

The Role of *Organizational Citizenship Behavior* (OCB) as a Mediator in the Influence of Employee Commitment and Perceived Organizational Justice on Employee Performance at the Pandeglang Regency Environmental Agency

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ABSTRACT

This study was motivated by the importance of improving employee performance in public sector organizations to deliver effective, efficient, and high-quality services. Employee performance is influenced by various factors, including employee engagement, perceptions of organizational justice, and Organizational Citizenship Behavior (OCB). Employees who are highly engaged and perceive their organization as practicing fairness tend to exhibit more positive work behaviors, including a willingness to engage in voluntary behaviors beyond the formal requirements of their jobs. Therefore, this study examines the role of OCB as a mediating variable in the influence of employee engagement and perceptions of organizational justice on employee performance at the Pandeglang Regency Environmental Agency. This study aims to analyze the effect of employee commitment on employee performance, the effect of perceived organizational justice on employee performance, the effect of employee commitment on OCB, the effect of perceived organizational justice on OCB, the effect of OCB on employee performance, and to analyze the mediating role of OCB in the relationship between employee commitment and perceived organizational justice on employee performance. This study employed a quantitative approach using the PLS-SEM method. Research data were collected through the distribution of questionnaires to employees of the Pandeglang Regency Environmental Agency and analyzed using SmartPLS software version 4.1.1.8. Testing was conducted through outer model analysis, inner model analysis, and hypothesis testing. The results indicate that employee commitment has a positive and significant effect on employee performance and on OCB. Perceived organizational justice also has a positive and significant effect on employee performance and on OCB. Furthermore, OCB has a positive and significant effect on

Keywords: *Employee Engagement, Perceived Organizational Justice, Organizational Citizenship Behavior (OCB), Employee Performance*

employee performance. In addition, OCB was found to mediate the effect of employee commitment on employee performance and to mediate the effect of perceived organizational justice on employee performance. Based on the research results, it can be concluded that all research hypotheses were accepted. Employee commitment is the factor that exerts the strongest influence on OCB; perceptions of organizational justice also play a crucial role in shaping OCB and enhancing employee performance. These findings indicate that improvements in employee performance are influenced not only directly by employee commitment and perceptions of organizational justice but also through enhanced OCB.

INTRODUCTION

Management, as both a science and an art of managing organizational resources, continues to evolve as the complexity of the modern organizational environment increases. Technological changes, social dynamics, and public service demands require organizations to adapt strategically. In this context, Human Resource Management plays a central role in managing an organization's most valuable asset: its employees. According to Dessler (2020), HRM focuses not only on personnel administration but also on strategies for development, motivation, engagement, and performance management to effectively achieve organizational goals. In the public sector, human resource management has become increasingly strategic because it is directly linked to the quality of services provided to the public, the legitimacy of the government, and the successful implementation of public policies. Therefore, improving the performance of civil servants has become a top priority in Indonesia's bureaucratic reform agenda.

In line with this, government organizations are required to demonstrate optimal performance in carrying out their public service functions. In the current era of bureaucratic reform, employee performance has become a key indicator for achieving organizational goals. Employee performance reflects an individual's effectiveness in completing tasks according to established standards. According to Wibowo (2021), performance is the work output achieved by employees in terms of both quality and quantity and is influenced by ability, motivation, and the work environment. In the context of public sector organizations, performance is measured not only by the achievement of administrative targets but also by the quality of service, public satisfaction, and accountability in the use of public resources. Furthermore, the work performance of local government organizations impacts not only operational efficiency but also public trust in the government.

Employee performance is a primary focus of various public management studies. This is because public sector organizations face demands for transparency, accountability, and quality service. Employee performance is influenced by several factors, including employee engagement, perceptions of organizational justice, and Organizational Citizenship Behavior (OCB). Employee engagement is a key factor because it reflects the level of employees'

emotional, cognitive, and behavioral involvement in their work and their organization. Highly engaged employees tend to demonstrate greater enthusiasm, dedication, and work absorption, enabling them to make optimal contributions to the organization. Various studies indicate that employee engagement has a positive impact on improving employee performance because employees who feel engaged work more productively, demonstrate high commitment, and strive to achieve organizational goals to the fullest extent (Albrecht et al., 2021; Karatepe et al., 2022).

