



## Organizational Justice and Citizenship Behaviors: The Mediating Role of Job Satisfaction across OCBI and OCBO

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### ABSTRACT

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This study examines the relationship between organizational justice and Organizational Citizenship Behavior (OCB), focusing on Organizational Citizenship Behavior toward Individuals (OCBI) and toward the Organization (OCBO), with job satisfaction as a mediating variable. The research was conducted at TVRI West Sumatra, a public broadcasting institution in Indonesia. Using a census approach, data were collected from 130 employees and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that organizational justice has a positive and significant effect on job satisfaction, OCBI, and OCBO. Job satisfaction also significantly influences both OCB dimensions. Mediation analysis confirms that job satisfaction partially mediates the relationship between organizational justice and citizenship behavior. The hierarchical component model further demonstrates that OCB is a second-order construct, with OCBO contributing more strongly than OCBI. Importance-Performance Map Analysis reveals that organizational justice exerts a slightly stronger total effect on organization-directed citizenship behavior. Overall, the results highlight organizational justice as a strategic determinant of employee attitudes and voluntary performance, particularly in public sector institutions where collaboration and institutional commitment are essential for sustaining organizational effectiveness.

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## INTRODUCTION

Public broadcasting institutions play a strategic role in sustaining social cohesion, cultural continuity, and public trust in the media ecosystem. This role is crucial because public broadcasters are mandated to provide independent, neutral, and service-oriented programming that balances national integration with local cultural preservation. In Indonesia, this mandate is formally regulated under Government Regulation No. 13 of 2005 concerning TVRI as a Public Broadcasting Institution (Presiden Republik Indonesia, 2005). As a regional

station, TVRI West Sumatra is responsible for preserving Minangkabau cultural values while delivering inclusive information to diverse audiences. However, globalization and rapid technological change have transformed media consumption patterns, shifting audiences from conventional television to digital platforms. These developments intensify organizational demands for adaptability, innovation, and service quality. Consequently, human resources become a central determinant of institutional sustainability. Therefore, employee attitudes and voluntary contributions beyond formal duties emerge as critical elements in maintaining public broadcasting effectiveness.

Ideally, employees in public broadcasting institutions demonstrate strong voluntary engagement and collaborative behavior to ensure high-quality public service delivery. Such engagement is essential because organizational effectiveness in public media relies heavily on teamwork, mutual support, and shared commitment to institutional goals. Nevertheless, preliminary observations conducted in 2024 at TVRI West Sumatra indicate that employees' voluntary behavior has not reached an optimal level. A preliminary survey involving 30 employees, using an OCB instrument adapted from Ghaffaripour (2023), revealed that the overall Organizational Citizenship Behavior (OCB) score was 72.00 percent, categorized as moderate. Furthermore, OCB directed toward individuals (OCBI) appeared lower than OCB toward the organization (OCBO), suggesting limited initiative in assisting colleagues during periods of high workload. This discrepancy between expected proactive citizenship and moderate voluntary engagement highlights a practical gap that may weaken collaboration and reduce service effectiveness. Therefore, identifying determinants of OCB becomes increasingly important.

Organizational Citizenship Behavior represents discretionary actions that go beyond formal job requirements and contribute to organizational effectiveness. This concept is theoretically grounded in social exchange theory, which posits that fair and supportive treatment from the organization encourages reciprocal positive behavior from employees. According to Robbins and Judge (2024), OCB consists of behaviors not formally rewarded but essential for operational sustainability. Conceptually, OCB comprises two primary dimensions: Organizational Citizenship Behavior toward Individuals (OCBI), reflecting voluntary assistance to coworkers, and Organizational Citizenship Behavior toward Organization (OCBO), representing behaviors that directly support institutional functioning. One of the most influential antecedents of OCB is organizational justice, defined as employees' perceptions of fairness in resource distribution, decision-making procedures, and interpersonal interactions (Greenberg, 2011). Fair treatment strengthens trust and positive attitudes, particularly job satisfaction, which functions as an emotional

evaluation of work experiences (Robbins & Judge, 2024). Therefore, organizational justice and job satisfaction are theoretically linked to citizenship behavior.

