The Impact of Islamic Work Ethics and Organizational Justice on Organizational Citizenship Behavior: The Mediating Role of Organizational Commitment

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Abstract. *Organizational Citizenship Behavior is not exhibited by all employees within a company. To effectively accomplish objectives, the management must possess a comprehensive understanding of organizational justice, the significance of Islamic values, and the extent to which employee dedication is established. The research aims to analyze the effect of Islamic work ethic and organizational justice on organizational citizenship behavior mediated by organizational commitment. This article employs a quantitative method, with data obtained through questionnaires distributed to 65 respondents from an Indonesian company and analyzed using structural equation modeling. The study shows that the Islamic work ethic positively and significantly affects organizational citizenship behavior and commitment. Organizational justice positively and significantly affects organizational citizenship behavior and commitment. Meanwhile, organizational commitment has a positive and significant effect on organizational citizenship behavior and has been proven to be able to mediate such relationships.*

Keywords: *Islamic Work Ethics; Organizational Justice; Organizational Commitment; Organizational Citizenship Behavior*

Abstrak. *Tidak semua karyawan menunjukkan perilaku organisasi kewarga-negaraan. Untuk mencapai tujuannya secara efektif, manajemen harus memiliki pemahaman komprehensif tentang keadilan organisasi, pentingnya nilai-nilai Islami, dan sejauh mana dedikasi karyawan dibangun. Penelitian ini bertujuan untuk menganalisis pengaruh etos kerja Islami dan keadilan organisasi terhadap perilaku organisasi kewarganegaraan yang dimediasi oleh komitmen organisasi. Artikel ini menggunakan metode kuantitatif, dengan data diperoleh melalui kuesioner yang disebarkan kepada 65 responden di satu perusahaan di Indonesia. Sedangkan analisis datanya menggunakan model persamaan struktural. Hasil penelitian menunjukkan bahwa etos kerja Islami berpengaruh positif dan signifikan terhadap Perilaku Organisasi Kewarganegaraan dan Komitmen Organisasi. Keadilan organisasi berpengaruh positif dan signifikan terhadap Perilaku Organisasi Kewarganegaraan dan Komitmen Organisasi. Komitmen organisasi berpengaruh positif dan signifikan terhadap Perilaku Organisasi Kewarganegaraan dan terbukti mampu memediasi hubungan tersebut.*

Kata kunci: *Etika Kerja Islami; Keadilan Organisasi; Komitmen Organisasional; Perilaku Organisasi Kewarganegaraan*

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Introduction

Human resource management is crucial for organizations in the current era of globalization. Such management is part of a leader's success in organizing, managing, and implementing, as well as supervising employees and workers in achieving the goals and objectives desired by an organization. This can further improve organizational productivity and performance. Human resource management deals with various problems within the scope of all employees, managers, and all organizations, institutions, or supporting organizations in all activities to achieve the set goals. The Human Resources (HR) department is the unit that manages HR and provides organizational knowledge, necessary equipment, training, administrative services, counseling, legal advice, supervision, and talent management (Hasmin and Nurung, 2021).

An employee's contribution to realizing organizational goals is determined by many factors, including how much the employee shows extra-role behavior, called Organizational Citizenship Behavior (OCB). This behavior leads employees to take positive actions that benefit the organization (Naway, 2018). OCB is a helpful and constructive behavior shown by members of the organization. Organizational management values or appreciates it but is not directly related to individual productivity. The behavior shown is not a requirement of an individual role. This confirms that OCB reflects behavior outside the roles and responsibilities of average organization members. An example is when an employee decides to stay when visiting a sick colleague in the hospital while others have decided to go home. The employee's decision is voluntary as he/she considers him/herself as the department representative for a company that sponsors a charity event and thinks about a better way to do a task (Hadi et al., 2023; Naway, 2018).

Having strong OCB requires supporting factors within the organization because OCB does not automatically increase without interacting with other factors. The factor that can potentially increase OCB is the perception of organizational justice. Examples of OCB behavior are helping co-workers, volunteering to do extra activities at work, avoiding conflicts with co-workers, protecting organizational property, respecting the rules that apply in the organization, showing tolerance for less-than-ideal situations at work, giving constructive suggestions at work, and not wasting time at work (Robbins et al., 2023).

