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Personality Effect on Organizational Citizenship Behavior (OCB): Trust in Manager and Organizational Commitment Mediator of Organizational Justice in Makassar City Hospitals (Indonesia)

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Abstract
This study aims to explore the effect of personality, organizational justice, trust in managers and commitment toward OCB. It is testing and explaining the effect of organizational justice toward OCB mediated by organizational commitment and trust in managers to nurses in Makassar City Hospitals. The instrument is questionnaire survey. The sample is decided by proportional stratified random sampling. Respondents are 134 nurses. The data analysis used is structural equation modeling (SEM). Results of this study indicate that personality, trust in managers and organizational commitment affect significantly the OCB, but organizational justice does not affect OCB. In addition, organizational justice affects significantly the trust in managers and organizational commitment. Finally, the findings can prove that organizational commitment and the trust in managers can act as a complete mediation of the relationship between organizational justices and OCB. The practical implication of this study is to provide knowledge and information for nurses and hospital management to increase OCB by applying the concept of personality, organizational justice, organizational commitment and trust in managers.
Keywords: Personality, Organizational Justice, Commitment, Trust in manager, OCB, Nurses

1. Introduction

The increase of nurse extra role behavior is caused by population growth in Makassar City. Empirical data show a high population growth rate, reaching 2.17% in the past two years (2009-2010). It should be accompanied by an increase in personal health care. Ironically, the hospital is still very limited. In addition, nurses that working in 16 hospitals are 800 people. The ratio of nurse numbers with population of 1.3 million people is still very limited, i.e. 1 compared to 1.625. That is, one nurse should be able to serve 1.625 people. Makassar city should have at least 2.400 nurses. The condition causes that a nurse handles the duties of other and even the doctor's job.

OCB theory in organization is also known as extra-role behavior, and the behavior is often known as OCB employee (good citizen). Extra-role behavior (OCB) is a work behavior outside of formal job description but highly valued by employees if it is done because it can increase the effectiveness and viability of organization (Katz, 1964). Theoretically, there are many factors to improve OCB, among them is personality. Personality and mood have effect toward OCB emergence, either individually or in groups (Organ, 1990; Elanain, 2007). This is also supported by Luthans (2006) that personality is about how individual character understands and views themselves and influences others. Furthermore, employees desire to implement OCB caused by organizational justice (Katz and Kahn, 1978; Pillai *et al*. 1999; Robbins, 2005; Luthan, 2006). Then, Blau (1964) suggested that trust is result of social exchange process that very favorable, with subordinates have high trust to superiors, resulting OCB in organization (Dansereau *et al.* 1975). In addition, organizational commitment is an important factor to realize OCB (Greenberg and Baron, 2000; Luthans, 2006). This is consistent with Dirks and Ferrin (2000) opinion that relationship between beliefs and attitudes on outcomes (organizational commitment) is much stronger than relationship between trust and OCB. Based on the opinions above, we can conclude theoretically that personality, organizational justice, trust and commitment are deciding factor to increase OCB.

2. Literature Review

2.1. Personality

The big five model implies that personality consists of five relatively independent dimensions that altogether provide

a meaningful taxonomy for the study of individual differences. These five dimensions are extraversion, agreeableness, conscientiousness, emotional stability (or neuroticism) and openness to experience. Each of the Big Five dimensions is like a bucket that holds a set of traits that tend to occur together. Our interpretation of the big five directly corresponds to our measurement of the five-factor model of personality. Extraversion refers to the level of sensory stimulation with which one is comfortable. The behavioral tendencies used to measure this factor include being sociable, gregarious, assertive, talkative, and active (Barrick & Mount, 1991). Agreeableness refers to the more humane aspects of humanity—characteristics such as altruism, nurturance, caring, and emotional support at one end of the dimension, and hostility, indifference to others, self-centeredness, spitefulness, and jealousy at the other (Digman, 1990). Individuals high in agreeableness are kind, sympathetic, and generous (McCrae & John, 1992) and deal with conflict cooperatively or collaboratively (Digman, 1990). Not surprisingly, then, agreeableness has been shown to predict performance in several interpersonally oriented jobs (Hurtz & Donovan, 2000). In their meta-analysis, Organ and Ryan (1995) likewise found agreeableness to be a weak, yet significant, predictor of helping. Emotional stability is often defined in terms of the low pole of the trait and referred to as neuroticism or negative affectivity (John & Srivastava, 1999).

