

HOW DO PERCEIVED ORGANIZATIONAL SUPPORT AND LEADER-MEMBER EXCHANGE IMPACT ORGANIZATIONAL CITIZENSHIP BEHAVIOR? A MEDIATED MODEL

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Abstract: This research delves into the effects of organizational justice on organizational citizenship behavior (OCB), with a focus on the mediating roles of perceived organizational support (POS) and leader-member exchange (LMX). The study specifically investigates permanent lecturers at private universities in Medan, Indonesia, offering a comprehensive view of these dynamics within an academic context. A causal research model was employed, paired with a quantitative approach, to ensure a robust analysis. Data collection involved 13 of Medan's prominent private universities, selected to represent a broad spectrum of institutional environments. A sample of 250 participants was obtained through non-probability sampling techniques, ensuring a diverse representation. Interviews and questionnaires provided the primary data, which was then analyzed using SEM-PLS. The results reveal that distributive justice significantly enhances POS, while procedural justice positively impacts LMX. Both forms of justice contribute positively to OCB, with POS and LMX serving as effective mediators in these relationships. These findings underscore the importance of justice-driven support structures in promoting positive organizational behaviors, highlighting valuable insights for organizations seeking to foster fairness, engagement, and organizational citizenship behaviors.

Keywords: Organizational Citizenship Behavior, Leader-Member Exchange, Perceived Organizational Support, Organizational Justice

Introduction

Positive behaviors within organizations, such as Organizational Citizenship Behavior (OCB), are crucial in higher education, particularly for permanent lecturers. OCB reflects the voluntary, informal actions taken by individuals that enhance organizational functioning and efficiency. In higher education, the OCB demonstrated by lecturers contributes to an improved academic climate and strengthens institutional performance. Understanding factors influencing OCB, like organizational justice, is thus essential (Dwiyantri et al., 2024).

Organizational justice encompasses perceptions of workplace distributive, procedural, and interactional fairness. It includes large-scale organizational policies on salary, incentives, promotions, and scheduling. Questions of fairness are a constant presence in the workplace, and scholars and practitioners have widely recognized the importance of these concerns, leading to a growing body of literature. Numerous publications and theoretical articles have emerged in recent years, and organizational justice has become a focal topic at academic conferences and in scientific journals (E. George & Chattopadhyay, 2015).

In modern institutions, organizational justice is acknowledged as an influential factor in fostering OCB, particularly among lecturers in Indonesia. Lecturers prioritize fair treatment by

their institutions and leaders, as justice is significant in daily life and professional environments (Jeon & Newman, 2016). Research consistently finds a positive link between organizational justice and various positive outcomes. Using a social exchange perspective, (Konovsky, 2014) examined group cohesion as a moderator in the relationship between different justice dimensions and affective commitment. The findings revealed that distributive, interpersonal, and informational justice showed stronger connections to affective commitment in groups with high cohesion. Additionally, procedural justice impacted OCB when mediated by Perceived Organizational Support (POS), which encourages employees' alignment with organizational goals.

Extensive research has been conducted on how organizational justice is a significant predictor of OCB. According to Social Exchange Theory (SET), each intermediary in the relationship between justice and OCB offers reciprocal benefits (Partina et al., 2019). Fair treatment from the organization can foster greater support among employees (POS), which subsequently enhances OCB. Studies indicate that organizational justice perceptions positively impact organizational citizenship behavior (Iqbal et al., 2012; Silva & Madhumali, 2018); (Jufrizen et al., 2024) also support organizational justice as a key factor in promoting OCB. In the link above between justice and OCB, POS has been highlighted as a potential mechanism that modulates how organizational justice impacts OCB. Organizations thrive on interdependence among their members, achievable only when employees perceive POS.

Furthermore, Leader-Member Exchange (LMX) is another influential factor for OCB. This theory posits that leaders develop close, unique relationships with a select group of subordinates over time. In organizations, this leads to the formation of in-groups and out-groups. Members of the in-group, seen as dependable, receive more attention and privileges, whereas those in the out-group experience a more formal, authority-driven relationship with limited rewards (Robbins & Judge, 2015). Research by (Mahmudah et al., 2020) identifies LMX as a strong predictor of OCB, suggesting that inadequate superior-subordinate relations can hinder optimal performance. Effective LMX positively impacts OCB, as equitable treatment from leaders boosts employees' commitment to organizational success (Zhong et al., 2011).