Organizational justice is the perception of how far a person is treated fairly in an organization. Justice, including organizational life, has always been an essential object of evaluation. Justice is sensitive as it can trigger various attitudes and

behaviors from people who perceive it. If someone perceives him/herself as being mistreated, then negative attitudes and behaviors will emerge. These can be carrying out makeshift tasks, violating organizational rules, and taking detrimental actions.

On the contrary, if employees feel they are treated fairly, then this will encourage positive attitudes, such as having a solid commitment to advancing the organization, being enthusiastic about carrying out their duties, obeying organizational rules, taking the initiative to help co-workers, and taking the initiative to carry out activities that are beneficial to the organization even without an order. In other words, one of the positive impacts of employees' fair treatment is the emergence of extra-role behavior or OCB (Naway, 2018). This aligns with previous research, showing that organizational justice positively influences OCB (Tesfaye et al., 2022). Organizational justice significantly affects OCB (Sujonoa et al., 2020). This proves that the higher the level of justice in an organization, the higher the level of OCB of an organization.

The current literature shows that organizational justice has various impacts, including a positive impact on OCB. For example, Tesfaye et al. (2022) state that organizational justice positively influences OCB. However, there are inconsistencies in this research because some of them show the effects while others do not. Previous research conducted by Syahtiani (2019) mentions that organizational justice does not have a positive effect on OCB. This relationship has inconsistencies. To cover the empirical gap, the researchers proposed one variable as mediation, namely organizational commitment. Organizational commitment is an employee attitude in which employees desire to tie themselves to their organization or company and are confident and comfortable with the organization where they work. Employees committed to the organization will usually stay there for a long time because they feel attached to the organization (Naway, 2018).

Moreover, maintaining commitments is similar to carrying out obligations, responsibilities, and promises that limit one's freedom to do something. So, if an individual has made a commitment, he/she must prioritize what has been promised to the organization rather than just personal interests (Hafidh, 2021). So, with organizational commitment, an individual can identify himself and be bound by the organization's goals. Organizational commitment can encourage individuals to participate consciously without coercion and actively encourage extra-role behavior. This has a positive influence on the organization because it can increase its effectiveness through the contributions made by its members. The link between organizational commitment and OCB is that the more substantial and better the commitment employees have, the more their OCB towards the organization will

increase, and vice versa (Hafidh, 2021). It can be concluded that organizational commitment to the existence of perceptions owned by employees can have a good influence on the organization. This aligns with previous research, which shows that organizational commitment increases OCB (Suwibawa et al., 2018).

This study also added one dependent variable, namely the Islamic work ethic, as suggested by Al-ali et al. (2019). Islamic work ethic has a role in organizations' improving OCB. In Islamic work ethics, even the slightest effort is highly appreciated. Not only by giving effort and benefiting oneself but also others, this can lead to pride, satisfaction, and balance in life. OCB is a person's work behavior outside one's formal duties. Individuals will voluntarily help and do work outside the predetermined job description. From this, it can be seen that Islamic work ethics can lead to OCB work attitudes. From the behavior of mutual help and respect between colleagues, the effect is that the work process will be more effective and conducive. In other words, organizations with good OCB will have better organizational performance than other organizations. In previous research, it was found that there was a significant relationship between Islamic work ethic and OCB (Hafidh, 2021).

In today's dynamic business environment, the study of OCB is paramount for companies striving to enhance their organizational effectiveness and foster a positive workplace culture, especially in PT. Medika Harapan Madani. OCB, encompassing voluntary and discretionary employee behaviors that contribute to the organization's overall well-being, plays a critical role in shaping the success and sustainability of businesses. Here are compelling reasons highlighting the urgency of researching OCB within a PT. Medika Harapan Madani: enhancing employee engagement, improving team dynamics, boosting organizational performance, fostering a positive organizational culture, employee well-being and satisfaction, and leadership development, reducing turnover and absenteeism, and enhancing customer satisfaction and loyalty. Researching OCB is essential for PT Medika Harapan Madani to create a workplace where employees fulfill their roles and actively contribute to the success and sustainability of the organization. The insights gained from such research can guide strategic initiatives to promote a positive work environment and foster long-term organizational success.

The explained background implies the significance of this study. In addition to analyzing this phenomenon, this study aims to fill the gap in explaining the inconsistencies found by previous resources by proposing organizational commitment as a mediating variable between Islamic work ethic and organizational justice on OCB.