Empirical research consistently demonstrates positive associations among organizational justice, job satisfaction, and Organizational Citizenship Behavior. This relationship occurs because fairness perceptions enhance positive emotional states, which subsequently encourage voluntary contributions beyond formal roles. For example, Ayalew and Walia (2024) found that organizational justice significantly improves job satisfaction and indirectly strengthens OCB. Similarly, Mubahsir et al. (2023) reported that job satisfaction mediates the relationship between fairness perceptions and citizenship behavior. Additional studies indicate that employees who engage in OCB exhibit higher productivity, stronger cooperation, and improved service outcomes (Junipriansa & Disastra, 2025; Sutanto et al., 2025). Moreover, declining OCB has been associated with increased work stress, role conflict, and reduced satisfaction (Johansson & Hart, 2023; Saad et al., 2024). These findings collectively suggest that justice and satisfaction function as key psychological mechanisms fostering discretionary behavior. Therefore, examining these variables remains theoretically and practically relevant.

Despite substantial empirical support, inconsistencies remain in prior findings regarding the relationships among organizational justice, job satisfaction, and OCB. Some studies report weak or non-significant effects, indicating contextual variability (Nursabrina et al., 2025). Such inconsistencies may arise because many previous investigations treated OCB as a unidimensional construct, overlooking distinctions between OCBI and OCBO. Furthermore, most empirical studies have concentrated on private sector organizations or educational institutions, leaving public broadcasting contexts underexplored. The absence of research modeling OCB as a second-order construct that integrates OCBI and OCBO dimensions also limits theoretical refinement. Additionally, limited attention has been given to comparing the relative influence of justice perceptions on individual-directed versus organization-directed citizenship behaviors. Consequently, a comprehensive model incorporating multidimensional OCB and mediating job satisfaction within a public media institution is necessary. Addressing these gaps will contribute to both theoretical clarification and contextual enrichment of organizational behavior literature.

At TVRI West Sumatra, moderate levels of voluntary cooperation present operational and strategic challenges. This condition is problematic because public broadcasting performance depends on collective creativity, responsiveness, and strong interpersonal collaboration, especially amid digital

transformation pressures. When employees limit their contributions strictly to formal job descriptions, teamwork efficiency declines and workload imbalances may emerge. Such patterns can gradually reduce morale, weaken institutional commitment, and hinder innovation capacity. Moreover, in a regional station tasked with preserving cultural identity while competing with digital media platforms, insufficient discretionary engagement may compromise service quality and audience trust. If these conditions persist, organizational adaptability and competitiveness could be undermined. Therefore, understanding psychological and structural factors that shape citizenship behavior becomes urgent for sustaining institutional relevance. A systematic empirical investigation is required to generate evidence-based managerial strategies for strengthening voluntary performance within this organization.

Based on these considerations, this study addresses the problem of how organizational justice influences Organizational Citizenship Behavior both directly and indirectly through job satisfaction. This focus is important because clarifying these relationships can inform managerial interventions aimed at strengthening voluntary employee performance. Specifically, the study examines whether organizational justice significantly affects job satisfaction, OCBI, and OCBO, and whether job satisfaction mediates these relationships. Furthermore, OCB is modeled as a second-order construct formed by OCBI and OCBO to provide a more comprehensive conceptual representation. To achieve these objectives, the research employs a quantitative approach using Partial Least Squares Structural Equation Modeling to test causal relationships among variables. Importance Performance Map Analysis is additionally applied to compare the relative effects of organizational justice on each OCB dimension. Through this design, the study aims to provide robust empirical evidence and practical recommendations for enhancing citizenship behavior in public broadcasting institutions.

## RESEARCH METHODS

This study employed a quantitative approach with an explanatory research design to examine the direct and indirect effects of organizational justice on Organizational Citizenship Behavior (OCB) through the mediating role of job satisfaction. A cross-sectional design was applied, in which data were collected at a single point in time to capture employees' perceptions under existing organizational conditions (Sugiyono, 2020). The research was conducted at Televisi Republik Indonesia West Sumatra Station, a public broadcasting institution responsible for delivering information, education, and cultural programming. The population comprised all employees working at TVRI West Sumatra, including civil servants, government contract employees, and non-civil

servant staff, totaling 132 individuals. Given the relatively small population size, a census sampling technique was employed, whereby all members of the population were included as respondents to maximize representativeness and minimize sampling bias.