Conscientiousness refers to the number of goals on which one is focused. It is related to dependability and volition and the typical behaviors associated with it include being hard working, achievement-oriented, persevering, careful, and responsible (Barrick & Mount,1991).Individuals high in neuroticism (or low in emotional stability) tend to worry a great deal and feel insecure and nervous (Schultz & Schultz, 1994). Individuals high on neuroticism are described as anxious, self-pitying, tense, touchy, unstable, and worrying (McCrae & John, 1992). Barrick *et al.* (2005) has described emotional stability as key dispositional determinant of social behavior. Openness to experience refers the number of interests to which one is attracted and the depth to which those interests are pursued.

2.2. Trust in Manager

Trust provides the basis for social exchange relationship (Blau, 1964). Trust characterizes confidence and beliefs about their exchange partners. Social exchange in an organization implies an informal contract between an employee and an organization, and in this contract, the employee's manager largely represents the organization to the employee (Konovsky and Pugh, 1994). In this situation, an employee's relationship with his/her manager is a personalized form of social exchange. Also, this personalized social exchange relationship is based on employee's trust that the exchange partner (i.e., manager) would discharge his/her obligations in the long run. Therefore, if an employee has strong beliefs about manager, his/her trust ensures that voluntary behaviors like OCBs will be reciprocated in the long run (Organ, 1990).

Thus, the employee will be more inclined to exhibit OCBs even though they will not receive immediate compensation. Also, when employees have much trust in their social exchange relationship, they are more likely to define many types of their OCBs as part of their job requirements, because employees' obligations within social exchange relationships are not well defined and are open-ended (Konovsky and Pugh, 1994). This, in turn, will increase the possibility of performing OCBs. The empirical support for this rationale was illustrated by Morrison's (1994) research in which hospital employees who defined their job responsibilities more broadly were engaged in more OCBs. According to as Dansereau *et al.* (1975) vertical dyad model of leadership, relational exchange between manager and employees leads employees to expend much time and energy on tasks, to be innovative in completing tasks, and to accept responsibilities in addition to those specified in their employment contracts.

2.3. Organizational Commitment

Mowday *et al.* (1979) conceived organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization" The works of Allen and Meyer (1990) and Meyer and Allen (1991) opened a fruitful line of research with their conceptualization of commitment as a three-dimensional construct. From their perspective, commitment is the aggregate result of three different but related components: continuance commitment, affective commitment and normative commitment, each of which has its own antecedents and consequences (Allen and Meyer, 1990). Continuance commitment traces back to Becker's (1960) concept of side bets, which refers to the recognition of the costs associated with discontinuing a given activity, in this case, participation in the organization. Affective commitment is defined as an "affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in and enjoys membership in the organization" (Allen and Meyer, 1990). Normative commitment refers to the employee's feelings of obligation to

remain within the organization (Meyer and Allen, 1991). Based on this commitment, individuals exhibit certain behaviors because they consider it the right and moral thing to do (Wiener, 1982). Workers with a strong normative commitment feel that they ought to stay within the organization (Meyer and Allen, 1991)

2.4. Organizational Justice

Organizational justice can be defined in terms of three distinct dimensions: procedural justice, interactional justice and distributive justice (Adams, 1965; Leventhal, 1976). The mentioned dimensions are explained at below:

- Procedural justice is leaders and managers' fairness in decision making process. It refers to the perceived fairness of the means applied to determine the amount of benefits. Fair processes lead to intellectual and emotional recognition, so in turn, creates the commitment and trust that make voluntary cooperation in strategy execution. Procedural justice perspective focuses on the fairness of the evaluation procedures applied to determine ratings. Employees can expand a sense of obligation to their organizations for some reasons other than socialization, including the receipt of benefits which invoke a need for reciprocity (Zaini Jamaludin, 2008).
- Interactional justice (treatment taken by the decision makers in organization interpersonal). An employee is interactionally just if he or she shares information appropriately and avoids cruel remarks and since interactional justice emphasizes one-on-one transactions, employees often seek it from their managers and supervisors (Cropanzano *et al.* 2007).
- Distributive justice is concerned with the reality that not all people are treated alike; the allocation of outcome is almost differentiated in workplace. Employees may rationalize their desires to quit by finding 'evidence' that illustrates how unfairly rewards are distributed. Distributive justice seems to play an important role for people in evaluating their employing organization. Employee would be more attached to their organization if they can't obtain the same benefits in another one. It is generally agreed that continuance commitment develops when an employee makes investments, that would be lost if he or she were to discontinue the activity (Zaini Jamaludin, 2008).