In addition to employee engagement, perceptions of organizational justice also play a crucial role in shaping employee performance. Perceptions of organizational justice relate to employees' assessments of procedural fairness, the distribution of rewards, treatment by supervisors, and the opportunities the organization provides to all employees. When employees feel they are treated fairly, they develop a higher level of trust in the organization, which motivates them to work more effectively and responsibly. Conversely, if employees perceive injustice within the organization, their motivation, job satisfaction, and even performance quality may decline. Previous research findings indicate that perceptions of organizational justice have a positive influence on employee performance because fairness fosters a sense of being valued and enhances employees' commitment to achieving organizational goals (Islam et al., 2021; Kim & Park, 2023).

In the context of government organizations, Organizational Citizenship Behavior (OCB) serves as a key variable that can mediate the relationship between employee engagement and perceptions of organizational justice on employee performance. OCB refers to voluntary behaviors performed by employees beyond their formal duties and responsibilities to support organizational effectiveness. Such behavior is reflected in a willingness to help coworkers, maintain harmonious work relationships, comply with organizational rules, demonstrate sportsmanship, and actively participate in various organizational activities. Employees with high OCB tend to contribute beyond the demands of their jobs, thereby enhancing the effectiveness of task execution and the achievement of organizational goals. Conversely, low OCB can lead to reduced cooperation among employees, low concern for the organization's interests, and a decline in overall performance effectiveness.

Several previous studies have shown that OCB mediates the influence of employee engagement and perceptions of organizational justice on employee performance. Research by Hang & Bartol (2022) confirms that Organizational Citizenship Behavior (OCB) acts as a mediating variable in the relationship between employee engagement and employee performance; engaged employees tend to behave more proactively and cooperatively. Organizational Citizenship Behavior (OCB) reflects the level of employees' commitment to the organization, where employees not only perform their core duties but also go above and beyond to support the performance of the team and the organization as a whole.

The Pandeglang Regency Environmental Agency is one of the local government agencies that plays a crucial role in administering government affairs in the field of environmental management. In carrying out its duties, the organization requires employees

who are highly committed to the organization, perceive fairness in every organizational policy, and are willing to demonstrate extra or voluntary work behavior to support the achievement of optimal organizational performance. However, in practice, various human resource issues persist regarding employee commitment, perceptions of organizational fairness, and OCB. These issues are evident in the organization's suboptimal performance targets, the continued presence of employees who lack enthusiasm or motivation in their work, imbalances in workloads, and a low level of initiative to assist colleagues. If left unaddressed, these phenomena have the potential to diminish employees' sense of belonging to the organization, reduce their willingness to contribute more, and ultimately affect the organization's overall performance and lower the quality of public services.

According to research conducted by Denta Umihastanti (2022), employee engagement has a positive and significant effect on employee performance: the higher an employee's sense of engagement with the organization, the higher their performance for the organization. According to Christina Amanda et al. (2023), employee engagement has a positive influence on employee performance, as employees with high engagement tend to demonstrate greater work enthusiasm, loyalty, and better contributions to the organization. In the context of the Pandeglang Regency Environmental Agency, employee engagement is essential, given the heavy workload, demands for responsiveness, and the complexity of the environmental issues faced on a daily basis.

The second factor suspected of causing a decline in employee performance is the perception of organizational fairness. When employees feel they are treated fairly, they are more motivated to perform at their best. Conversely, a perception of unfairness can lead to a decline in work motivation and even counterproductive behavior. This is supported by research conducted by Virgolino et al. (2023) and Mahinuruk (2023), which states that the perception of organizational justice influences employee performance. The researchers conducted a preliminary survey of 20 employees working at the Pandeglang Regency Environmental Agency regarding their perception of organizational justice,

This phenomenon indicates that perceptions of organizational justice at the Pandeglang Regency Environmental Agency are still suboptimal, particularly regarding the distribution of workloads. Some employees still feel there is an imbalance in the distribution of tasks and responsibilities, leading to the perception that the workload has not been distributed fairly. This situation has the potential to cause employee dissatisfaction, reduce motivation and commitment to the organization, and diminish employees' trust in the policies implemented by the organization.

In addition, there is a phenomenon of Organizational Citizenship Behavior (OCB) that has not been fully adopted by employees. Some employees exhibit low levels of voluntary behavior in supporting organizational activities beyond their formal duties. This is reflected in a lack of initiative among employees to assist coworkers when they face heavy workloads, as well as minimal active participation in organizational activities not directly related to the organization's core tasks and functions.

METHOD

The research method used in this study is quantitative research. A quantitative method is a research approach that focuses on the collection and processing of numerical data to examine a phenomenon and the relationships between variables through systematic scientific procedures (Siroj et al., 2024). This approach aims to measure relationships between variables and identify patterns or trends that can be expressed numerically.