Organizational Citizenship Behavior was measured using nine items adapted from Williams and Anderson (1991) and Podsakoff et al. (1990), as applied by Ghaffaripour (2023), capturing two dimensions: Organizational Citizenship Behavior toward Individuals (OCBI) and Organizational Citizenship Behavior toward the Organization (OCBO). Organizational justice was assessed using thirteen items developed by Niehoff and Moorman (1993), representing distributive, procedural, and interactional justice. Job satisfaction was measured using twenty items adapted from Cellucci and DeVries (1978), covering satisfaction with pay, promotion opportunities, coworkers, supervision, and the work itself. All items were rated on a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5), with higher scores indicating stronger perceptions of the respective constructs. Data were collected directly from all employees during the designated survey period to ensure completeness and consistency of responses.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. To capture the multidimensional structure of OCB, it was modeled as a reflective–reflective second-order construct comprising OCBI and OCBO using the two-stage approach. The measurement model was evaluated through convergent validity (outer loadings > 0.70; AVE > 0.50) and reliability testing using Composite Reliability and Cronbach’s Alpha (> 0.70). Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio. The structural model evaluation included path coefficients,  $R^2$ , and  $Q^2$  values. Hypotheses were tested using bootstrapping with a significance threshold of  $t$ -statistics > 1.96 and  $p$ -values < 0.05. Mediation effects and Importance Performance Map Analysis was conducted to compare the relative influence of organizational justice on OCBI and OCBO.

## RESULTS AND DISCUSSION

### Results

#### Respondent Profile

Data were collected from all employees of TVRI West Sumatra Station, in a total population of 132 individuals. Of the distributed questionnaires, all were returned; however, two were excluded due to incomplete responses. Accordingly, 130 valid questionnaires were included in the final analysis, yielding a response rate of 98.5 percent. This exceptionally high response rate reflects strong respondent engagement and provides a solid empirical basis for subsequent statistical analysis.

**Table 1. Respondent Profile**

| Demographic       | Category            | Number of Respondents | Percentage (%) |
|-------------------|---------------------|-----------------------|----------------|
| Gender            | Male                | 58                    | 44.62          |
|                   | Female              | 72                    | 55.38          |
|                   | <b>Total</b>        | <b>130</b>            | <b>100</b>     |
| Age               | 20–25 years         | 14                    | 10.77          |
|                   | 26–30 years         | 27                    | 20.77          |
|                   | 31–35 years         | 30                    | 23.08          |
|                   | 36–40 years         | 27                    | 20.77          |
|                   | 41–45 years         | 21                    | 16.15          |
|                   | >45 years           | 11                    | 8.46           |
|                   | <b>Total</b>        | <b>130</b>            | <b>100</b>     |
| Length of Service | <5 years            | 37                    | 28.46          |
|                   | 6–10 years          | 41                    | 31.54          |
|                   | 11–15 years         | 24                    | 18.46          |
|                   | 16–20 years         | 11                    | 8.46           |
|                   | >20 years           | 17                    | 13.08          |
|                   | <b>Total</b>        | <b>130</b>            | <b>100</b>     |
| Employment Status | Civil Servant       | 45                    | 34.61          |
|                   | Government Contract | 35                    | 26.92          |
|                   | Non-Civil Servant   | 50                    | 38.46          |
|                   | <b>Total</b>        | <b>130</b>            | <b>100</b>     |
| Highest Education | Senior High School  | 16                    | 12.31          |
|                   | Diploma             | 40                    | 30.77          |
|                   | Bachelor's Degree   | 61                    | 46.92          |
|                   | Master's Degree     | 13                    | 10.00          |
|                   | <b>Total</b>        | <b>130</b>            | <b>100</b>     |

Source: Processed data (2026)

As summarized in Table 1, the respondents were predominantly female (55.38 percent), with most employees falling within the productive age range, particularly those aged 31–35 years (23.08 percent). In terms of tenure, the largest proportion had 6–10 years of service (31.54 percent), followed by employees with less than 5 years of service (28.46 percent), reflecting a balanced distribution of work experience. Non-civil servant employees constituted the largest employment group (38.46 percent), followed by civil servants (34.61 percent) and government contract employees (26.92 percent). Regarding educational attainment, the majority of respondents held a bachelor's degree (46.92 percent), followed by diploma-level education (30.77 percent), indicating an overall educational profile that is adequate to support organizational performance in a public broadcasting institution.