2.5. Organizational Citizenship Behavior

Organizational Citizenship Behaviors (OCB) are discretionary behaviors on the part of the worker, which are neither expected nor required, and therefore cannot be formally rewarded or punished for the presence of lack of, by the organization. Schnake (1991) gives three reasons why OCB are not affected by organizational influences: (1) OCB are subtle and therefore hard to objectively rate, which makes for difficult inclusion in appraisals; (2) Some forms of OCB may pull people away from their own work to assist another; and (3) Because OCB cannot be contractually required (if they were required behaviors, they would be contractual behaviors, not OCB), the organization cannot punish employees for not performing them. For this reason, OCB is commonly defined in terms of social exchange (Moorman, 1991).

OCB as a free individual behavior (discretionary), not directly or explicitly received reward from the formal reward system, and overall effectiveness of encouraging organizational functions (Organ, 1988). OCB is free and voluntary because the behavior is not required by the role or job description that clearly required under the contract with organization, but it is personal choice. Aldag and Rescke (1997) articulate the extra role behavior (organizational citizenship behavior) as a contribution to an individual in works, exceed the requirements of and appreciation for the success of work that was promised. These contributions such as helping behavior among others, willingness to do extra work, and uphold the rules of procedure of work regardless of personal problems, is a form of prosocial behavior, as social behavior positive, constructive, and willingness to give help.

Podsakoff *et al*. (2000) designed a theoretical model for explanation of organizational citizenship behavior with five factors: Altruism: helping behaviors for supporting personnel or the co-workers who have work related problems. Courtesy: polite manners that prevent creation of problem at workplace. Sportsmanship: Chivalrous behaviors that avoid too much complaint at work. Civic virtue: manners representing individual's involvement in the activities related to the organization (Naami & Shokrkon, 2003). Conscientiousness: behaviors that cause a person to do tasks more than what he is expected (Dippaolla & Hoy, 2005).

3. Previous Study (study hypotheses)

3.1. Personality and OCB

Research on personality conducted by Kumar *et al.* (2009) used the big five personality theory. His research denoted a positive relationship between personality (the dimensions of openness to experience, consciousness, extraversion, and agreeableness) and OCB, whereas prudence (neuroticism) has no significant effect on OCB, due to neuroticism personality factors have excessive levels of anxiety, anger, depression, and has a tendency to react emotionally. One factor that can be assessed to determine OCB is personality of each employee. In a subsequent study Organ and Ryan (1995) also found an association between OCB with the big five personality factors, which includes; enthusiasm and love to Shang (extraversion), friendly (agreeableness), emotions stability, conscientiousness, tolerance (openness to experience).

H1. Personality has significant positive effect toward OCB

3.2. Organizational Justice and Trust in Managers

Study of Dolan *et al.* (2005) stated that procedural justice positively and significantly correlated with trust in their organization. Furthermore Stinglhamber *et al*. (2006) found that there is a reciprocal relationship between organizational justice and organizational trust, so it affects organizational justice toward organizational trust. Several previous studies explain the finding that interactional justice positively related to trust in managers (Flaherty and Pappas, 2000; Pillai *et al.* 2001; Cohen and Spector-Chrash, 2001; Alice and Lin, 2010; DeConinck, 2010). It explained that distributive and procedural justice affect significantly and positively the trust in managers.

H2. Organizational Justice has positive significant effect toward Trust in Manager

3.3. Organizational Justice and Organizational Commitment

Research on organizational justice suggests that when an organization treats employees fairly, employees tend to reciprocate by adopting beneficial behaviors to organization (Organ, 1988; Folger and Konovsky, 1989; Demir, 2011). Previous studies showed that procedural and distributive justice are important factors that have a significant impact toward organizational commitment (Cohen and Spector-Chrash, 2001). Consistent with results of previous studies (Lavelle *et al.* 2009; Rezaiean *et al.* 2010) organizational justice has significant effect on organizational commitment.

H3. Organizational justice has significant positive effect on organizational commitment

3.4. Organizational Justice and OCB

Results of previous research that explains the relationship of organizational justice toward organizational citizenship behavior (OCB) of Niehoff and Moorman (1993) found that dimensions of organizational, distributive and procedural justice significantly affect OCB, but interactional justice dimensions had no significant effect toward OCB. Consistent with the findings of previous studies that measure procedural dimensions, distributive and interactional justice affect significantly toward OCB (Erturk, 2007; Ali *et al*. 2010; Goudarzvandchegini *et al.* 2011; Chen *et al.* 2008).