Quantitative research generally begins with formulating the research problem, determining the research objectives, formulating hypotheses, and identifying the population, sample, and relevant data analysis techniques. One commonly used method is a survey, which collects data through interviews or by distributing questionnaires to respondents.

In a quantitative research approach, data collection is based on the use of structured and measurable research instruments. Researchers define the variables they wish to study and use the scientific method to test the relationships between those variables. This process often requires a rigorous sampling design to ensure that research findings can be generalized to the entire population. Thus, the quantitative approach emphasizes the validity and reliability of results through the use of empirically verifiable data, as well as statistical analysis that provides meaning to the data obtained (Mweshi & Sakyi, 2020).

This study employs a quantitative approach with an explanatory research design. This design aims to explain the causal relationship between the independent variable, the intervening variable, and the dependent variable by testing previously formulated hypotheses. The explanatory approach was chosen because this study not only describes phenomena but also tests the influence of employee commitment and perceptions of organizational justice on employee performance, with Organizational Citizenship Behavior serving as the mediating variable.

The subjects of this study consist of one dependent variable, one intervening variable, and two independent variables. The dependent variable used is Employee Performance. The mediating variable used is Organizational Citizenship Behavior, while the independent variables in this study are Employee Commitment and Perceived Organizational Justice.

Table 1 Number of Civil Servants at the Pandeglang Regency Environmental Agency in 2025

1. No	2. Civil Servant Category	3. Number (People)
4. 1	5. Civil Servants	6. 107
7. 2	8. PPPK	9. 8
10. Total		11. 115

Source: LKjIP Data, Pandeglang Regency (2025)

This technique was chosen because the number of civil servants at the Pandeglang Regency Environmental Agency is relatively manageable, allowing the researcher to include the entire population as respondents. The use of this technique is expected to produce more representative data that more accurately reflects actual conditions and minimizes generalization errors, thereby ensuring that the conclusions drawn have a higher level of reliability.

Hypothesis testing in PLS-SEM is conducted by assessing the significance and relevance of path coefficients in the structural model. This process aims to determine whether the relationships between latent variables have a significant effect based on the research data.

In PLS-SEM, hypothesis testing is performed using the bootstrapping method, a resampling technique that generates an empirical distribution of parameter estimates. Bootstrapping allows researchers to obtain p-values and confidence intervals for each relationship between latent variables. A hypothesis is considered significant if the p-value is less than 0.05 or if the 95% confidence interval does not include zero.

In addition to statistical significance, this document also highlights the interpretation of path coefficients, which indicate the direction and strength of the relationship between constructs in the model. Path coefficients range from -1 to +1; the larger the value, the stronger the influence of one variable on another.

Hypothesis testing in PLS-SEM is also often associated with mediation and moderation tests, which help understand how mediating or moderating variables influence the relationships between the main constructs in the model. This comparison helps determine whether the tested hypothesis can be accepted or rejected. The calculated t-value is obtained using SmartPLS software via the bootstrapping technique. In hypothesis testing, if the t-statistic value is greater than 1.96 for a two-tailed hypothesis or greater than 1.64 for a one-tailed hypothesis, then the hypothesis is considered significant. For a 5% significance level, the t-statistic value used is 2.014. Therefore, the criteria for accepting or rejecting the hypothesis are that H_a is accepted and H_0 is rejected if the t-statistic is greater than 2.014 (Hartono & Abdillah, 2015).

In hypothesis testing as a basis for decision-making, the t-statistic and probability values are considered. The criteria used are as follows:

If the t-statistic value $>$ t-table (1.96) and $p < 0.05$, then H_0 is rejected and H_1 is accepted

If the t-statistic is less than the critical t-value (1.96) and $p > 0.05$, then H_0 is accepted

The following are the statistical hypotheses in this study:

Hypothesis 1

H_{01} : $\beta_1 \leq 0$; it is hypothesized that there is no significant positive effect of employee commitment on employee performance at the Pandeglang Regency Environmental Agency.

Ha1: $\beta_1 > 0$, there is a suspected significant positive effect of employee engagement on employee performance at the Pandeglang Regency Environmental Agency.

Hypothesis 2

H02: $\beta_2 \leq 0$, the null hypothesis is that there is no significant positive effect of Perceived Organizational Justice on employee performance at the Pandeglang Regency Environmental Agency.