OCB is connected to various organizational outcomes that impact employee behavior (Jufrizen et al., 2024). OCB enhances the organizational environment, which is defined as discretionary actions by employees that may or may not be directly rewarded but contribute to workplace quality (Organ, 2016). Employees' OCB levels tend to rise as their perceptions of supervisor fairness improve (Akram et al., 2020). Managers should encourage OCB practices to sustain organizational success and cultivate a competitive workforce. Studies show higher-quality relationships increase OCB behaviors (Tefera & Hunsaker, 2020). However, the connection between organizational justice and OCB is often indirect, with POS and LMX playing essential mediating roles.

POS reflects employees' sense of the organization's care for their well-being and professional growth. When lecturers feel supported, their fairness perceptions heighten, prompting higher OCB. This organizational support provides security and fosters trust, motivating lecturers to contribute more willingly. Conversely, LMX focuses on the quality of relationships between leaders and team members (Noor & Jufrizen, 2023). Positive LMX promotes better communication, emotional backing, and appreciation of contributions. Lecturers with strong leadership relationships often perceive greater fairness and display higher OCB. High-quality LMX fosters attachment and commitment, reinforcing the effect of organizational justice on OCB. Together, POS and LMX mediate the justice-OCB link among permanent lecturers. Strong organizational justice enhances perceptions of support and leader relationship

quality, driving lecturers to engage in OCB. In contrast, a lack of justice reduces perceived support and weakens LMX, lowering OCB engagement.

Numerous studies indicate that organizational justice positively influences OCB. However, there still needs to be a gap in understanding how organizational justice stimulates OCB through mediating factors. Prior research often examined direct links without considering mediators like POS and LMX (Colquitt et al., 2001; Organ, 1997). Although evidence suggests POS can enhance OCB, explanations of how POS mediates between organizational justice and OCB are limited. Further exploration is needed to clarify how organizational justice boosts POS, leading to OCB behaviors (Rhoades & Eisenberger, 2002). Research also demonstrates that LMX positively affects OCB, but its role as a mediator in the justice-OCB relationship still needs to be explored. Further investigation is essential to understand how leader-member relationship quality moderates or mediates the effect of organizational justice on OCB (Dulebohn et al., 2012; Graham, 1991). While POS and LMX have been individually examined concerning OCB, the combined influence of these mediators in the justice-OCB relationship has received less attention. This research can deepen insights into workplace dynamics and reveal how the interplay between organizational support and leader-member exchanges encourages OCB behaviors (Eisenberger et al., 2002; Ilies et al., 2007)

Literature Review

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is a modern management concept that has attracted the interest of many researchers. Studies indicate that OCB significantly impacts organizational outcomes, including productivity, competence, goal achievement, and employee morale (Jufrizen et al., 2024; Demirel et al., 2018). Mohamed (2016) describes OCB as an individual behavior that motivates employees to exceed their expected duties, benefiting the organization and themselves. (Sharma 2019) and (Jufrizen et al., 2023) explain OCB as the additional efforts employees make to support the organization or colleagues, often going beyond their formal job requirements. Hazzi (2018) further defines OCB as actions not mandated by the role, not aimed at receiving rewards and lacking emotional expression, but which collectively support personal and organizational well-being. According to Podsakoff et al. (2011), OCB enhances organizational productivity, conserves resources, facilitates group function, improves coordination, attracts and retains top talent, strengthens organizational stability, and boosts adaptability to environmental changes. Research has shown that OCB positively impacts employee performance (Jufrizen et al., 2020; Harwiki, 2016; Al-Mahasneh, 2015).