H4. Organizational Justice has significant positive effect toward OCB.

3.5. Trust in managers and OCB

Trust in manager is antecedent of OCB (Bulent, 2000). Supporting the statement, Altuntas and Baykal (2010) prove that confidence in the manager significantly correlate with OCB. OCB are invariably shown by nurses is conscientiousness, courtesy and civic virtue while sportsmanship is not always shown by nurses. Further findings of (Bulent, 2000; Yoon and Suh, 2003; Dolan *et al*. 2005; Asgari *et al.* 2008) states that trust in managers has significant effect toward OCB.

H5. Trust in managers has significant positive effect toward OCB.

3.6. Relationship Between Organizational Commitment toward OCB

Organizational commitment is an important factor in realizing OCB (Luthans, 2006). The statement is supported by Podsakoff *et al*. (1996); Amali (2005); Gurbuz (2009); Lavelle *et al.* (2009); Rezaiean *et al.* (2010); Chang *et al*. (2011); Noor *et al.* (2011), that a organizational commitment affect significantly toward OCB. Some research findings indicated contradictory. Research findings of Vilela *et al*. (2008) showed that organizational commitment

was not significantly related to OCB.
H6. Commitment has positive and significant effect toward OCB.

3.7. Organizational Commitment and Trust in Manager as mediator on relationship of Organizational Justice toward OCB

The research findings show relationship between organizational justice and organizational commitment toward trust. There is no significant effect organizational justice toward organizational trust (Rezaiean *et al.* 2010). Later, interactional and procedural justice affect significantly trust in managers, but not significant toward distributive justice (DeConinck, 2010). In addition, Organizational justice affect significantly toward organizational commitment (Chang *et al.* 2011). In contrast, the research findings Vilela *et al.* (2008) suggest that organizational justice is not significantly related to organizational commitment. Furthermore, organizational commitment mediates relationship between organizational justice and OCB. However, organizational trust has not been proven to be a mediating variable between organizational justices on OCB (Rezaiean *et al.* 2010). Relationship between procedural justices with OCB through trust in managers is positive and significant. But relationship between distributive justices with OCB through trust in managers is not significant (Konovsky and Pugh, 1994).

H7. Organizational commitment affect significantly as mediator of the relationship between organizational justice and OCB.
H8. Trust in managers affect significantly as mediator the relationship between organizational justice and OCB.

4. Research Method

4.1. Sample

The subjects of this study were all full-time nurses who working on the Makassar city hospitals in Indonesia. This study surveyed 134 nurses. The respondents were from five hospitals. The nurses were selected by proportionated random sampling.

4.2. Measures

Measurement of Organizational Justice variables based on equity in distribution of existing resources by using organizational justice variables, cognitive evaluations conducted by nurses toward superiors using procedural, distributive and interactional setting, the indicator measure the distributive and procedural and interactional justice (Niehoff and Moorman, 1993). Personality is an individual characteristic that consists of thoughts patterns, feelings and behaviors exhibited by nurses that relatively consistent. Instrument used is the five-factor personality theory of Costa and McCrae (1992) and Barrick and Mount, (1991), namely: extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.

Trust in managers is a social exchange in an organization, signaled an informal contract between the employee, organization, and managers. Measurement to variable of trust in managers adopted from Yoon and Suh (2003) used nine indicators, namely: Mastery of work, Good decisions, Experience, Reliable, Resolve conflicts, Supports, spamming, Respect and Fair. Furthermore organizational commitment is the level of trust and acceptance of nurses toward organizational goals and the desire to remain within organization. This variable was developed by Meyer and Allen (1991) by using three indicators: Affective, Continuous and Normative Commitment. Finally, OCB is a wise behavior (discretionary) addressed directly to improve the effectiveness of hospital. These variables were developed from Organ and Podsakoff (2006) measurement, using five indicators: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. The scale of measurement used to above variables (in this study) is a Likert Scale. To measure attitudes / opinions of respondents, this study used five Likert scale with following criteria: (1) Strongly agree scored 5, (2) Agree scored 4, (3) Neutral scored 3, (4) Disagree scored 2, (5) Strongly disagree scored 1. Analysis techniques used in the study is the Structural Equation Modeling (SEM) using the program of AMOS (Analysis of Moment Structural).