Ha2: $\beta_2 > 0$, it is hypothesized that there is a significant positive effect of Perceived Organizational Justice on Employee Performance at the Pandeglang Regency Environmental Agency.

Hypothesis 3

H03: $\beta_3 \leq 0$, the null hypothesis is that there is no direct positive effect of employee commitment on organizational citizenship behavior at the Pandeglang Regency Environmental Agency.

Ha3: $\beta_3 > 0$, it is hypothesized that there is a direct positive effect of employee commitment on organizational citizenship behavior at the Pandeglang Regency Environmental Agency.

Hypothesis 4

H04: $\beta_4 \leq 0$, the null hypothesis is that there is no significant positive effect of Perceived Organizational Justice on Organizational Citizenship Behavior at the Pandeglang Regency Environmental Agency.

Ha4: $\beta_4 > 0$, it is hypothesized that there is a significant positive effect of the Developmental Environment on Organizational Citizenship Behavior at the Pandeglang Regency Environmental Agency.

Hypothesis 5

H05: $\beta_5 \leq 0$, it is hypothesized that there is no significant positive effect of Organizational Citizenship Behavior on Employee Performance at the Pandeglang Regency Environmental Agency.

Ha5: $\beta_5 > 0$; it is hypothesized that there is a positive effect of Organizational Citizenship Behavior on employee performance at the Pandeglang Regency Environmental Agency.

Hypothesis 6

H06: $\beta_6 \leq 0$; it is hypothesized that there is no significant positive effect of employee commitment on employee performance through Organizational Citizenship Behavior indirectly at the Pandeglang Regency Environmental Agency.

Ha6: $\beta_6 > 0$; it is hypothesized that there is a significant positive effect of employee commitment on employee performance through Organizational Citizenship Behavior indirectly at the Pandeglang Regency Environmental Agency.

Hypothesis 7

H07: $\beta_7 \leq 0$; it is hypothesized that there is no significant positive effect of perceived organizational justice on employee performance through Organizational Citizenship Behavior indirectly at the Pandeglang Regency Environmental Agency.

Ha7: $\beta_7 > 0$; it is hypothesized that there is a significant positive effect of perceived organizational justice on employee performance through Organizational Citizenship Behavior indirectly at the Pandeglang Regency Environmental Agency.

RESULTS AND DISCUSSION

Hypothesis testing was conducted to identify and analyze the causal relationships among the variables formulated in the research model. The testing process was performed using the Bootstrapping method via the SmartPLS application with a resampling technique applied to the research data. This procedure yielded path coefficients and standard errors, which were then used to calculate t-statistics and p-values. At a 5% significance level, a hypothesis is considered supported if the t-statistic is greater than 1.96 and the p-value is less than 0.05. The following are the bootstrapping results for the direct and indirect effect models.

Bootstrapping Results for Path Coefficients

The bootstrapping results for path coefficients (direct effect) are shown in the following table:

Table 2: Bootstrapping Results for Path Coefficients (Direct Effects)

Path Coefficients	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Employee Engagement → Employee Performance	0.355	0.363	0.089	3.970	0.000
Perception of Organizational Justice → Employee Performance	0.357	0.339	0.092	3.896	0.000
Employee Commitment → OCB	0.519	0.532	0.062	8.399	0.000
Perception of Organizational	0.336	0.345	0.072	4.661	0.000

Path Coefficients	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation</i>	<i>T Statistics</i>	<i>P Values</i>
Justice → OCB					
OCB → Employee Performance	0.270	0.271	0.072	3.772	0.000

Source: Output from SmartPLS4 software, 2026

Based on Table 4.17 above, the results of the direct effect test are as follows:

Employee Engagement → Employee Performance

The t-statistic value of 3.970 is greater than 1.96, indicating that this relationship is significant. Furthermore, the path coefficient (Original Sample) of 0.355, which is positive, indicates a positive influence of Employee Engagement on Employee Performance. Furthermore, the p-value of 0.000 indicates that this relationship is statistically significant (p-value < 0.05). Thus, Employee Engagement has a significant positive effect on Employee Performance. Any increase in employee engagement will lead to an increase in employee performance.

Perceived Organizational Justice → Employee Performance

The t-statistic value of 3.896 is greater than 1.96, indicating that this relationship is significant. Furthermore, the path coefficient (Original Sample) of 0.357, which is positive, indicates a positive relationship between Employee Engagement and Employee Performance. Furthermore, the p-value of 0.000 indicates that this relationship is statistically significant (p-value < 0.05). Thus, Perceived Organizational Justice has a significant positive influence on Employee Performance. Any increase in Perceived Organizational Justice will lead to improved employee performance.