## Measurement Model Assessment

Prior to structural model evaluation, the measurement model was assessed to ensure adequate validity and reliability of all constructs. The analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.2.9, covering tests of convergent validity, internal consistency reliability, and discriminant validity.

**Table 2. Convergent Validity and Reliability**

| Variable               | Cronbach's Alpha | Composite Reliability | AVE   |
|------------------------|------------------|-----------------------|-------|
| Job satisfaction       | 0,972            | 0,974                 | 0,688 |
| OCBI                   | 0,806            | 0,886                 | 0,722 |
| OCBO                   | 0,877            | 0,910                 | 0,671 |
| Organizational Justice | 0,923            | 0,934                 | 0,565 |

Source: Processed data using SmartPLS 3.2.9 (2026)

As shown in Table 2, all constructs achieved Average Variance Extracted values exceeding the threshold of 0.50, indicating adequate convergent validity. Furthermore, Cronbach's Alpha and Composite Reliability values for all constructs were above 0.70, confirming satisfactory internal consistency reliability. These results demonstrate that the measurement indicators reliably represent their respective latent constructs.

Discriminant validity was evaluated using the Fornell–Larcker criterion and the Heterotrait–Monotrait Ratio (HTMT).

**Table 3. Discriminant Validity (Fornell-Larcker Criterion)**

| Variable               | Job satisfaction | OCBI  | OCBO  | Organizational Justice |
|------------------------|------------------|-------|-------|------------------------|
| Job satisfaction       | 0,830            |       |       |                        |
| OCBI                   | 0,596            | 0,850 |       |                        |
| OCBO                   | 0,596            | 0,891 | 0,819 |                        |
| Organizational Justice | 0,709            | 0,619 | 0,660 | 0,751                  |

Source: Processed data using SmartPLS 3.2.9 (2026)

The square roots of AVE, shown on the diagonal, are greater than the corresponding inter-construct correlations, indicating that each construct shares more variance with its indicators than with other constructs. Thus, the Fornell–Larcker criterion for discriminant validity is satisfied.

**Table 4. Discriminant Validity (HTMT)**

| Variable                      | Job satisfaction | OCBI  | OCBO  | Organizational Justice |
|-------------------------------|------------------|-------|-------|------------------------|
| <b>Job satisfaction</b>       |                  |       |       |                        |
| OCBI                          | 0,670            |       |       |                        |
| OCBO                          | 0,636            | 0,860 |       |                        |
| <b>Organizational Justice</b> | 0,742            | 0,713 | 0,728 |                        |

Source: Processed data using SmartPLS 3.2.9 (2026)

All HTMT values fall below the conservative threshold of 0.90, confirming that the constructs are empirically distinct. Overall, the results indicate that the measurement model meets the required criteria for validity and reliability, allowing further evaluation of the structural model.

### Second-Order Construct Assessment

The second-order construct was assessed using a reflective–reflective hierarchical component model within the Partial Least Squares Structural Equation Modeling (PLS-SEM) framework. In this study, Organizational Citizenship Behavior (OCB) was specified as a higher-order construct reflected by two first-order dimensions, namely Organizational Citizenship Behavior toward Individuals (OCBI) and Organizational Citizenship Behavior toward the Organization (OCBO). The results of the second-order construct assessment are presented in Table 5.