5. Analysis and Result

Table 1 shows a pattern of character personality variables (traits) relatively permanent and unique character that gives consistency to the behavior of one's individuality rightly, a reflection of personality. Assessment of personality variables description indicates the average respondent is good, at 3.95. Organizational justice variables in this study consists of: distributive, procedural and interactional justice. Results of the descriptive variables of organizational

justice obtain mean value of 3.72, meaning that most of respondents implement organizational justice, using distributive, procedural and interactional justice. When examined from each indicator, an indicator of interactional justice has highest average scores than the other two indicators (distributive and procedural justice).

Trust in managers can be created to build credibility and trust in the integrity. Character and ability to direct supervisor is very important in achieving the goals of an organization. It is highly influenced by the quality of relationship between subordinate supervisors. The quality of relationship is shown by subordinates trust toward superiors. Descriptive variable of trust in manager showed that most nurses agree, with an average score of 4.00. Organizational commitment is a psychological bond between nurses and hospital. Nurses commit to feel proud of being part of hospital, believe in the goals and values of hospital. It will show the level of performance and productivity of nurse. Statement of respondents toward organizational commitment variable has average 3.76 or most respondents agreed on the implementation of organizational commitment. Based on the average scores of 4:02 for OCB variables, it can be concluded that in practice the nurses have displayed good OCB, but efforts should be made to improve OCB.

Structural model feasibility test aims to determine the suitability of structural data with observations constructed and estimated using the value of standardized regression weights. Structural models are constructed and the estimation of direct and indirect relationship refers to problem formulation and research goal. Structural model is said to conform to the observational data if the Chi-square is small and significant at $\alpha \leq 0.05$, probability value ≥ 0.05, CMI / DF $\leq$ 2.00; GFI, AGFI, TLI, NFI and CFI ≥ 0.90, and RMSEA ≤ 0.80. Results of structural model feasibility test using path diagram is shown in Table 2.

Based on this study finding, the hypothesis test conducted to answer whether the hypothesis can be accepted or rejected (in Table 3). Proved that H1 test is rejected. The effect of organizational justice toward OCB can be evidenced by the value of standardized regression weight estimate of 0.001 with a positive direction. The coefficient has positive and significant effect of high organizational justice that directly tends to increase OCB in positive direction. It can also be proven by the value of critical ratio (cr) = 0.998 < 2.00 and a probability value of 0.010> α = 0.05. Furthermore, H2 test is accepted, personality effects on OCB, can be evidenced by value of standardized regression weight estimate of 0.325 with a positive direction. The coefficient show positive significant effect that personality tends to increase OCB in positive direction. It can also be proven by the value of critical ratio (cr) = 2.578> 2.00 and a probability value of 0.010 <α = 0.05. H3 test is accepted, the effect of organizational justice toward trust in managers, can be evidenced by value of standardized regression weight estimate of 0.836 with a positive direction. The positive coefficient shows high organizational justice that tends to improve the attitude of nurses believes to their superiors in positive direction. This can be evidenced by the value of critical ratio (cr) = 5.061> 2.00 and a probability value of 0.000 < α = 0.05. Testing H4 is accepted, organizational commitment effect toward organizational justice, can be evidenced by the value of the standardized regression with weight estimate of 0.776 in positive direction. The positive coefficient of organizational justice means higher nurse tends to increase organizational commitment. This is evidenced by the value critical ratio (cr) = 4.772> 2.00 and a probability value of 0.000 <α = 0.05. Furthermore, H5 test is accepted, the effect of trust in managers toward OCB, can be evidenced by the value of standardized regression weight estimate of 0.444 with a positive direction. The positive coefficient means high trust in managers increase OCB that tend to create change in positive direction. This can be evidenced by the value of critical ratio (cr) = 1.988> 2.00 and a probability value of 0.047 <α= 0.05. H6 test is accepted the effect of organizational commitment toward OCB can be evidenced by value of standardized regression weight estimate of 0.456 with a positive direction. Coefficient effect is positive. This means that high organizational commitment tends to increase OCB in positive direction. This can be evidenced by value of critical ratio (cr) = 2.640> 2.00 and a probability value of 0.008 <α = 0.05. Table 4 shows the test of the indirect effect (mediation) aims to detect the position of intervening variables in the model. Testing mediation conducted to determine the nature of relationship between variables, whether a mediating variable is a perfect mediation (complete mediation) or partial mediation (partial mediation. The test results the effect of organizational justice toward OCB, Including that a mediating variable can prove that trust in managers and organizational commitment significantly influenced organizational justice and OCB. Trust in managers and organizational commitment is a complete mediation of the effect of organizational justice on OCB.