Employee Commitment → OCB

The t-statistic value of 8.399 is greater than 1.96, indicating that this relationship is significant. Furthermore, the path coefficient (Original Sample) of 0.519, which is positive, indicates a positive influence of Employee Commitment on Organizational Citizenship Behavior (OCB). Furthermore, the p-value of 0.000 indicates that this relationship is statistically significant (p-value < 0.05). Thus, Employee Commitment has a significant positive influence on Organizational Citizenship Behavior (OCB). Any increase in employee commitment will lead to an increase in employees' OCB.

Perceived Organizational Justice → OCB

The t-statistic value of 4.661 is greater than 1.96, indicating that this relationship is significant. Furthermore, the positive path coefficient (Original Sample) of 0.336 indicates a

positive influence of Perceived Organizational Justice on Organizational Citizenship Behavior (OCB). Furthermore, the p-value of 0.000 indicates that this relationship is statistically significant ($p\text{-value} < 0.05$). Thus, Perceived Organizational Justice has a significant positive influence on Organizational Citizenship Behavior (OCB). Any increase in perceived organizational justice will enhance employees' OCB.

OCB → Employee Performance

The t-statistic value of 3.772 is greater than 1.96, indicating that this relationship is significant. Furthermore, the positive path coefficient (Original Sample) of 0.270 indicates a positive influence of Organizational Citizenship Behavior (OCB) on Employee Performance. Furthermore, a p-value of 0.000 indicates that this relationship is statistically significant ($p\text{-value} < 0.05$). Thus, Organizational Citizenship Behavior (OCB) has a significant positive influence on Employee Performance. Any increase in employees' OCB will drive an increase in employee performance.

Bootstrapping Results for the Specific Indirect Effect

The bootstrapping results for the indirect effect are shown in the following table:

Table 3: Bootstrapping Results for Path Coefficients of Indirect Effects

Path Coefficients	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
Employee Commitment (X1) → OCB (Y) → Employee Performance (Z)	0.140	0.146	0.047	3.000	0.003
Perceived Organizational Justice (X2) → OCB (Y) → Employee Performance (Z)	0.091	0.094	0.032	2.877	0.004

Source: Output from SmartPLS4 software, 2026

Based on Table 4.18 above, the results of the indirect effect test are as follows:

OCB has a significant positive effect as a mediating variable that mediates the effect of Employee Commitment on Employee Performance, with a path coefficient value of (0.140) and a p-value (0.003) that is smaller than the significance level (0.05), and a t-statistic (3.000) that is larger than the critical t-value (1.96).

OCB has a significant positive effect as a mediating variable that mediates the effect of Perceived Organizational Justice on Employee Performance, with a path coefficient of (0.091) and a p-value of (0.004) compared to the significance level (0.05), the p-value is smaller, and the t-statistic (2.877) is greater than the t-table value (1.96)

Next, a mediation analysis was conducted to determine the role of the mediator variable in each tested relationship—whether it fell into the category of zero mediation, partial mediation, or full mediation. The determination of the type of mediation was based on the Variance Accounted For (VAF) value. According to Nitzl et al. (2016), a VAF value of less than 20% indicates the absence of a mediating effect (zero mediation), a VAF value of 20% to less than 80% indicates partial mediation, while a VAF value above 80% indicates full mediation. The results of the VAF analysis in this study are presented in the following table:

Table 4: Mediation Effect

Mediation Effect	Mediation 1 KP→ OCB→ KN	Mediation 2 PK→ OCB→ KN
Direct Effect (a)	0.355	0.357
Indirect Effect (b)	0.140	0.091
Total Effect (c)	0.495	0.448
VAF (b/c)	0.282	0.203
Percent	28.2%	20.3%

Source: SmartPLS output processed in 2026

From Table 4.19 above, it can be seen that mediation 1 yields a VAF value of 28.2%, meaning that of the total influence of employee commitment on employee performance, only 28.2% is mediated through OCB, while the remaining 71.8% is a direct effect. In mediation analysis 2, the VAF value is 20.3%, meaning that of the total influence of perceived organizational justice on employee performance, only 20.3% is mediated through OCB, while the remaining 79.7% is a direct effect.

The relatively low VAF value indicates that OCB can only explain a small portion of the mechanism by which employee commitment and perceptions of organizational justice influence employee performance. In other words, improvements in employee performance do not occur solely through increased OCB but are also directly influenced by employee commitment and perceptions of organizational justice.