**Table 5. Second-Order Construct Assessment**

| Path       | Original Sample (O) | T Statistics | P Values     |
|------------|---------------------|--------------|--------------|
| OCBI → OCB | 0,397               | 41,016       | <b>0,000</b> |
| OCBO → OCB | 0,629               | 64,208       | <b>0,000</b> |

Source: Processed data using SmartPLS 3.2.9 (2026)

As shown in Table 5, both first-order dimensions load positively and significantly on the higher-order OCB construct. OCBI demonstrates a standardized loading of 0.397 ( $t = 41.016, p < 0.001$ ), while OCBO shows a stronger loading of 0.629 ( $t = 64.208, p < 0.001$ ). The high t-statistics and significant p-values indicate that both dimensions make substantial contributions to the formation of Organizational Citizenship Behavior. These results confirm that the hierarchical structure of OCB is empirically supported, with OCBO contributing more strongly to the higher-order construct than OCBI in this study.

### Coefficient of Determination and Predictive Relevance

The adequacy of the structural model was evaluated based on its explanatory strength and predictive accuracy, measured through  $R^2$  and  $Q^2$  values summarized in Table 6.

**Table 6. R Square and Q Square**

| Variable         | R Square | Category | Q Square | Category |
|------------------|----------|----------|----------|----------|
| Job satisfaction | 0,503    | Moderate | 0,337    | Moderate |
| OCBI             | 0,433    | Weak     | 0,293    | Moderate |
| OCBO             | 0,469    | Weak     | 0,303    | Moderate |

Source: Processed data using SmartPLS 3.2.9 (2026)

As presented in Table 6, Job Satisfaction exhibits an R<sup>2</sup> value of 0.503, indicating that approximately 50.3 percent of its variance is explained by the predictor variables included in the model, which reflects a moderate level of explanatory power. OCBI and OCBO show R<sup>2</sup> values of 0.433 and 0.469, respectively, suggesting that organizational justice and job satisfaction explain a meaningful, though relatively limited, proportion of variance in both dimensions of Organizational Citizenship Behavior. With respect to predictive relevance, all endogenous constructs report Q<sup>2</sup> values greater than zero, confirming that the model demonstrates adequate predictive capability. Job Satisfaction shows moderate predictive relevance (Q<sup>2</sup> = 0.337), while OCBI (Q<sup>2</sup> = 0.293) and OCBO (Q<sup>2</sup> = 0.303) also exhibit moderate predictive relevance. Overall, these results indicate that the structural model possesses satisfactory explanatory and predictive performance.

**Structural Model Assessment**

The hypothesized relationships were tested using the bootstrapping procedure within the PLS-SEM framework. Statistical significance was determined based on t-statistic values exceeding 1.96 and p-values below 0.05, following established criteria for hypothesis testing (Bagozzi & Yi, 2012). The results of the direct effect analysis are presented in Table 7.

**Table 7. Direct Hypothesis Testing**

| Path                                      | Original Sample | T Statistics | P Values |
|---|-----------------|--------------|----------|
| Organizational Justice → OCBI             | 0,394           | 4,846        | 0,000    |
| Organizational Justice → OCBO             | 0,478           | 5,765        | 0,000    |
| Organizational Justice → Job satisfaction | 0,709           | 17,160       | 0,000    |
| Job satisfaction → OCBI                   | 0,316           | 3,565        | 0,000    |
| Job satisfaction → OCBO                   | 0,256           | 2,458        | 0,014    |

Source: Processed data using SmartPLS 3.2.9 (2026)

The findings indicate that Job Satisfaction has a positive and statistically significant effect on both OCBI and OCBO. Organizational Justice also demonstrates a strong and significant influence on Job Satisfaction as well as on both dimensions of Organizational Citizenship Behavior. All direct paths tested in the structural model meet the required significance thresholds, supporting the proposed hypotheses.