Literature Review
Theory Development

This research is based on two social theories that serve as guides in explaining the findings: the equity theory of John Stacey Adams (1963) and the social exchange theory of George Homans. Several studies use the equity theory as a foundation of organizational justice research. This theory assumes that humans like fair/comparable treatment, related to relational satisfaction in perceptions of fair/unfair distribution of resources in interpersonal relationships. Equity theory focuses on the input-output ratio in organizations. One's contribution to the organization represents input, while output is everything received from the organization. This theory assumes that when someone engages in exchange relationships with organizations, he/she evaluates the fairness of what is obtained from this exchange by comparing the input-output ratio with others to determine whether he/she is underpaid or overpaid. Furthermore, injustice creates tension in proportion to imbalance. It is this tension that motivates individuals to reduce the gap. Consequently, the higher the feeling of injustice, the stronger the motivation to reduce it (Jang et al., 2021).

The other theory is the social exchange theory developed by George Homans (1958). Social exchange is the exchange of activities between two people, whether they can be counted or not, and are more or less beneficial or detrimental. Homans focuses on individual behavior in interactions with other people. This explains how and why organizations seek to assist employees in maintaining work-life balance, maintaining good self-esteem, providing conducive working conditions, facilitating job suitability, and providing a good level of fairness for employees for higher job satisfaction. These will ultimately impact employee organizational commitment (Hasan et al., 2021).

The Effects of Islamic Work Ethics on Organizational Citizenship Behavior

According to Hafidh (2021), an Islamic work ethic is a set of values or beliefs originating from the Quran and Sunnah (the Prophet Muhammad's traditions). Islamic work ethic plays a role in improving organizations' OCB. In the Islamic work ethic, the slightest effort is highly appreciated. Giving effort and benefiting oneself and others can lead to pride, satisfaction, and balance in life. Firdaus and Nurhayati (2019) revealed that the Islamic work ethic positively influences OCB.

On the other hand, Rohyani and Azizah (2023) found that Islamic work ethic is a strong predictor of employees' OCB. The research that tested the effect

of IWE on OCB was conducted by Dewi (2019), showing that the Islamic work ethic has a positive and significant influence on OCB. Likewise, the research conducted by Musoli and Yamini (2020) shows that the Islamic work ethic has a positive influence and has a high correlation with OCB.

H1: There is a positive influence of Islamic Work Ethic on Organizational Citizenship Behavior.

The Effects of Organizational Justice on Organizational Citizenship Behavior

According to Naway (2018), organizational justice is the perception of how fairly a person is treated. Justice has always been an essential object of evaluation in life, including in organizations. Justice is sensitive because it can trigger various attitudes and behaviors from people who perceive it. If someone perceives being mistreated, negative attitudes and behaviors will emerge, such as carrying out makeshift tasks, violating organizational rules, and taking detrimental actions to the organization. Fair treatment of the organization will encourage positive attitudes among employees. In this case, the better the fairness of an organization, the more the employee will increase OCB.

Meanwhile, according to Hadi et al. (2020a) and Hadi et al. (2020b), organizational justice is the overall perception of what is fair in the workplace, namely the extent to which people believe in the results they receive and how people are treated fairly, equally, and by expected moral and ethical standards. According to Al-ali et al. (2019), organizational justice has a positive effect on OCB. Amelia et al. (2022) found that organizational justice, individually and collectively, is directly related to OCB. Fitrio et al. (2019) also argued that organizational justice has a positive effect on OCB. Another similar study from Sunaris et al. (2022) states that organizational justice is positively related to OCB.

H2: There is a positive influence of Organizational Justice on Organizational Citizenship Behavior.

The Influence of Islamic Work Ethics on Organizational Commitment

As mentioned, Hafidh (2021) defines an Islamic work ethic as a set of values or beliefs from the Quran and the Prophet's traditions regarding work. Islamic work ethic plays a role in increasing the attitude of belonging among employees in organizations. In Islamic work ethics, the slightest effort is highly appreciated. Maintaining effort and benefiting oneself and others can generate pride, satisfaction, balance, and commitment in life. So, in an organization, if an employee has a

good ethic, he/she may perceive that the organization is critical to him/her or that employees are reluctant to leave the organization. Hafidh (2021) found out that employees with a high Islamic work ethic are more loyal to their organization compared to those with a low Islamic work ethic. Therefore, they are less likely to leave their organization. Moreover, Nasution and Rafiki (2018) argue that Islamic work ethic is a strong predictor of employee engagement in the workplace. Firdaus and Nurhayati (2019) revealed that the Islamic work ethic has a positive and significant relationship with organizational commitment and work involvement.

