationship between procedural justice variables and the desire to change jobs. So it can be concluded that hypothesis 2 which states that there is a negative effect of procedural justice on the desire to change jobs is ACCEPTED.

c. Hypothesis Testing 3

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between interactional justice and the desire to change jobs have an original sample value of 0.646, a t-statistics value of 2.534 > 1.65 and a p-value of 0.012 < 0, 10. This means that there is a significant positive effect on the relationship between interactional justice variables and the desire to change jobs. So it can be concluded that hypothesis 3 which states that there is a negative effect of distributive justice on the desire to change jobs is REJECTED.

d. Hypothesis Testing 4

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between distributive justice and organizational citizenship behavior have an original sample value of

0.701, a t-statistics value of  $5.268 > 1.65$  and a p-value of  $0.000 < 0.10$ . This means that there is a significant positive effect on the relationship between distributive justice variables and OCB. So it can be concluded that hypothesis 1 which states that there is a positive influence on the relationship between distributive justice variables on OCB is ACCEPTED

e. Hypothesis Testing 5

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between procedural justice and organizational citizenship behavior have an original sample value of 0.206, a t-statistics value of  $1.760 > 1.65$  and a p-value of  $0.079 < 0.10$ . This means that there is a significant positive effect on the relationship between procedural justice variables and OCB. So it can be concluded that hypothesis 1 which states that there is a positive effect of procedural justice on OCB is ACCEPTED.

f. Hypothesis Testing 6

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between interactional justice and organizational citizenship behavior have an original sample value of 0.042, t-statistics of  $0.242 < 1.65$  and p-value of  $0.809 > 0.10$ . This means that there is a positive but not significant effect on the relationship between interactional justice and OCB. So it can be concluded that hypothesis 6 which states that there is a positive influence of interactional justice on OCB is ACCEPTED.

g. Hypothesis Testing 7

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between organizational citizenship behavior and the desire to change jobs have an original sample value of -0.684, a t-statistics value of  $3.105 > 1.65$  and a p-value of  $0.002 < 0.10$ . This means that there is a significant negative effect on the OCB relationship on the desire to change jobs. So it can be concluded that hypothesis 7 which states that there is an effect of OCB on the desire to change jobs is ACCEPTED.

h. Hypothesis Testing 8

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between distributive justice and the desire to change jobs through OCB have an original sample value of -0.480, a t-statistics value of  $2.915 > 1.65$  and a p-value of  $0.004 < 0.10$ . This means that there is a significant positive effect. So it can be concluded that hypothesis 8 which states that there is a mediating effect of OCB on the relationship of distributive justice to the desire to change jobs is REJECTED.

i. Hypothesis Testing 9

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between procedural justice and the desire to change jobs mediated by OCB has an original sample value of -0.029, a t-statistics value of  $0.229 < 1.65$  and a p-value value  $0.819 > 0.10$ . So it can be concluded that hypothesis 9 which states that there is a mediating

effect on the relationship of procedural justice variables to the desire to change jobs mediated by OCB is REJECTED.

j. Hypothesis Testing 10

Based on the test results summarized in table 4.20, it can be observed that the results of the path coefficient hypothesis test between interactional justice and the desire to change jobs mediated by OCB has an

original sample value of -0.141 t-statistics of  $1.439 < 1.65$  and a p-value of  $0.151 > 0.10$ . So it can be concluded that hypothesis 9 which states that there is a negative effect of interactional justice on the desire to change jobs mediated by OCB is REJECTED.

3. Recapitulation of Hypothesis Results

The following is a recapitulation of research results:

**Table 23. Recapitulation of Hypothesis Results**

	<b>Hypothesis</b>	<b>Information</b>
H1	There is a negative effect of distributive justice on the desire to change jobs	REJECTED
H2	There is a negative effect of procedural justice on the desire to change jobs	ACCEPTED
H3	There is a negative effect of interactional justice on the desire to change jobs	REJECTED
H4	There is a positive influence of distributive justice on OCB	ACCEPTED
H5	There is a positive effect of procedural justice on OCB	ACCEPTED
H6	There is a positive effect of interactional justice on OCB	REJECTED
H7	There is a negative effect of OCB on the desire to change jobs	ACCEPTED
H8	OCB can mediate the effect of distributive justice on the desire to change jobs	REJECTED
H9	OCB can mediate the effect of procedural justice on the desire to change jobs	REJECTED
H10	OCB can mediate the effect of interactional justice on the desire to change jobs	REJECTED