Organizational Justice (OJ)

Organizational justice refers to how individuals perceive fairness in their workplace environment. It encompasses employees' perceptions of how fairly they are treated by their supervisors and within the organization (Robbins & Judge, 2015). Organizational justice relates to employees' views of fairness based on organizational policies, including pay structures, decision-making, peer treatment, and access to information (Cropanzano et al., 2015). Distributive justice, specifically, is defined by Robbins & Judge (2015) as how fairly resources and rewards are distributed among individuals. (Noe et al., 2018) further explain distributive justice as individuals comparing their rewards to their peers. Organizational justice is further classified into procedural and interactional justice. Procedural justice addresses perceived fairness in the processes governing reward distribution (Robbins & Judge, 2015); (Chen et al., 2011), emphasizing the methods behind resource allocation (Noe et al., 2018; Loi et al., 2012; Onn et al., 2018).

The link between distributive justice and OCB is critical in management studies. Distributive justice involves perceptions of fairness in allocating outcomes, such as compensation and recognition. When employees believe that reward distributions are fair, they respond positively, often engaging in OCB behaviors like assisting colleagues or participating in additional tasks (Im et al., 2023). Procedural justice, on the other hand, is related to employees' sense of fairness in decision-making processes, including policies and management practices. Fair and consistent procedures can encourage positive attitudes and OCB as employees feel more connected to organizational transparency. Furthermore, procedural justice impacts perceptions of organizational support. Fair reward distribution enhances employees' organizational appreciation (Moon et al., 2024). Procedural justice also influences LMX, as fair processes strengthen leader-member trust and relationships (Kim & Beehr, 2020). Leaders who practice fairness and involve team members in decision-making can foster engagement and trust within the LMX framework, enhancing team commitment and collaboration. When procedural justice is prioritized, LMX relationships are strengthened, improving team performance and job satisfaction (Lee et al., 2019).

H1: Distributive justice affects organizational citizenship behavior.

H2: Procedural Justice affects organizational citizenship behavior.

H3: Distributive justice affects perceived organizational support.

H4: Procedural Justice affects leader-member exchange.

H7: Distributive justice affects organizational citizenship behavior through Perceived Organizational Support.

H8: Procedural justice affects organizational citizenship behavior through Leader Member-Exchange.

Perceived Organizational of Support (POS)

Perceived organizational support (POS) refers to employees' perceptions of how much their organization supports them and stands ready to assist whenever needed (Kurtessis et al., 2015). According to Sabri (2014), POS reflects employees' expectations and views regarding the organization's concern for their welfare. POS is defined by (Robbins & Judge, 2015) as the degree to which employees feel valued by the company, including recognizing their contributions and concern for their future. Similarly, (Caesens & Stinglhamber, 2014) suggest that organizational support, or POS, emerges from the social exchange framework to illustrate the employee-organization relationship. Employees who perceive support from their organization often feel a sense of obligation, responding with enhanced commitment.

POS assesses whether organizations genuinely value employee contributions and care for their well-being. When adequate support is provided, employees feel encouraged and driven, which benefits organizational acceptance and performance (Karavardar, 2014). POS encapsulates the organization's concern for employee welfare and recognition of their contributions (Krishnan & Mary, 2012). In essence, POS represents employees' belief in the organization's commitment to their well-being (Wann-Yih & Htaik, 2011). The link between POS and OCB is crucial for understanding workplace behavior. Employees who perceive organizational support through recognition, resources, or demonstrated care for their welfare are more inclined to engage in OCB. This perception of support fosters loyalty and connection to the organization, making POS a pivotal factor in motivating OCB. When support is evident, employees are more inclined to contribute actively, reinforcing a positive and productive work environment.

H5: Perceived Organizational Support affects organizational citizenship behavior

Leader-Member Exchange (LMX)

George & Jones (2012) describe LMX as a theory that defines the relationship between leaders and followers based on mutual exchange and support. LMX refers to the quality of interactions between leaders and subordinates, highlighting the reciprocal relationship built on mutual trust and respect (Hsieh, 2012). Yukl (2013) elaborates on LMX as a concept explaining how leaders and subordinates form an exchange relationship that develops over time, with each party influencing the other's role. (Yukl & Gardner, 2020) further state that LMX represents the unique role-making process between leaders and each of their subordinates, extending beyond temporal boundaries. LMX is thus a leadership approach focused on creating strong, individualized connections with team members.