The relationship between employee commitment and employee performance via OCB is a partial mediation because it falls within the range of >20% and <80%. Similarly, in mediation 2, the VAF value is 20.3%, meaning that the relationship between perceptions of organizational justice and employee performance via OCB is a partial mediation because it falls within the range of >20% and <80%. Partial mediation occurs when the mediating variable explains only a portion of the independent variable's effect on the dependent variable, meaning the direct effect of the independent variable on the dependent variable remains significant.

Thus, OCB is not the sole mechanism bridging this relationship but rather serves as one of the factors that reinforces the influence of employee commitment and perceptions of organizational justice on employee performance.

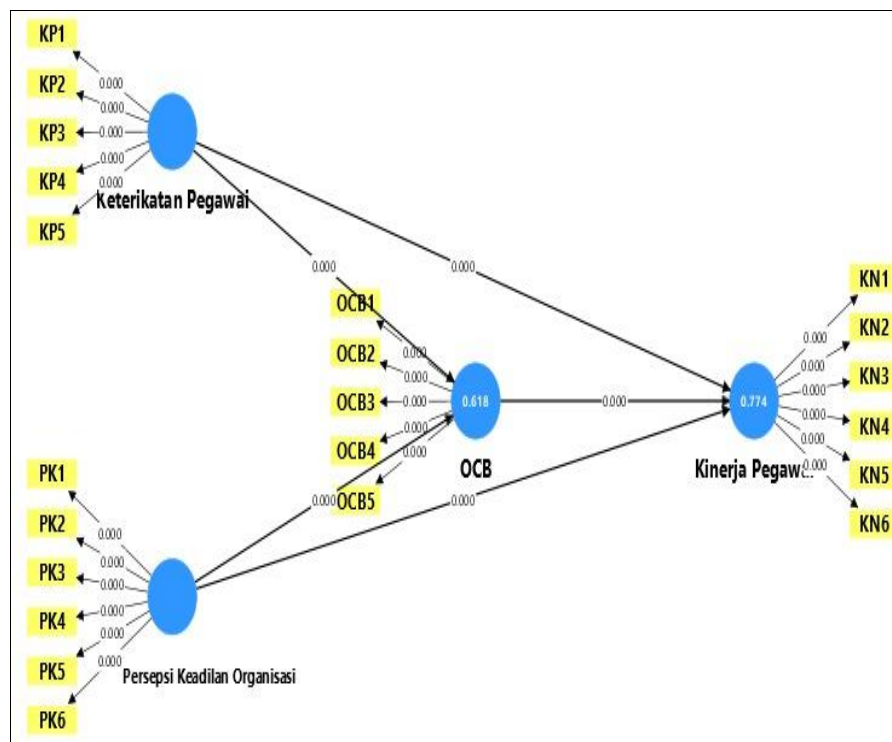


Figure 1 Final Model After Inner Model Test

Source: Output from SmartPLS4 software, 2026

Table 5 Hypothesis Testing Results

Hypothesis thesis	Path Coefficients	Original Sample	T Statistics	P Value	Decision
H1	Employee Engagement (X1) → Employee Performance (Z)	0.355	3.970	0.000	Hypothesis Accepted
H2	Perceived Organizational Justice (X2) → Employee Performance (Z)	0.357	3.896	0.000	Hypothesis Accepted
H3	Employee Commitment (X1) → OCB (Y)	0.519	8.399	0.000	Hypothesis Accepted
H4	Perceived Organizational Justice (X2) → OCB (Y)	0.336	4.661	0.000	Hypothesis Accepted
H5	OCB (Y) → Employee Performance (Z)	0.270	3.772	0.000	Accepted
H6	Employee Commitment (X1) → OCB (Y) → Employee Performance (Z)	0.140	3.000	0.003	Hypothesis Accepted
H7	Perceived Organizational Justice (X2) → OCB (Y) → Employee Performance (Z)	0.091	2.877	0.004	Hypothesis Accepted

Source: Data processed in the study, (2026)

Based on the results of the hypothesis testing, all research hypotheses (H1 through H7) were accepted. The variables of Employee Commitment and Perceived Organizational Justice

were found to have a positive and significant effect on OCB and Employee Performance. Furthermore, OCB was also found to have a positive effect on Employee Performance and to mediate the effects of Employee Commitment and Perceived Organizational Justice on Employee Performance.