**E. Discussion and Discussion**

1. Effect of Distributive Justice on Desire to Change Jobs

The results showed that the construct of distributive justice had a positive and insignificant effect on the desire to change jobs. This result contradicts several previous studies (Yang et al., 2021); (Suifan et al., 2017); (H. Choi & Shin, 2022) which stated that there was a significant negative effect of distributive justice on the

desire to change jobs. In the descriptive analysis, the respondents' assessment of the distributive justice variable is in the high category. This means that employees feel they have been treated fairly in terms of distribution of results within the company (salaries, promotions, benefits, etc.). However, even though it has been treated fairly, it does not significantly affect the employee's desire to move or stay in the company. Therefore, based on this

study, distributive justice is not a predictor of the desire to change jobs. The results of this study are in line with research (Tourani et al., 2016) which did not find the effect of distributive justice on the desire to change jobs. The explanation of the results that distributive justice does not have a significant negative effect on the desire to change jobs is because the unfair behavior in the perspective of distributive justice carried out by PT KYBI does not get a negative or destructive response from employees. This is possible because of the religious values in employees that are instilled by PT KYBI, which affect the employee's response to unfair treatment. The perceived injustice is no longer an obstacle in PT KYBI's employees which then raises the desire to give retaliation to the perpetrators or the company. These results are consistent with research conducted by (Palupi, 2019) which is also supported by a previous study by (Beugre, 2005) which emphasizes that there are many possible responses in the face of perceived injustice. The study illustrates that perceived injustice and the resulting anger leads to retaliatory behavior for some but has no effect on others, mostly based on a person's personal values, goals and ethical standards.

#### 2. Effect of Procedural Justice on Desire to Change Jobs

The results showed that the construct of procedural justice has a negative and significant effect on the desire to change jobs. These results are in line with previous research conducted by (Batool & Shah, 2017) which found that distributive justice was negatively related to the desire to change jobs, as well as the mediating effect of work motivation on the relationship. This

suggests that if employees working in a company feel there is fairness in the procedures and distribution of rewards, they may not have the intention to switch. In this study, it was found that the level of procedural justice at PT Kayaba Indonesia was high, which led to a decrease in the desire of employees to change jobs.

#### 3. Effect of Interactional Justice on Desire to Change Jobs

The results showed that the construct of interactional justice had a positive and significant effect on the desire to change jobs. This result contradicts previous research (Kee & Chung, 2021) which states that there is a positive effect of interactional injustice on the desire to change jobs. The explanation regarding why interactional justice does not have a significant negative effect on the desire to change jobs is that it is possible that when there is unfair treatment by PT KYBI from the point of view of distributive justice, the reaction caused by PT KYBI employees is not actually returning to bad behavior towards the company. However, employees will tend to calm down and forgive the perpetrator, or formally submit a complaint, or not give any response to the unfair treatment. (Palupi, 2019) citing (Bies., et al. 1997) states that negative psychological reactions do not always lead to destructive behavior. In fact, conditions often occur where employees find constructive ways to cool down or cool themselves after feeling injustice. It is possible that employees will vent their anger on friends or family, or formally submit a complaint, forgive the perpetrator, or not give any response to the unfair treatment.

#### 4. Effect of Distributive Justice on OCB

The results showed that the distributive justice construct had a positive and significant effect on OCB. These results are in line with several previous studies (Saifi & Shahzad, 2017); (Raja et al., 2018). In a fair organization, employees tend to perform better, help others, and be more creative than organizations that are perceived as unfair. Therefore, managers must be careful in implementing policies and procedures because injustice in procedures and distribution of rewards not only has the potential to reduce employee performance but also reduce OCB and employee creativity (King et al., 2018). In this study it was found that the level of distributive justice at PT Kayaba Indonesia was high, it contributed to the increase in employee OCB.

5. Effect of Procedural Justice on OCB

The results showed that the construct of procedural justice had a positive and significant effect on OCB. The high level of procedural fairness at PT Kayaba Indonesia contributes to the increase in employee OCB. These results are in line with previous research conducted by (Fiaz et al., 2018) which proves the positive effect of procedural justice on OCB. Procedural justice means fairness in a process when the decision is made (Konovsky & Cropanzano, 1991). A procedure is said to be fair when it has consistency (consistent at all times and people), emphasis on bias (put aside personal interests), accuracy (availability of accurate information), correct (allows appeals and complaints), representativeness (basic concern for all individuals), represented), and ethics (moral and ethical standards) (Leventhal, 1980).

