JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v7i4
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Received: 22 January 2026 | **Revised:** 11 February 2026 | **Accepted:** 26 March 2026

Mechanisms Underlying Organizational Citizenship Behavior: Linking Responsible Leadership, Organizational Justice and Proactive Personality Through Job Satisfaction and Affective Commitment

Wahyu Gumilang[1], Harits Hijrah Wicaksana[2]
[1]Esa Unggul University, Tanggerang, Indonesia, Wahyu.gumilang1993@gmail.com
[2]Esa Unggul University, Tanggerang, Indonesia, Harits@esaunggul.ac.id

Corresponding Author: Wahyu.gumilang1993@gmail.com[1]

Abstract: This study aims to analyze the mechanisms underlying Organizational Citizenship Behavior by integrating the roles of Responsible Leadership, Organizational Justice, and Proactive Personality, while positioning Job Satisfaction and Affective Commitment as mediating variables. A quantitative approach was employed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). Data were collected through a survey of 369 employees in the packaging industry located in Serang Regency, all of whom had a minimum tenure of one year. The results indicate that Organizational Justice and Proactive Personality have a positive and significant effect on OCB, whereas Responsible Leadership does not exhibit a significant influence. Mediation analysis reveals that Job Satisfaction plays a significant mediating role in the relationship between Proactive Personality and OCB, while Affective Commitment is not supported as a mediating variable. Furthermore, Proactive Personality shows a strong influence on both Job Satisfaction and Affective Commitment; however, only Job Satisfaction directly contributes to the enhancement of OCB. Overall, the findings underscore the importance of fair and satisfying work experiences in fostering OCB and provide practical implications for human resource management in the packaging industry.

Keywords: Organizational Citizenship Behavior, Responsible Leadership, Organizational Justice, Proactive Personality, Packaging Industry

INTRODUCTION

In today's competitive environment, organizations are not only required to achieve strong financial performance but are also challenged to cultivate a work environment that encourages employees to engage in positive behaviors beyond their formal job responsibilities. Such behaviors are commonly referred to as organizational citizenship behavior (OCB), which constitutes a critical factor in enhancing individual employee performance and, ultimately, in determining an organization's capacity to grow and sustain success by fostering a healthy organizational climate (Qamari et al., 2025). OCB is understood as a form of voluntary, prosocial behavior that supports organizational effectiveness and is performed outside formal

role requirements, rooted in employees recognition and internalization of organizational values (Dewangan & Goswami, 2025). More broadly, this behavior plays a strategic role by motivating employees to contribute to organizational advancement through creativity, innovation, and other positive contributions that reinforce organizational effectiveness and long-term sustainability (Li, 2024).

A growing body of literature identifies several determinants of OCB, among which responsible leadership has received increasing scholarly attention. Responsible leaders demonstrate sensitivity to the needs of diverse stakeholders, are able to balance competing interests in an inclusive and sustainable manner (N. Kumar et al., 2025), and cultivate trust through consistent and integrity-driven conduct (Luo et al., 2025). Empirical evidence reported by Ozgur & Kaya (2024) indicates that leadership styles emphasizing social responsibility and ethical values are positively associated with higher levels of OCB among employees.

In addition to leadership, organizational justice represents a fundamental antecedent of OCB. Employees who perceive fair treatment within their organization tend to exhibit stronger commitment through positive work behaviors and develop a heightened sense of belonging and intrinsic motivation (Waskito et al., 2023). Consequently, organizational justice plays a pivotal role in shaping constructive employee attitudes and behaviors, as perceptions of fairness form the basis for trust, loyalty, and the willingness to contribute beyond formal role expectations for the benefit of organizational progress (Nguyen & Le, 2023). A large-scale study involving 470 faculty members from various higher education institutions in India demonstrates that organizational justice exerts a significant and positive influence on OCB (Das & Mohanty, 2023).

Beyond leadership and justice, proactive personality has also been recognized as a key individual-level factor influencing OCB. Individuals with a proactive disposition are inclined to identify opportunities and risks in their environment, take initiative, act promptly, and persist in achieving their goals, even in dynamic and uncertain contexts, while providing constructive feedback (Zhang & Chi, 2025). Such individuals are also more likely to engage in forward-looking thinking and to address potential problems before they fully emerge (Sridadi et al., 2024). Empirical findings based on a sample of 212 respondents indicate that proactive personality is significantly and positively related to OCB (Aghighi, 2020).

In addition to these direct antecedents, the relationships between leadership, justice, personality, and OCB may be strengthened through the mediating roles of job satisfaction and affective commitment. Job satisfaction represents an internal psychological state that translates leadership influences into voluntary and discretionary work behaviors (Saluy et al., 2024) and serves as an important workplace indicator arising from democratic and supportive organizational practices (Haskasap et al., 2023). Meanwhile, affective commitment enhances employee loyalty and engagement (Zhao et al., 2022), as employees who develop strong emotional bonds with their organization tend to demonstrate a greater concern for organizational prosperity (Jufrizen et al., 2023). Evidence from a study involving 211 frontline officers across correctional institutions in Indonesia further suggests that job satisfaction and affective commitment function as significant mediators that foster the voluntary emergence of OCB (Sridadi et al., 2024).