H3: There is a positive effect of Islamic Work Ethic on Organizational Commitment.

The Effects of Organizational Justice on Organizational Commitment

Auwdinata (2018) argues that employees who feel justified in the organization will increase their commitment. Thus, organizational justice is positively related to organizational commitment. Research by Donglong et al. (2020) also shows that applying justice to organizations is very important because employees who feel treated fairly will be committed to their organization. In other words, that study shows that organizational justice positively affects organizational commitment. This finding aligns with the research conducted by Jang et al. (2021), stating that the application of justice in organizations greatly influences job satisfaction, organizational commitment, and employee turnover intentions. Alternatively, organizational justice has a significant effect on organizational commitment.

H4: Organizational justice has a positive effect on organizational commitment.

The Effect Of Organizational Commitment On Organizational Citizenship Behavior

The positive and significant influence of organizational commitment and OCB is in line with the research of Saputri and Partina (2022), which found that organizational commitment is a more significant predictor of OCB when compared to organizational support. Saraswati and Hakim (2019) also stated that employees with strong feelings for the organization could manifest prosocial behavior at work. Another similar finding is the work of Halimsetiono and Santosa (2021), stating that highly committed employees tend to help their colleagues and superiors complete tasks, help the organization as a whole, and comply with all organizational regulations. Suwibawa et al. (2018) also state that employees treated as members of the organization's extended family are a strong incentive to increase organizational commitment, which in turn will show a variety of positive

behaviors. A similar argument is proposed by Febriantina et al. (2021), which states that organizational commitment positively affects OCB.

H5: There is a positive Organizational Commitment to Organizational Citizenship Behavior.

Based on the discussion and evaluation of previous studies and the relationships between the variables as mentioned earlier, The following Figure 1. presents the research model:

Figure 1. Research Mind Map
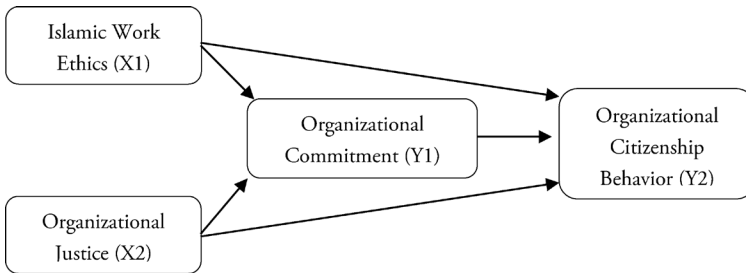
Methods

This study uses a quantitative approach, which is based on a positivist philosophy of researching populations based on specific samples. This research uses closed questionnaires as the research instrument, which were distributed to fifty respondents. The population in this research was taken from all employees, with the sampling method of using ten times the number of variables. With five variables, the minimum sample of this research is fifty respondents (Hair et al., 2019). The questionnaire used is a closed questionnaire, where respondents choose the answers that have been provided. Questionnaires are an efficient data collection technique if the researcher knows what variables will be measured and what is expected of the respondent.

The independent object or variable in this study is the Islamic work ethic and organizational justice. Meanwhile, the dependent variable is OCB, with organizational commitment as the mediator. According to Hafidh (2021), the Islamic work ethic indicator has four dimensions. The first is effort, measured by the following statements: "I always try to achieve better results" and "I work hard to build a balance in life". The second is competition, assessed with the following statements:

"I always want to develop myself more than my co-workers," and "I will be more accomplished than my co-workers". The third is morally responsible conduct, with the following statements: "I always finish my work" and "I always work optimally". The fourth is transparency, with statements: "I always provide resource management information openly" and "I report work to superiors by the reality on the ground."

The indicator of organizational justice, according to Naway (2018), is a) distributive justice ("I receive a salary according to workload and responsibility" and "I feel my job responsibilities match my abilities"; b) procedural justice ("I feel that decisions made by superiors are carried out impartially" and "leaders always listen to my aspirations"; and c) interactional justice ("leaders show concern for my rights as an employee" and "The leader explains very clearly every decision made regarding my work").