DISCUSSION OF RESEARCH FINDINGS

The Effect of Employee Commitment on Employee Performance

The results of the hypothesis testing indicate that employee commitment has a positive and significant effect on employee performance at the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic value of 3.970 (>1.96) and a P-value of 0.000 (<0.05), thus accepting the first hypothesis (H1). These test results indicate that an increase in employee commitment—whether to the job or to the organization—tends to be followed by an improvement in performance. Conversely, low levels of commitment can lead to a decline in the quality and quantity of employees' work output.

Employee engagement at the Pandeglang Regency Environmental Agency is a critical factor given the operational, technical, and public-service-oriented nature of the work. Employees with high levels of engagement are better able to complete their work effectively, take initiative in addressing problems, and maintain consistent quality in their work output. This is reflected in employee performance indicators such as work quality, work quantity, timeliness, effectiveness, independence, and work commitment, all of which fall into the "high" category based on the research findings.

The Influence of Perceived Organizational Justice on Employee Performance

The results of the hypothesis testing indicate that perceptions of organizational justice have a positive and significant effect on employee performance at the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic value of 3.896 (>1.96) and a P-value of 0.000 (<0.05), thus accepting the second hypothesis (H2). These findings indicate that the higher employees' perceptions of organizational justice, the higher their performance. Conversely, if employees perceive the organization as unfair in task distribution, reward allocation, decision-making procedures, or interpersonal treatment, their performance is likely to decline.

These results indicate that employees' assessments of the implementation of fairness within the organization are one of the factors contributing to improved performance. Perceptions of fair treatment—whether in the distribution of work, decision-making mechanisms, or relationships with supervisors—can foster increased work motivation, a sense of responsibility, and employees' willingness to achieve optimal performance.

Furthermore, these findings indicate that organizational fairness not only influences work attitudes but also has implications for performance improvement. Employees with a high perception of fairness feel more valued by the organization, leading them to work more effectively, with greater discipline, and a stronger sense of responsibility. Findings from a study at the Pandeglang Regency Environmental Agency show that implementing a sound fairness system can support the creation of a conducive and productive work environment.

These conditions ultimately contribute to improved task execution, public service delivery, and overall employee work effectiveness.

The Influence of Employee Commitment on Organizational Citizenship Behavior (OCB)

The results of the hypothesis testing indicate that employee commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees of the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic value of 8.399 (>1.96) and a P-value of 0.000 (<0.05), thus accepting the third hypothesis (H3). The relatively high T-statistic value indicates that employee commitment is a factor with a strong influence on shaping OCB. Thus, a stronger level of employee commitment to their work and the organization tends to be accompanied by an increased tendency to exhibit voluntary behavior that goes beyond formal job duties and requirements.

In the context of this study at the Pandeglang Regency Environmental Agency, this high level of employee commitment fosters the emergence of voluntary behavior beyond formal duties, known as Organizational Citizenship Behavior (OCB). Such behavior manifests through employees' willingness to assist coworkers, foster constructive work relationships, actively participate in various organizational activities, and maintain a positive attitude toward the work environment. This finding underscores that employee commitment is a key factor in fostering extra-role behavior, which ultimately supports organizational effectiveness.

This can be explained by the fact that employees who have strong emotional and psychological bonds with their work are more likely to exhibit OCB, as they feel a strong connection to the organization and their jobs. A sense of belonging encourages employees to focus more on completing their own tasks and contributing to the organization's overall success.

The Influence of Perceived Organizational Justice on Organizational Citizenship Behavior (OCB)

The results of the hypothesis testing indicate that perceptions of organizational justice have a positive and significant effect on Organizational Citizenship Behavior (OCB) among employees of the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic of 4.661 (>1.96) and a P-value of 0.000 (<0.05), thus accepting the fourth hypothesis (H4). These results indicate that the higher employees' perceptions of organizational justice, the greater their tendency to exhibit voluntary behaviors that support the organization beyond their formal duties. This suggests that organizational justice not only impacts employees' formal attitudes but also influences extra-role work behaviors that support organizational effectiveness.

This phenomenon can be explained by the fact that when employees perceive fairness within the organization, a sense of trust, satisfaction, and loyalty toward the organization is fostered. These feelings then motivate employees to contribute more beyond their formal obligations as a form of reciprocity toward the organization. Therefore, the perception of

organizational justice plays a crucial role in fostering a positive and collaborative work culture.

The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the hypothesis testing indicate that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic of 3.772 (>1.96) and a P-value of 0.000 (<0.05), thus accepting the fifth hypothesis (H5). These results indicate that the higher the level of Organizational Citizenship Behavior exhibited by employees, the higher the level of performance they can achieve.