The foundation of superior-subordinate relationships requires mutual respect, abilities, and trust; a working relationship is likely to develop. From this perspective, LMX is a reciprocal bond between leaders and members aimed at promoting organizational success, with key indicators of (1) mutual respect, (2) mutual trust, and (3) fulfillment of shared responsibilities (Bhoki, 2015). The connection between LMX and OCB is significant in human resource management. LMX emphasizes the quality of leader-member relationships, while OCB represents voluntary behaviors that benefit the organization. A positive leader-member relationship fosters trust and commitment, making members more inclined to display OCB behaviors when they feel valued and supported.

H6: Leader Member-Exchange affects organizational citizenship behavior.

Drawing on a review of prior studies and their application within private universities, the preliminary design of the research model is presented in Figure 1:

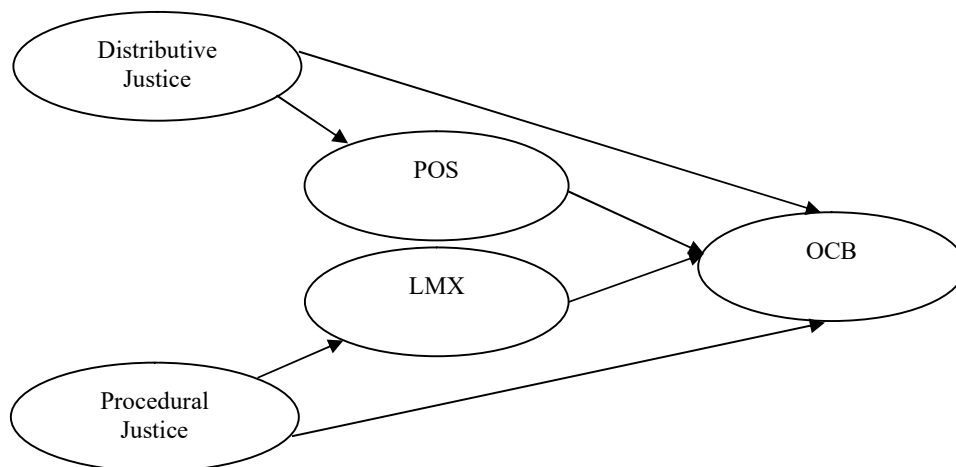


Figure 1. Research Model

Method

This study adopts an explanatory approach to clarify the causal connections between research variables and test the proposed hypotheses (Nasution et al., 2020). The research was conducted at 13 leading private universities in Medan, Indonesia, using a non-probability sampling technique. The sample size was determined by multiplying the number of indicators by a factor of 5 to 10, following the guidance of (Hair et al., 2014). Given that this

study utilizes 5 constructs with 42 indicators, a minimum sample size of $5 \times 42 = 250$ respondents was deemed necessary. Data were collected via interviews and questionnaires.

This study investigates four primary variables: organizational justice, POS, LMX, and OCB. Here, POS and LMX mediate, while organizational justice is the independent variable and OCB is the dependent variable. Data collection involved a questionnaire with several questions addressing each variable, using a Likert scale where a) 1 represents "strongly disagree," b) 2 signifies "disagree," c) 3 indicates "neutral," d) 4 corresponds to "agree," and e) 5 means "strongly agree." The Structural Equation Model (SEM) is employed as the data analysis framework, relying on quantitative methods that focus on collecting, analyzing, and representing numerical data. Using a deductive approach, the analysis moves from general theoretical constructs to specific observations for hypothesis testing, eventually concluding. Descriptive methods are used to present findings and address the research questions. Partial Least Squares SEM (PLS-SEM) is applied for path analysis of latent variables and is recognized as an advanced multivariate method (Ghozali, 2013).

Result and Discussion

Validity and Reliability Testing

This research model will be examined using the Partial Least Square (PLS) method with the support of SmartPLS 4.0 software. PLS is an alternative approach to Structural Equation Modeling (SEM) that can address complexities in relationships between variables, especially when sample sizes are small and data have non-parametric assumptions, meaning they are not tied to any specific distribution (Sarstedt et al., 2020). Construct validity and reliability testing evaluate the dependability of a construct, with a high level of consistency required for construction points. The composite reliability threshold is >0.6 (Hair Jr et al., 2016).