6. Conclusions

Organizational justice does not significantly increase OCB. Trust in managers and organizational commitment mediates the relationship between organizational justice and OCB. This means organizational justice directly has

insignificant effect toward increased OCB, but organizational justice affects OCB when mediated by high trust in managers and organizational commitment. Therefore, it can be explained that honorable superiors treatment directly unable to make changes to avoid behavior problems with co-workers. But it could be achieved through a supervisor award to nurses who worked well and the nurse emotional attachment toward hospital is high. Personality improves OCB. These results indicate that better performance of functions and duties of nursing, nurse was able to change behavior not to worsen the problems that occur in hospitals as a reflection of OCB. Thus, expectation to perform nursing duties, nurses stay and improve conscientiousness and create better sportsmanship. In turn, nurses can provide optimal nursing care. The higher organizational justice, the higher the nurse confidence to supervisor. This means that high interactional justice can improve recognition of superiors to subordinates which are a reflection of the trust toward managers. Good organizational justice increase organizational commitment. That is, interactional justice, which is a reflection of high organizational support, nurses affective commitment. The results indicate that implementation of interactional justice as measured through and superior treatment toward nurses in decision-making, treatment with dignity, sensitivity toward nurses needs, delivering the true, caring the rights of nurses, providing an explanation about the impact of decision, giving explanation that received by nurses, giving solutions, giving realistic and detail explanations and descriptions. The implementation is expected to create affective commitment that measured by nurses pride toward hospitals and emotional ties in performing nursing duties. High level trust in manager to nurses improves OCB. Results of this study indicate that trust in managers dominated by leader awards toward nurses, while OCB predominantly reflected by courtesy. This means that employer's appreciation toward higher nursing can make changes to the courtesy behavior of nurses in nursing task which is a reflection of OCB.

High organizational commitments improve OCB as measured by affective commitment, pride and emotional attachment nurses in hospital. This can improve the goodness (courtesy) as measured through nurse's attitude that unabuse the rights of co-workers, willing to work together and always avoid problems with co-workers as a reflection of OCB. Trust in managers and high organizational commitment mediates the relationship between organizational justices and OCB. This means nurses' appreciation and attitude to fell proud with high affective commitment will strengthenly relationship between interactional justices and courtesy of nurses in performing nursing tasks. In addition, the results of this study indicated that trust in managers is a completed mediation with biggest contribution compared with organizational commitment in supporting/reinforcing relationship between organizational justices and OCB.

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Table1. Descriptive statistics of selected variables

Variable Name	Mean
Personality	3.95
Organizational Justice	3.72
Trust in Managers	4.00
Organizational Commitment	3.76
OCB	4.02

Table 2. The Model's Goodness of Fit

Goodness of Fit Indices	Cut-Off Value	Model
Chi Square (χ^2)	Expected to be low	325,756
Probability	≥ 0,05	,010
RMSEA	≤ 0,08	,068
CMIN/DF	≤ 2,00	1,211
GFI	≥ 0,90	,638
AGFI	≥ 0,90	,563
CFI	≥ 0,90	0,930
TLI	≥ 0,90	0,922

Table 3. Regression Weights

			Estimate	S.E.	C.R.	P	Label
Org.Commitment	<---	Org. Justice	,729	,153	4,772	***	par_23
Trust in Manager	<---	Org. Justice	,941	,186	5,061	***	par_25
OCB	<---	Trust in Manager	,302	,152	1,988	,047	par_21
OCB	<---	Org.Commitment	,367	,139	2,640	,008	par_22
OCB	<---	Personality	,363	,141	2,578	,010	par_24
OCB	<---	Org. Justice	,000	,178	,003	,998	par_26

Table 4. Test of Mediating Variable Impact

No.	Exogenous		Mediation		Endogenous	Path Coefficient	Nature of Mediation	Empirical Evidence
H7	Org. Justice	➡	Trust in Manager	➡	OCB	0,371	Complete Mediation	Significant
H8	Org. Justice	➡	Org. Commitment	➡	OCB	0,349	Complete Mediation	Significant

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