According to Naway (2018), the Organizational Citizenship Behaviour indicators include altruism, conscientiousness, sportsmanship, civic virtue, and courtesy. The following are the statements for each indicator developed for this study. Statements representing altruism are: "I will help my friend whose work is overloaded" and "I am willing to help new employees who face difficulties during orientation". Furthermore, statements representing conscientiousness are "I will come to the office before working hours" and "I always make a list of work plans in advance so that I can complete my work properly". For sportsmanship, the statements are "I always mean it if superiors give additional work" and "I always help solve existing problems". For civic virtue, the statements include "I often tell good things about my company" and "I will attend social activities that the company has held." Finally, for courtesy, the statements include "I have a great curiosity to know the developments in the company" and "I often give input to my superiors".

According to Naway (2018), organizational commitment includes affective commitment, continuance commitment, and normative commitment. The following are the statements developed for this study to measure those categories. Affective commitment is represented by the statements: "I will be delighted if I spend the rest of my career in this company" and "I feel proud when working in this company". Continuance commitment is measured with the statements: "I feel at a loss if I leave this company" and "Working in this company is my dream." Finally, normative commitments are represented by the statements: "I feel this organization has contributed a lot to my life" and "I feel this company deserves my loyalty".

To maintain the quality of the data, the researchers conducted an Instrument test (Validity and Reliability) before distributing all the questionnaires. After the primary data was obtained, the following processes were data analysis. These

included descriptive analysis (cumulative description, individual description), inferential analysis, indicator test (convergent validity, discriminant validity, composite reliability), and model fit test with the provisions shown in Table 1. Then, the authors tested the hypothesis and mediation analysis by looking at the P-value <0.05. The hypothesis can be accepted using SmartPLS.

Table 1. Fit Model Test Terms

Fit Summary	Estimated
SRMR	A score less than **0,10** considered a fit
d_ULS and d_G	Score d_LS and d_G are the bootstrap results from the exact fit size model.
Chi-Square	$\mathcal{X}^2_{\text{Statistics}} < \mathcal{X}^2_{\text{Table.}}$ The better fit size.
NFI	The closer the NFI is to the NFI value 1, the better the match.
RMS Theta	**Score RMS_theta** under **0,12** indicates the fit model.

Results and Discussion
Data Respondents Characteristics

The characteristics of respondents include age, educational background, and working period on Tabel 2.

Table 2. Respondents Characteristics

Respondent Based on Age		
Age	**Number**	**Persentage**
< 20 years	2	3,1%
20 – 29 years	21	32,3%
30 – 39 years	16	24,6%
≥ 40 years	**26**	**40%**
Total	**65**	**100**
Respondents Based on Education		
Education	**Number**	**Percentage**
SD	14	21,5%
SMP	10	15,4%
SMA	**24**	**36,9%**
D3	2	3,1%
S1	14	21,5 %
S2	1	1,5%
Total	**65**	**100**

Respondents Based on Working Period		
Working Period	**Number**	**Percentage**
< 1 year	17	26,2%
1 – 2 years	**30**	**46,2%**
> 2 years	18	27,7%
Total	**65**	100

Instrument Test Result

The instrument variable Islamic work ethics test results with eight statements, organizational justice with six statements, organizational commitment with six statements, and OCB with ten statements are declared valid because they have a significant value <0.05. Meanwhile, the reliability value (Cronbach's alpha) of Islamic work ethics is 0.934, organizational justice is 0.908, organizational commitment is 0.935, and OCB is 0.971. All of them have a Cronbach's alpha value above 0.70. then the measuring instrument of the questionnaire is declared reliable or has met the reliability requirements.

Evaluation of Goodness of Fit Model

Model fit testing is conducted by looking at the results of the SmartPLS output estimation. The conclusion shows that SRMR, d_ULS, and NFI have good criteria, while d_G, Chi_Square, and RMS Theta have poor criteria, as seen in Table 3. The minimum prerequisites that must be met to achieve model fit are one indicator of Goodness. With good results means that this model is said to be feasible for further research

Table 3. Fit Model Test Result

Fit Summary	Cut Off	Estimated	Explanation
SRMR	Lower than 0,10	0,048	Good
d_ULS	Output Confidence Interval (CI) 95% - 99 % Higher Orginal_Sampel (OS)	0,533 (CI) > 0,277 (OS)	Good
d_G	Output Confidence Interval (CI) Higher Orginal_Sampel (OS)	0,835 (CI) > 0,419 (OS)	Good
Chi_Square	X^2 Statistics < X^2 table	153,875 > 83,675	Not Good
NFI	Near to 1	0,875	Good
RMS Theta	< 0,12	0,211	Not Good

Source: Output SmartPLS

Hypothetical Measurement

In this hypothesis measurement phase, whether there is a significant positive effect between the independent and dependent variables will be analyzed. This test used the help of SmartPLS (Partial Least Square) software. The limit for rejecting and accepting the proposed hypothesis is using a probability of 0.05. Figure 2. and Table 4 show the value of testing the hypothesis.