Table 1. Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Distributive Justice	0.861	0.866	0.891	0.507
LMX	0.939	0.940	0.948	0.649
OCB	0.929	0.930	0.940	0.610
POS	0.864	0.874	0.891	0.506
Procedural Justice	0.815	0.831	0.866	0.520

In summary, Table 1 presents the composite reliability results. The Distributive Justice variable demonstrates reliability with a composite reliability of 0.891, exceeding the minimum threshold of 0.60. The Leader-Member Exchange variable is also reliable, with a composite reliability of 0.948, well above 0.60. Similarly, the Organizational Citizenship Behavior variable is reliable, as indicated by a composite reliability of 0.940, surpassing the required threshold. The Perceived Organizational Support variable also shows a composite reliability of 0.891. Procedural justice meets the reliability requirement, with a composite reliability of 0.866, above 0.6. Additionally, as shown in Table 2, each variable's Average Variance Extracted (AVE) value exceeds 0.50, supporting the accuracy of the variables. Cronbach's alpha and composite reliability values for each variable in the study are also above 0.60, affirming the dependability of the employed factors.

In the cross-loading analysis, all items demonstrate substantially higher loadings on their designated constructs than on any alternative. Cross-loading values are assessed to ensure that each construct's correlation with its indicators is stronger than those of other constructs, with the desired cross-loading value exceeding 0.70 (Ghozali & Latan, 2015). Cross-loading further verifies discriminant validity by comparing each item's loading on its construct against the cross-

loading values. The discriminant analysis findings for this study are outlined in Table 3:

Table 2. Item Loading and Cross Loading

	Distributive Justice	LMX	OCB	POS	Procedural Justice
DJ1	0.776	0.476	0.498	0.352	0.447
DJ2	0.652	0.444	0.421	0.355	0.319
DJ3	0.758	0.250	0.351	0.312	0.390
DJ4	0.667	0.236	0.343	0.323	0.304
DJ5	0.658	0.232	0.321	0.347	0.346
DJ6	0.766	0.407	0.448	0.364	0.387
DJ7	0.729	0.199	0.330	0.322	0.411
DJ8	0.675	0.328	0.493	0.506	0.371
LMX1	0.292	0.790	0.504	0.410	0.488
LMX10	0.369	0.728	0.673	0.465	0.508
LMX2	0.446	0.839	0.599	0.522	0.551
LMX3	0.350	0.858	0.593	0.500	0.492
LMX4	0.429	0.795	0.617	0.448	0.473
LMX5	0.303	0.795	0.547	0.391	0.500
LMX6	0.451	0.845	0.621	0.464	0.549
LMX7	0.322	0.854	0.592	0.490	0.512
LMX8	0.377	0.780	0.566	0.430	0.525
LMX9	0.394	0.759	0.591	0.410	0.494
OCB1	0.492	0.596	0.832	0.554	0.653
OCB10	0.431	0.499	0.772	0.540	0.519
OCB2	0.444	0.522	0.767	0.541	0.553
OCB3	0.466	0.563	0.790	0.504	0.545
OCB4	0.429	0.603	0.779	0.551	0.535
OCB5	0.416	0.673	0.692	0.473	0.529
OCB6	0.422	0.594	0.753	0.502	0.486
OCB7	0.470	0.574	0.825	0.558	0.648
OCB8	0.462	0.588	0.810	0.538	0.584
OCB9	0.473	0.525	0.779	0.476	0.507
PJ1	0.269	0.434	0.497	0.516	0.696
PJ2	0.310	0.370	0.407	0.435	0.637
PJ3	0.378	0.393	0.405	0.201	0.665
PJ4	0.439	0.559	0.697	0.498	0.774
PJ5	0.352	0.451	0.466	0.300	0.747
PJ6	0.498	0.493	0.544	0.325	0.792
POS1	0.384	0.390	0.429	0.723	0.460
POS2	0.348	0.331	0.364	0.650	0.443
POS3	0.494	0.516	0.636	0.704	0.432
POS4	0.418	0.486	0.648	0.699	0.370
POS5	0.378	0.359	0.436	0.736	0.389
POS6	0.223	0.319	0.365	0.696	0.282
POS7	0.278	0.345	0.380	0.740	0.266
POS8	0.272	0.331	0.343	0.739	0.324