In the context of this study at the Pandeglang Regency Environmental Agency, these results indicate that employees with high levels of OCB tend to demonstrate better performance. This is because voluntary behaviors—such as helping coworkers, maintaining coordination across units, and taking the initiative to complete tasks—can enhance work effectiveness, accelerate task completion, and reduce operational barriers within the organization. This is particularly relevant to the nature of work in the environmental sector, which requires teamwork, cross-functional coordination, and rapid responses to on-site issues.

Furthermore, OCB also plays a role in creating a more harmonious and productive work environment. Employees who exhibit OCB behaviors tend to have a positive attitude toward their work, thereby improving the quality of workplace interactions and reducing the potential for internal conflicts. This indirectly leads to improved individual performance as well as overall organizational performance.

The Influence of Employee Engagement on Employee Performance through Organizational Citizenship Behavior

The results of the hypothesis testing indicate that Organizational Citizenship Behavior (OCB) positively and significantly mediates the effect of employee commitment on employee performance at the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic of 3.000 (>1.96) and a P-value of 0.003 (<0.05), thus accepting the sixth hypothesis (H6). These results indicate that increased employee commitment not only has a direct effect on employee performance but also enhances performance through the development of Organizational Citizenship Behavior (OCB). In other words, employee commitment will be more effective in improving performance if accompanied by the development of voluntary behaviors by employees in support of the organization.

Findings from the Pandeglang Regency Environmental Agency show that employees with high levels of commitment tend to exhibit OCB more frequently, which in turn improves the organization's work efficiency. This is highly relevant to the nature of work in the environmental sector, which requires teamwork, cross-functional coordination, and a high degree of initiative in resolving on-site issues.

The Influence of Perceived Organizational Justice on Employee Performance through Organizational Citizenship Behavior

The results of the hypothesis testing indicate that Organizational Citizenship Behavior (OCB) positively and significantly mediates the influence of perceived organizational justice on employee performance at the Pandeglang Regency Environmental Agency. This is evidenced by a T-statistic of 2.877 (>1.96) and a P-value of 0.004 (<0.05), thus accepting the seventh hypothesis (H7). These findings indicate that perceptions of organizational justice not only directly improve employee performance but also do so through an increase in Organizational Citizenship Behavior (OCB). In other words, when employees feel that they are treated fairly by the organization, they become more motivated to act voluntarily, which ultimately leads to improved performance quality.

CONCLUSION

Based on the results of the data analysis and discussion, the conclusions that can be summarized are as follows:

Employee engagement has a positive and significant effect on employee performance, as indicated by a T-statistic of 3.970 (>1.96) and a P-value of 0.000 (<0.05). These results show that the higher an employee's level of engagement, the higher their performance in carrying out their duties and responsibilities.

Perceptions of organizational justice have a positive and significant effect on employee performance, as indicated by a T-statistic of 3.896 (>1.96) and a P-value of 0.000 (<0.05). These results show that the higher employees' perceptions of justice within the organization, the greater their performance in carrying out their duties and responsibilities.

Employee commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB), as indicated by a T-statistic of 8.399 (>1.96) and a P-value of 0.000 (<0.05). These results indicate that the higher the level of employee commitment to their work and the organization, the greater the tendency for employees to exhibit voluntary work behaviors that go beyond the formal demands of the job.

Perceived organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB), as indicated by a T-statistic of 4.661 (>1.96) and a P-value of 0.000 (<0.05). These results indicate that the higher employees' perceptions of the fairness applied within the organization, the greater their tendency to exhibit voluntary work behavior that goes beyond the formal demands of the job.

Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, as indicated by a T-statistic of 3.772 (>1.96) and a P-value of 0.000 (<0.05). This indicates that the higher the level of OCB exhibited by employees, the higher the level of performance achieved in carrying out organizational tasks and responsibilities.

Organizational Citizenship Behavior (OCB) mediates the effect of employee commitment on employee performance, with a T-statistic of 3.000 (>1.96) and a P-value of 0.000 (<0.05). These results indicate that high employee commitment does not automatically optimize employee performance if it is not accompanied by OCB in the performance of daily work tasks.

Organizational Citizenship Behavior (OCB) mediates the effect of perceived organizational justice on employee performance, with a T-statistic of 2.877 (>1.96) and a P-value of 0.000 (<0.05). These results indicate that the higher employees' perception of organizational justice, the greater their tendency to exhibit OCB.

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