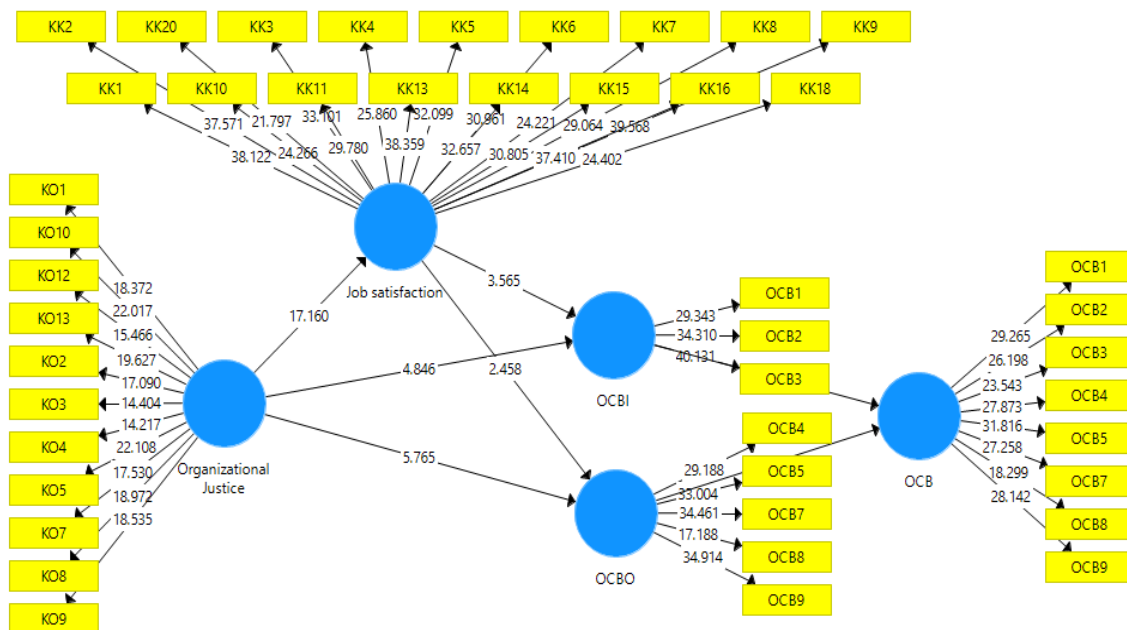
The mediating role of Job Satisfaction in the relationship between Organizational Justice and both OCB dimensions was examined by assessing the significance of indirect effects. The mediation test results are summarized in Table 8.

**Table 8. Mediation Testing**

| Path   | Original Sample | T Statistics | P Values |
|--|-----------------|--------------|----------|
| Organizational Justice → Job satisfaction → OCBI | 0,224           | 3,463        | 0,001    |
| Organizational Justice → Job satisfaction → OCBO | 0,181           | 2,431        | 0,015    |

Source: Processed data using SmartPLS 3.2.9 (2026)

The results reveal that Job Satisfaction significantly mediates the relationship between Organizational Justice and both OCBI and OCBO. These indirect effects are positive and statistically significant, indicating that perceptions of organizational justice influence citizenship behavior partly through their impact on employees' job satisfaction.



**Figure 1. Structural Model Assessments**

### Importance–Performance Map Analysis (IPMA)

Importance–Performance Map Analysis was conducted to compare the relative importance of Organizational Justice in influencing Organizational Citizenship Behavior toward Individuals (OCBI) and Organizational Citizenship

Behavior toward the Organization (OCBO). In this analysis, importance values are represented by standardized total effects, indicating the overall strength of the relationship between Organizational Justice and each OCB dimension.

**Table 9. Total Effects of Organizational Justice on OCBI, and OCBO**

| Predictor              | OCBI  | OCBO  |
|------------------------|-------|-------|
| Organizational Justice | 0.619 | 0.659 |

Source: Processed data using SmartPLS 3.2.9 (2026)

The results show that Organizational Justice has substantial total effects on both dimensions of Organizational Citizenship Behavior. The total effect on OCBO (0.659) is slightly higher than on OCBI (0.619), indicating that perceptions of organizational justice contribute more strongly to citizenship behaviors directed toward the organization than to those directed toward coworkers. These findings provide the empirical basis for subsequent IPMA interpretation regarding priority areas for managerial attention

## Discussion

### Relative Structural Contribution of Organizational Citizenship Behavior Dimensions

The hierarchical component analysis confirms that Organizational Citizenship Behavior (OCB) is empirically supported as a second-order construct reflected by two first-order dimensions: Organizational Citizenship Behavior toward Individuals (OCBI) and Organizational Citizenship Behavior toward the Organization (OCBO). This specification aligns with the multidimensional framework proposed by Williams and Anderson (1991) and reinforced by Podsakoff et al. (2018), emphasizing that citizenship behaviors vary in focus and implication. Both OCBI and OCBO load positively and significantly on OCB; however, OCBO demonstrates a stronger contribution ( $\beta = 0.629$ ,  $t = 64.208$ ,  $p < .001$ ) compared with OCBI ( $\beta = 0.397$ ,  $t = 41.016$ ,  $p < .001$ ), indicating that organization-directed behavior represents the dominant explanatory dimension.