The cross-loading values for each indicator within the analyzed variables are higher for their respective variables than for any others, as shown in the data table above. These findings indicate that the indicators used to gather data for the variables exhibit strong discriminant validity. HTMT is an alternative method recommended for assessing discriminant validity, using a

multitrait-multimethod matrix as its basis. The HTMT approach yielded values that met the acceptable thresholds of 0.85 (Kline, 2015) and 0.90 (Hair Jr et al., 2016). For the causal path's confidence interval bias, the range showed that 0 was not within the 5% to 95% confidence intervals and did not exceed 1, confirming that all values were statistically significant.

Table 3. HTMT Criterion

	Distributive Justice	LMX	OCB	POS
Distributive Justice				
LMX	0.500			
OCB	0.630	0.784		
POS	0.555	0.595	0.702	
Procedural Justice	0.618	0.713	0.800	0.612

In conclusion, the findings presented in Tables 1, 2, and 3 demonstrate that the metrics for each construct, Distributive Justice, Leader-Member Exchange, Organizational Citizenship Behavior, Perceived Organizational Support, and Procedural Justice, effectively measured their respective constructs, as indicated by parameter estimates and statistical significance. All outcomes met the standards for validity and reliability. Following this, the researcher analyzed the structural model. The measurement model results confirmed that the data met reliability and validity requirements for all constructs. Initially, the model was introduced to aid in understanding the suggested model through confirmatory factor analysis (Hair Jr et al., 2016).

Direct and Indirect Effects

The results of both direct and indirect effect tests are summarized in the following route coefficient table:

Table 4. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
Direct Effect					
Distributive justice -> OCB	0.132	0.139	0.063	2.115	0.035
Procedural Justice -> OCB	0.290	0.281	0.088	3.283	0.001
Distributive justice -> POS	0.518	0.526	0.063	8.201	0.000
Procedural Justice -> LMX	0.634	0.640	0.055	11.575	0.000
POS -> OCB	0.251	0.256	0.069	3.658	0.000
LMX -> OCB	0.349	0.349	0.083	4.192	0.000
Indirect Effect					
Distributive Justice -> POS -> OCB	0.130	0.134	0.037	3.513	0.000
Procedural Justice -> LMX -> OCB	0.221	0.224	0.060	3.697	0.000

Discussions

The examination of the first hypothesis revealed a p-value of 0.035, below the threshold of 0.05, and a t-value of 2.115, exceeding the critical value of 1.96. The effect of Distributive Justice (DJ) on Organizational Citizenship Behavior (OCB) is demonstrated by a path coefficient of 0.132. The t-value from the structural model analysis confirms a significant impact of DJ on OCB, as it surpasses the threshold of 1.96. Thus, it can be inferred that an increase in DJ positively correlates with improved OCB. Educators who perceive fairness in reward allocation, such as salaries, promotions, and recognition, tend to develop stronger ties to their institution. When individuals feel that their contributions are acknowledged justly, they are more likely to exhibit enhanced commitment, which encourages OCB engagement. These findings align with research by Jafari & Bidarian (2012), which highlights a positive association between justice

dimensions, distributive, procedural, and interactional, and OCB. Additionally, this supports the studies by Oge et al. (2014) and Jufrizen et al. (2024), emphasizing the effect of distributive justice on OCB.