Table 4. Hypothetical Test Based on Path Coofficients

	Hypothesis		OS	t Statistic	P *value*	Status
H1	Islamic Work Ethic Affects on Organizational Citizenship Behavior	+	0,322	3,501	0,001	Proven
H2	Organizational Justice Affects on Organizational Citizenship Behavior	+	0,257	2,278	0,023	Proven
H3	Islamic Work Etich Affects on Organizational Commitments	+	0,310	2,490	0,013	Proven
H4	Organizational Justice Affects Organizational Commitments	+	0,470	3,367	0,001	Proven
H5	Organizational Commitment Affects Organizational Citizenship Behavior	+	0,404	4,437	0,000	Proven

Source: Output SmartPLS

Figure 2. Hypothetical Test Using SmartPLS
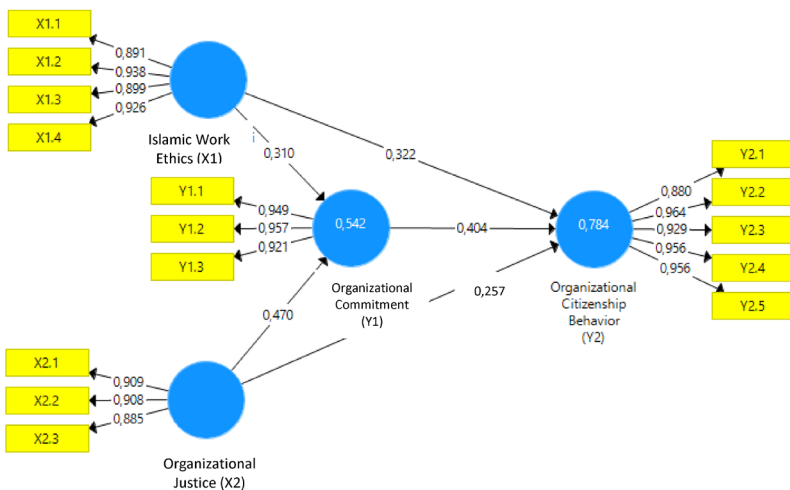
The results of testing this hypothesis indicate that Hypotheses 1, 2,3,4, and 5 have a significant positive effect because they have a P value <0.05.

Mediation Analysis

This mediation analysis was carried out to explain the role of the emotional intelligence variable as mediating/intervening in the relationship between digital leadership organizational support and innovative work behavior. The results of the analysis can be seen in Table 5 as follows:

Table 5. Analysis of Mediation Effects

Variable	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Mediation Effect
	(X1 → Y2)	(X1 → Y1 → Y2)	(DE + IE)	TE – DE
(1)	(2)	(3)	(4)	(5)
X1	0,322 (0,001)	0,125 (0,026)	0,447 (0,000)	0,447 - 0,322 = 0,125
X2	0,257 (0,023)	0,190 (0,015)	0,447 (0,000)	0,447 - 0,257 = 0,190

Source: Output SmartPLS

The table above shows that the Islamic work ethics variable has an indirect effect value of 0.125 with a P-value of 0.026 <0.05. Thus, the indirect effect of digital leadership on OCB through organizational commitment has proven significant. The organizational justice variable has an indirect effect value of 0.190 with a P-value of 0.015 <0.05. Thus, the indirect effect of organizational justice on OCB through organizational justice has proven significant.