This pattern supports findings that OCB dimensions differ in magnitude and predictive relevance (Worku & Debela, 2024; HO, 2025). The stronger structural weight of OCBO suggests that voluntary compliance, institutional support, and proactive contribution to collective objectives are central expressions of citizenship within TVRI West Sumatra. As noted by Podsakoff et al. (2018), such behaviors strengthen the social and psychological context sustaining performance. In public sector settings characterized by formal governance and accountability, organization-directed citizenship assumes greater structural relevance than interpersonal helping alone.

### **Organizational Justice and Organizational Citizenship Behavior toward Individuals (OCBI)**

Organizational justice has a positive and significant effect on OCBI ( $\beta = 0.394$ ,  $t = 4.846$ ,  $p < .001$ ), indicating that fairness perceptions encourage employees to assist coworkers voluntarily. When procedures, reward allocation, and interpersonal treatment are perceived as fair, employees are more inclined to engage in helping behaviors, knowledge sharing, and cooperative interaction. Within TVRI West Sumatra, fair managerial practices strengthen interpersonal collaboration essential for coordinated broadcasting activities.

This finding is consistent with Social Exchange Theory, which posits that fair treatment generates reciprocal positive responses (Eisenberger et al., 2020). Empirical evidence further confirms that fairness strengthens helping behavior and cooperation (Honu et al., 2024; Mesfin, 2025; Das et al., 2023). Collectively, these results affirm that organizational justice functions as a significant antecedent of citizenship behavior directed toward individuals, particularly in collaborative public service environments.

### **Organizational Justice and Organizational Citizenship Behavior toward the Organization (OCBO)**

Organizational justice also positively and significantly influences OCBO ( $\beta = 0.478$ ,  $t = 5.765$ ,  $p < .001$ ). Employees who perceive fairness in policies and managerial decisions are more likely to demonstrate voluntary compliance, safeguard organizational resources, and proactively support institutional goals. In TVRI West Sumatra, fairness perceptions reinforce psychological attachment to organizational objectives and strengthen discretionary contributions beyond formal obligations.

This pattern aligns with Organizational Justice Theory, which explains that fairness enhances organizational identification and institutional support (HO, 2025). Importance Performance Map Analysis shows a slightly stronger total effect of justice on OCBO (0.659) than on OCBI (0.619). Supporting studies by Changaranchola and Samantara (2024), Ji et al. (2025), and Honu et al. (2024) confirm that justice is a robust predictor of organization-directed citizenship, particularly in public sector contexts where accountability and formal governance are central.

### **Organizational Justice and Job Satisfaction**

Organizational justice exerts a strong and significant effect on job satisfaction ( $\beta = 0.709$ ,  $t = 17.160$ ,  $p < .001$ ), demonstrating that fairness perceptions decisively shape employees' emotional evaluations of their work. Fair procedures, equitable outcomes, and respectful treatment foster positive

attitudes toward supervisors, roles, and the organization. In the structured environment of TVRI West Sumatra, transparent and consistent managerial practices enhance employees' sense of value and respect.

This finding supports Organizational Justice Theory, which emphasizes fairness as a determinant of cognitive and emotional responses to work (Colquitt et al., 2023). Greenberg (2020) explains that justice perceptions strengthen psychological attachment and trust, thereby enhancing job satisfaction. Empirical evidence from Herawati and Sunaryo (2023), Yetgin (2024), and Yuningsih et al. (2024) further confirms that distributive and procedural justice significantly predict satisfaction, particularly in public institutional contexts.