The hypothesis test revealed a p-value of 0.001, below 0.05, and a t-value of 3.283, exceeding the threshold of 1.96. This confirms that Procedural Justice significantly impacts OCB, with a path coefficient of 0.290. The t-value from the structural model analysis further supports that Procedural Justice has a substantial positive effect on OCB. Consequently, hypothesis 2 is accepted, indicating that increased procedural justice correlates with enhanced OCB. Lecturers are more likely to view the organization favorably when they perceive workplace decision-making as fair and transparent. This perception motivates individuals to contribute more by helping colleagues or participating in voluntary activities beyond their job requirements. Procedural justice is a key factor in promoting OCB. When lecturers feel decision-making is fair, they are more motivated to engage in behaviors that benefit the organization, which enhances overall performance and effectiveness. These findings align with Jafari & Bidarian (2012), which identified a significant positive relationship between distributive, procedural, and interactional justice components and OCB. The results also resonate with studies by Pan et al. (2018), Lambert & Hogan (2013), and Yadav & Gupta (2017), all of which highlight that Procedural Justice positively influences OCB. Positive perceptions of procedural fairness correlate with increased employee engagement in OCB, as consistent application of fair procedures and involvement are likely to enhance OCB (Waskito et al., 2018).

The second hypothesis test produced a p-value of 0.000 (below 0.05) and a t-value of 8.201, again exceeding 1.96. The path coefficient of 0.518 indicates a significant impact of Distributive Justice on POS. With a t-value of 8.201, the structural model analysis confirms that Distributive Justice has a notable effect on POS. Thus, higher levels of Distributive Justice correlate with increased POS. When lecturers view the organization as fair in reward distribution, it enhances their perception of organizational support, as their beliefs about justice contribute to feeling valued. A sense of fairness leads lecturers to believe the organization is committed to their growth, enhancing their sense of support. When lecturers perceive rewards like salary, promotion, and recognition as fair and aligned with their contributions, they are likelier to feel that the organization appreciates their dedication. This perception strengthens their belief that the organization prioritizes their well-being, increasing POS. This study aligns with findings from Fu & Lihua (2012), who identified a positive relationship between distributive justice and POS. Additional support comes from (Akram et al., 2020), who found similar positive impacts of distributive justice on POS.

The hypothesis test revealed a p-value of 0.000, below the 0.05 threshold, and a t-value of 11.575, exceeding 1.96. This confirms that Procedural Justice significantly impacts Leader-Member Exchange (LMX), with a path coefficient of 0.634. The structural model analysis supports the notion that procedural justice has a notable positive effect on LMX. Higher levels of Procedural Justice correlate with stronger LMX, as lecturers who perceive fairness in decision-making tend to hold favorable views of their leaders. Procedural justice promotes perceptions of fairness and transparency in leadership, strengthening leader-member relationships. Fair decision-making is essential in building and maintaining strong leader-member bonds, with enhanced LMX linked to improved team and organizational performance. These findings align with Hayunintyas et al. (2018), who identified that Procedural Justice positively influences LMX. Additionally, employees perceiving fair treatment are more likely to build high-quality exchange relationships (Fein et al., 2013).

The second hypothesis test yielded a p-value of 0.000, below 0.05, and a t-value of 3.658, surpassing 1.96. Perceived Organizational Support (POS) significantly impacts OCB, with a path

coefficient of 0.251. The structural model analysis confirms that POS has a notable effect on OCB. This validates hypothesis 5, showing that higher POS correlates with improved OCB. POS plays a key role in fostering OCB, as individuals who feel supported by their organization are more likely to engage in positive behaviors that enhance the work environment and improve overall organizational effectiveness. Substantial research supports a positive link between POS and OCB (Ali et al., 2018), (Safitri & Riyanto, 2020). Findings from Aswin & Rahyuda (2017) highlight a strong interaction between POS and OCB, supported further by studies from Claudia (2018) and Chiang & Hsieh (2012), which show that POS has a favorable impact on OCB. Research by Osman et al. (2015) and Pohl et al. (2013) also indicates a positive association between POS and OCB. In contrast, Linda et al. (2019) found no influence of POS on OCB.