The Effects of Islamic Work Ethics on Organizational Citizenship Behavior

The results show that the Islamic work ethic has a positive and significant effect on OCB among employees. This is evidenced by the original sample coefficient value of 0.322 and a t-statistic value of 3.501, with a p-value of 0.001 <0.05. This means that the better the Islamic work ethic employees own, the more the OCB of employees will significantly increase. This result is in line with previous research conducted by Firdaus and Nurhayati (2019), revealing that the Islamic work ethic has a positive influence on OCB. Rohyani and Azizah (2023) found that the Islamic work ethic was a strong predictor of

employees' OCB. The research that tested the effect of the Islamic work ethic on OCB was conducted by Dewi (2019), showing that the Islamic work ethic had a positive and significant influence on OCB. Likewise, Musoli and Yamini (2020) state that the Islamic work ethic has a positive influence and a high correlation with OCB.

The better Islamic work ethic possessed by employees will give employees a greater sense of responsibility to help co-workers in trouble and lead to extra assertive role behavior in the organization. The behavior of mutual help and respect between co-workers creates a more effective and conducive work process effect. In other words, organizations with good OCB will have better organizational performance than other organizations.

The Effects of Organizational Justice on Organizational Citizenship Behavior

The results showed that organizational justice had a positive and significant effect on OCB among employees. This is evidenced by the original sample coefficient value of 0.257 and a t-statistic value of 2.278, with a p-value of 0.023 <0.05. This means that the better the organizational justice perceived by employees, the more the OCB of employees will significantly increase. This result aligns with previous research conducted by Al-ali et al. (2019). Organizational justice has a positive effect on OCB. Amelia et al. (2022) state that organizational justice, individually and collectively, is directly related to OCB. Fitrio et al. (2019) also argued that organizational justice has a positive effect on OCB. Another similar study from Sunaris et al. (2022) shows that organizational justice is positively related to OCB.

Organizational justice that is carried out correctly can strengthen the influence of extra-role behavior in the organization. Therefore, employees feel they get justice in an organization, which can encourage them to do OCB because they compare the ratio of their input or contribution to the organization and the results received.

The Effects of Islamic Work Ethics on Organizational Commitment

The results show that the Islamic work ethic had a positive and significant effect on organizational commitment. This is evidenced by the original sample coefficient value of 0.310 and a t-statistic value of 2.490, with a p-value of 0.013 <0.05. This means that the better the Islamic work ethic owned by employees, the more the organizational commitment of employees will significantly increase. This

aligns with previous research conducted by Hafidh (2021), which found that employees with a high Islamic work ethic are more loyal to their organization than those with a low Islamic work ethic; therefore, they are less likely to leave their organization. Moreover, Nasution and Rafiki (2018) argue that Islamic work ethic is a strong predictor of employee engagement in the workplace. Firdaus and Nurhayati (2019) revealed that the Islamic work ethic has a positive and significant relationship with organizational commitment and work involvement.

The better Islamic work ethic possessed by employees can strengthen organizational commitment. Therefore, the Islamic work ethic is very closely related to organizational commitment. Islamic work ethics positively influences one's behavior at work because it can stimulate a positive work attitude. With a positive work attitude, it is possible to generate a commitment to work in an organization. This will certainly provide benefits for the individual and the organization.

The Effects of Organizational Justice on Organizational Commitment

The results show that organizational justice had a positive and significant effect on organizational commitment. This is evidenced by the original sample coefficient value of 0.470 and a t-statistic value of 3.367, with a p-value of 0.001 <0.05. This means that the better the organizational justice perceived by the employees, the more significant the employees' organizational commitment. This aligns with research by Auwdinata (2018), stating that employees who feel fairness in the organization will increase their commitment. Thus, organizational justice is significantly positively related to organizational commitment. Research by Donglong et al. (2020) also says that applying justice to organizations is very important because employees who feel they are treated fairly will be committed to their organization. In other words, the results of his research show that organizational justice has a positive effect on organizational commitment. The results of this study are also in line with research conducted by Jang et al. (2021), which states that the application of justice in organizations greatly influences job satisfaction, organizational commitment, and employee turnover intentions. Alternatively, in other words, organizational justice has a significant effect on organizational commitment.

Organizational justice that is carried out correctly can strengthen the influence on organizational commitment. Organizational justice that is carried

out correctly can strengthen the influence of commitment in the organization. Therefore, when employees are treated fairly, they will further increase their commitment to the organization, as indicated by positive behavior and attitudes towards the organization, because they feel comfortable and happy at work.