6. Effect of Interactional Justice on OCB

The results showed that interactional justice had a positive but not significant effect on OCB. These findings contradict the results of previous research conducted by (Farid et al., 2019); (Chan & Lai, 2017) which in their research revealed a significant positive effect of the three dimensions of organizational justice (distributive justice, procedural justice and interactional justice) on OCB. . The explanation of this insignificant result is that it is possible when PT KYBI employees feel fairness from the perspective of interactional justice, it only affects the increase in employee job satisfaction and is not enough to trigger the employee to do OCB. Because OCB is the result of better working relationships and a positive and supportive work environment (Maamari & Messarra, 2012); (Jehanzeb & Mohanty, 2019). Jehanzeb and Mohanty (2019) also got insignificant results in their research. Employees' perceptions of having fair organizational processes will encourage job satisfaction (Zeinabadi & Salehi, 2011); (Jehanzeb & Mohanty, 2019) and equality (Supriyanto, 2013). But it doesn't always encourage employees to do OCB. This result is also consistent with research by (Rezaiean et al., 2010) and (Batoool & Shah, 2017).

7. Effect of OCB on Desire to Change Jobs

The results showed that there was a significant negative effect of OCB on the desire to change jobs. Previous research by (Ouakouak et al., 2019); (Rashid et al., 2018) proved similar results where OCB has a negative and significant relationship to the desire to move. (Ouakouak et al., 2019) in their research emphasize that organizational recognition of employee contributions will be reciprocated with high levels of OCB and thus will reduce employees'

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intention to leave their organization. This also indicates that employees who have high levels of OCB are less likely to have the desire to move.

### 8. Effect of Distributive Justice on Desire to Change Jobs through OCB

The results showed that OCB did not show a role as a mediating variable in the relationship between distributive justice and the desire to change jobs. This is shown by the results of the study which were significantly negative. Researchers have not found a study with a model similar to this study. It is hoped that this research can be the basis for studies with the same model in the future. From point 4.5.1 it is also found that the direct relationship between the distributive justice variable and the desire to change jobs also does not show a significant negative result. A significant relationship is only obtained from the partial relationship, namely distributive justice to OCB and OCB to the desire to change jobs.

### 9. Effect of Procedural Justice on Desire to Change Jobs through OCB

The results showed that OCB did not show a role as a mediating variable in the relationship between procedural justice and the desire to change jobs. This is shown by the results of the study which were negative but not significant. Researchers have not found a study with a model similar to this study. It is hoped that this research can be the basis for studies with the same model in the future. From point 4.5.2 it is found that the direct relationship between the procedural justice variable and the desire to change jobs shows a significantly negative result. However, the relationship becomes insignificant in the indirect effect (via OCB). A significant relationship is only obtained from the partial relationship, namely

procedural justice to OCB and OCB to the desire to change jobs.

### 10. Effect of Interactional Justice on Desire to Change Jobs through OCB

The results showed that OCB did not show a role as a mediating variable in the relationship between interactional justice and the desire to change jobs. This is shown by the results of the study which were negative but not significant. Researchers have not found a study with a model similar to this study. It is hoped that this research can be the basis for studies with the same model in the future. From point 4.5.3 it is also found that the direct relationship between the interactional justice variable and the desire to change jobs does not show a negative result. An insignificant relationship was also obtained from a partial relationship, namely interactional justice for OCB and OCB on the desire to change jobs.

## Conclusion

Based on the results of data analysis and discussion in the previous chapter, it can be concluded that the distributive justice implemented at PT Kayaba Indonesia has no effect on the desire of employees to change jobs from PT Kayaba Indonesia. Procedural fairness implemented at PT Kayaba Indonesia has a negative and significant effect on the desire of employees to change jobs from PT Kayaba Indonesia. Interactional justice implemented at PT Kayaba Indonesia has a positive and significant influence on the desire of employees to change jobs from PT Kayaba Indonesia. Distributive justice implemented at PT Kayaba Indonesia has a positive and significant effect on the OCB of PT Kayaba Indonesia employees. Procedural justice implemented at PT Kayaba Indonesia has a positive and significant effect on the OCB of PT Kayaba Indonesia employees. Interactional justice implemented at PT Kayaba Indonesia

has a positive but not significant effect on the OCB of employees of PT Kayaba Indonesia.

OCB of employees has a significantly negative relationship to the desire of employees to change jobs from PT Kayaba Indonesia. OCB of employees does not mediate the relationship of distributive justice to the desire of employees to change jobs at PT Karyaba Indonesia. Employee OCB does not mediate the relationship of procedural justice to the employee's desire to change jobs at PT Kayaba Indonesia. OCB of employees does not mediate the relationship of interactional justice to the desire of employees to change jobs PT Kayaba Indonesia

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