The hypothesis testing results indicated a p-value of 0.000, below 0.05, and a t-value of 4.192, exceeding the threshold of 1.96. This finding highlights that Leader-Member Exchange (LMX) significantly impacts Organizational Citizenship Behavior (OCB), with a path coefficient of 0.349. The t-value from the structural model confirms that LMX has a substantial positive effect on OCB. Thus, hypothesis 6 is accepted, showing that enhanced LMX correlates positively with increased OCB. Riggio (2012) suggests that a high-quality superior-subordinate interaction strengthens trust and respect, encouraging subordinates to exceed expectations. A strong LMX relationship fosters OCB, as supportive leader-member dynamics promote positive organizational behaviors. These findings align with Anand et al. (2018), who noted that LMX positively affects OCB. Additional studies by (Bowler et al., 2019; and Zhang et al., 2020) also confirm a direct influence of LMX on OCB, while Sandjaja & Handoyo (2012) found no significant impact of LMX on OCB.

The second hypothesis test indicated a p-value of 0.000, below 0.05, and a t-value of 3.513, exceeding 1.96. Distributive Justice (DJ) significantly impacts OCB through POS, with a path coefficient of 0.130. The t-value further validates that DJ's effect on OCB is mediated by POS, with an effect size of 0.10, signifying POS as a positive mediator. DJ assesses employee perceptions of fairness in reward distribution, such as salary, promotions, and recognition. Employees who perceive fairness are more likely to view POS favorably, which enhances their connection to the organization. Perceptions of fairness support POS, thereby promoting OCB. Distributive justice is crucial for employee satisfaction and motivation and for fostering a productive and collaborative work culture. Research on POS supports its role as an outcome linked to justice perceptions. Studies, including (Moorman & Byrne, 2005), indicate that organizational justice affects OCB through POS. Research by (Noruzy et al., 2011). Cheung (2013) and Chen & Jin (2014) identified POS as a full mediator in the justice-OCB relationship.

The hypothesis test produced a p-value of 0.000, below 0.05, and a t-value of 3.697, exceeding 1.96. This result confirms that Procedural Justice significantly impacts OCB through LMX, with a path coefficient of 0.221. The t-value supports the influence of Procedural Justice on OCB through the LMX variable, and the effect size of 0.221 indicates that LMX positively mediates the relationship between Procedural Justice and OCB, with a weight of 0.221. Procedural justice fosters leaders' perceptions of fair and transparent decision-making, leading employees to build stronger relationships with them. The quality of the leader-member relationship is crucial for encouraging OCB. Procedural justice enhances LMX quality, thereby boosting OCB. Perceptions of procedural fairness increase the likelihood of employees forming positive relationships with leaders, promoting behaviors that support organizational success (Assefa et al., 2024; Eisenberger et al., 2002; Ilies et al., 2007).

Conclusion

In summary, Distributive Justice positively and significantly affects Perceived Organizational Support (POS), and Procedural Justice positively impacts Leader-Member Exchange (LMX). Both Distributive and Procedural Justice significantly influence Organizational Citizenship Behavior (OCB). POS and LMX also positively and significantly impact OCB, mediating the relationship between Distributive Justice and OCB. In contrast, LMX mediates the effect of Procedural Justice on OCB among permanent lecturers at private universities in Medan, Indonesia. These findings imply that distributive and procedural justice are key contributors to OCB. Therefore, organizations should prioritize fair resource allocation and transparent decision-making policies to foster employee commitment and OCB. Organizational fairness also enhances POS, suggesting that management should cultivate a supportive atmosphere where employees feel valued. Good leader-member relationships (LMX) are vital, with leaders encouraged to foster open communication and trust, which can further boost OCB through improved POS. Recognizing the mediating roles of POS and LMX can guide training programs emphasizing interpersonal and social support, potentially increasing employee participation in OCB. Enhanced OCB can contribute to organizational performance through improved productivity, collaboration, and dedication.

The study suggests that future research should expand this model by including respondents with purely contractual employment and involving third-party employment agencies. Research settings should support lecturers in building quality relationships with leaders and the organization. Examining additional mediating variables in the relationship between organizational justice and OCB could provide deeper insights. Limitations of this study include its cross-sectional design, which may hinder causal conclusions, suggesting a need for longitudinal studies. Small or unrepresentative samples could limit the findings' generalizability, and context-specific factors may reduce applicability across broader sectors. Relying on individual perceptions for measuring distributive justice, procedural justice, POS, and LMX could introduce bias, as emotional or contextual factors may influence responses.

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