The Effects of Organizational Commitment on Organizational Citizenship Behavior

The results showed that organizational commitment had a positive and significant effect on OCB among employees. This is evidenced by the original sample coefficient value of 0.404 and a t-statistic value of 4.437, with a p-value of 0.000 <0.05. This means that the better organizational commitment owned by employees will significantly increase their OCB. This aligns with research by Saputri and Partina (2022), which found that organizational commitment is a more significant predictor of OCB than organizational support. Saraswati et al. (2019) also stated that employees with strong feelings for the organization could manifest prosocial behavior at work. Other research that is in line with this research is that conducted by Halimsetiono and Santosa (2021), which states that employees who are highly committed to the organization tend to help their colleagues and superiors in completing tasks, helping the organization as a whole and complying with all organizational regulations. Suwibawa et al. (2018) also stated that employees treated as members of the organization's extended family are a strong incentive to increase organizational commitment, which in turn will show a variety of positive behaviors. This finding is also in line with the study of Febriantina et al. (2021), which states that organizational commitment positively affects OCB.

If the employee's organizational commitment is well formed, it can increase the extra role behavior in an organization. Therefore, an increase in organizational commitment will affect an increase in employee OCB. In other words, to increase employee OCB, the organization must also strive to increase and maintain employee commitment.

The Effects of Islamic Work Ethic and Organizational Justice on Organizational Citizenship Behavior Through Organizational Commitment

The research shows that the direct influence of Islamic work ethics on OCB has an original sample value of 0.322. In contrast, the total original sample value of the influence of Islamic work ethics on OCB is mediated by organizational commitment of 0.447. These results indicate that organizational commitment

can mediate the influence of Islamic work ethics on OCB. On the other hand, the result shows that the direct effect of organizational justice on OCB has an original sample value of 0.257, while the original sample total effect value between organizational justice and OCB is mediated by organizational commitment of 0.447. These results indicate that organizational commitment is able to mediate the influence of organizational justice on OCB.

This is in line with previous research conducted by Firdaus, S., & Nurhayati (2019), which revealed that Islamic work ethic positively influences OCB through organizational commitment. Hafidh (2021) also maintains that the Islamic work ethic positively influences OCB through organizational commitment. So, it can be concluded that the better the Islamic work ethic possessed by employees, the better the OCB of employees will be through increasing organizational commitment. Similarly, Donglong et al. (2020) revealed that organizational justice positively influences OCB through organizational commitment. Auwdinata (2018) also says organizational justice positively influences OCB through organizational commitment. So, it can be concluded that the better the organizational justice owned by the organization, the better the OCB of employees will be through increasing organizational commitment.

Conclusion

The Islamic work ethic has a positive and significant effect on OCB, meaning that the higher and better employees with an Islamic work ethic will enhance their OCB. Therefore, an excellent Islamic work ethic will increase the attitude of mutual help and respect between co-workers, resulting in a more effective and conducive work process effect. In other words, organizations with good OCB will have better organizational performance than other organizations. Islamic work ethic has a positive and significant effect on organizational commitment, meaning that a better Islamic work ethic owned by employees will significantly increase organizational commitment. Therefore, the Islamic work ethic is very closely related to organizational commitment. Islamic work ethics positively influences one's behavior at work because they can stimulate a positive work attitude. With a positive work attitude, it is possible to generate a commitment to work in an organization. This will certainly provide benefits for the individual and the organization.

Organizational justice has a positive and significant effect on OCB, meaning that the higher and better the organizational justice felt by employees will enhance

employees' OCB. Therefore, employees feel they get justice in an organization. This can encourage them to do OCB because they compare the ratio of their input or contribution to the organization and the results received. Organizational justice has a positive and significant effect on organizational commitment, meaning that better organizational justice perceived by employees will significantly increase their organizational commitment. Therefore, when employees are treated fairly, they will further increase their commitment to the organization, as indicated by positive behavior and attitudes towards the organization, because they feel comfortable and happy at work.

Organizational commitment has a positive and significant effect on organizational citizenship behavior, meaning that better organizational commitment owned by employees will significantly increase the OCB of employees. Therefore, an increase in organizational commitment will affect an increase in employee OCB. In other words, to increase employee OCB, the organization must also strive to increase and maintain employee commitment. Future research is expected to build a comparative analysis study by comparing two material objects: companies with state and private status. It is recommended to use a mixed method, namely a quantitative and qualitative approach through in-depth study and adding variables that influence organizational citizenship behavior, namely organizational support and organizational culture variables. Thus, this research will obtain better research results.

Acknowledgments

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