### **Job Satisfaction and Organizational Citizenship Behavior toward Individuals (OCBI)**

Job satisfaction positively and significantly influences OCBI ( $\beta = 0.316$ ,  $t = 3.565$ ,  $p < .001$ ). Employees experiencing higher satisfaction are more likely to engage in discretionary behaviors benefiting coworkers, including helping, cooperation, and knowledge sharing. At TVRI West Sumatra, satisfaction enhances interpersonal responsiveness and strengthens teamwork necessary for coordinated program production.

Consistent with Social Exchange Theory, satisfaction reflects a favorable evaluation of the employment relationship that stimulates reciprocal contributions. Supporting studies by Dewantara (2024), Kazmi et al. (2023), and Nguyen and Le (2023) indicate that satisfied employees exhibit stronger interpersonal citizenship behavior. Nevertheless, such behavior may also depend on relational factors such as trust and team cohesion, beyond satisfaction alone.

### **Job Satisfaction and Organizational Citizenship Behavior toward the Organization (OCBO)**

Job satisfaction also has a positive and significant effect on OCBO ( $\beta = 0.256$ ,  $t = 2.458$ ,  $p = .014$ ). Satisfied employees are more inclined to adhere to organizational rules, protect institutional resources, and contribute proactively to long-term performance. In TVRI West Sumatra, satisfaction strengthens voluntary commitment necessary to maintain broadcast quality and operational standards.

This relationship aligns with Social Exchange Theory, suggesting that positive work experiences are reciprocated through constructive organizational engagement. Robbins and Judge (2024) note that satisfied employees demonstrate stronger commitment and citizenship behavior. Studies by Ayalew and Walia (2024), Mubahsir et al. (2023), and Johansson and Hart (2023) similarly confirm that job satisfaction enhances organization-directed citizenship behavior, although broader determinants such as commitment and institutional trust may also contribute.

### **The Mediating Role of Job Satisfaction**

Job satisfaction significantly mediates the relationship between organizational justice and both OCBI ( $\beta = 0.224$ ,  $t = 3.463$ ,  $p = .001$ ) and OCBO ( $\beta = 0.181$ ,  $t = 2.431$ ,  $p = .015$ ). Fairness perceptions increase job satisfaction, which subsequently promotes discretionary behaviors benefiting coworkers and the organization. This complementary (partial) mediation indicates that justice influences citizenship behavior both directly and indirectly through affective evaluation.

Consistent with Social Exchange Theory, equitable treatment elicits reciprocal contributions beyond formal role requirements. Prior studies by Mubahsir et al. (2023) and Ayalew and Walia (2024) similarly identify satisfaction as a mediating mechanism. Extending Geus et al. (2020), the present findings confirm that this mediation applies to both individual-directed and organization-directed citizenship dimensions within a public sector broadcasting context, highlighting satisfaction as a critical psychological pathway linking fairness to voluntary performance.

### **CONCLUSION**

This study demonstrates that organizational justice serves as a fundamental determinant of both job satisfaction and Organizational Citizenship Behavior directed toward individuals (OCBI) and the organization (OCBO). The most important insight derived from this research is that fairness operates not merely as an ethical managerial principle but as a strategic mechanism that shapes positive work attitudes and stimulates voluntary performance. When employees perceive equitable procedures, respectful interpersonal treatment, and fair outcomes, they develop stronger satisfaction, which in turn encourages discretionary behaviors that enhance collaboration and institutional effectiveness. The findings also confirm that job satisfaction plays a complementary mediating role, indicating that the influence of justice on citizenship behavior becomes stronger when fairness fosters positive affective responses. From a scholarly perspective, this study contributes to organizational behavior literature by modeling OCB as a second-order construct integrating OCBI and OCBO, thereby offering a more comprehensive and contextually grounded explanation within a public sector broadcasting institution.

Despite these contributions, several limitations should be acknowledged. The use of a cross-sectional design restricts causal inference and does not capture dynamic changes in perceptions over time. The study was also conducted within a single public broadcasting institution, which may limit generalizability to other sectors or cultural contexts. Future research should employ longitudinal or multi-source designs to strengthen causal interpretation and reduce common method

bias. Additionally, incorporating variables such as organizational commitment, leadership style, or organizational climate could provide deeper insight into the psychological and contextual mechanisms underlying citizenship behavior. Expanding the model across diverse institutional settings would further enhance its explanatory power and practical relevance.

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