Based on these considerations, this study aims to examine the mechanisms underlying organizational citizenship behavior by linking responsible leadership, organizational justice, and proactive personality through job satisfaction and affective commitment. This research is expected to contribute to the advancement of organizational behavior literature by enriching the understanding of the factors that promote employees extra-role behaviors beyond formal job requirements. Furthermore, the findings are anticipated to serve as a reference for organizational management in designing responsible leadership strategies, establishing fair organizational justice systems, and cultivating proactive employee dispositions, thereby

enhancing satisfaction, commitment, and positive work behaviors to achieve optimal organizational performance and long-term sustainability.

METHOD

Measurement

In this study, three independent variables are examined, namely responsible leadership, organizational justice, and proactive personality. The dependent variable is organizational citizenship behavior (OCB), while two mediating variables are included, namely job satisfaction and affective commitment. The measurement of OCB is based on the instrument developed by Kumar & Shah (2015), which comprises the dimensions of altruism, courtesy, civic virtue, sportsmanship, and conscientiousness. Responsible leadership is measured using dimensions adapted from Voegtlin (2011). Organizational justice is assessed using the measurement framework adopted from Colquitt (2001), which consists of procedural justice, distributive justice, interpersonal justice, and informational justice. Proactive personality is measured using the scale derived from Seibert et al. (1999). For the mediating variable of job satisfaction, the measurement dimensions are adopted from Jaiswal et al. (2016), which include job requirements, work environment, and company reputation. Affective commitment is measured using the scale developed by Meyer et al. (2002).

The measurement instruments were adapted from prior empirical studies and selected based on their relevance to the constructs examined in this research. In total, six variables are operationalized as follows: organizational citizenship behavior is measured using 15 items, responsible leadership using 5 items, organizational justice using 20 items, proactive personality using 10 items, job satisfaction using 10 items, and affective commitment using 8 items. All items are assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The overall questionnaire consists of 68 measurement items.

Population and Sample

The population examined in this study consists of employees working in packaging companies located in Serang Regency, with the inclusion criterion that employees must have been employed at their respective companies for more than one year. Employees in the packaging industry were selected as the research population because they are directly involved in day-to-day operational activities within a high-intensity work system characterized by stringent demands for speed and accuracy. Under such conditions, behaviors such as assisting coworkers, maintaining workplace cleanliness, and providing suggestions for improving production processes represent manifestations of organizational behavior that are central to the focus of this study.

This study employs purposive sampling as a non-probability sampling technique. This approach was chosen to ensure that the respondents possess specific characteristics that are directly relevant to the research objectives and problem formulation. By applying purposive sampling, the resulting sample is expected to be closely aligned with the aims and scope of the study, thereby enhancing the rigor and trustworthiness of the data and research findings. Accordingly, this technique supports the fulfillment of four key criteria of qualitative and quantitative research quality credibility, transferability, dependability, and confirmability, which collectively strengthen the validity of the study's findings (Campbell et al., 2020).

To determine a representative sample size, this study follows the guideline proposed by Hair et al. (2021), which recommends that the minimum sample size should be at least five times the number of measurement indicators used in the model. Given that this study employs 68 indicators, the recommended minimum sample size is calculated as $5 \times 68 = 340$ respondents. Accordingly, this study sets the final sample size at 340 respondents, as this number is considered to meet the minimum criteria required for robust statistical analysis.

Data Analysis Method

This study employs a multivariate analysis approach using structural equation modeling (SEM). However, considering the number of variables analyzed, the complexity of the interrelationships among constructs, and prior empirical findings, this research adopts partial least squares (PLS-SEM) as the primary analytical technique. The PLS approach is considered particularly suitable for the present study due to its appropriateness for the given sample size and its capability to estimate complex models without requiring strict assumptions of multivariate normality (Hair et al., 2021).

All data analyses, including the evaluation of both the measurement model and the structural model, were conducted using SmartPLS version 4.1.1.6. This software facilitated a comprehensive and accurate assessment of the relationships among the study variables and supported robust model estimation and validation procedures.

Validity and Reliability Testing

Validity testing was conducted to ensure that each indicator accurately and consistently reflects its underlying construct. Two primary forms of validity were assessed, namely convergent validity and discriminant validity, following the guidelines proposed by Hair et al. (2019) and Henseler et al. (2015). Reliability testing, in turn, aimed to evaluate the extent to which the measurement instruments produce consistent results, using two main parameters: Cronbach's alpha and composite reliability (CR). Reliability values exceeding 0.70 indicate a satisfactory level of internal consistency among the indicators within each construct (Hair et al., 2019)(Hair et al., 2019).

Convergent validity was evaluated through outer loadings and the average variance extracted (AVE). An indicator was considered to demonstrate adequate representational capability when its loading exceeded 0.70, while the AVE value was required to be greater than 0.50. Discriminant validity was assessed to ensure that each construct was empirically distinct from other constructs in the model (Henseler et al., 2015). In this study, cross-loadings were employed as the primary criterion for evaluating discriminant validity, as the research placed particular emphasis on the precision of each indicator in reflecting its intended latent construct. Each indicator was examined by comparing the strength of its association with its original construct relative to its associations with other constructs, thereby ensuring that the indicator measured the intended concept.

Furthermore, given the close conceptual relationships among the constructs common in organizational behavior and human resource management research the use of cross-loadings was deemed more appropriate, as it enables a proportional assessment of indicator quality at the measurement level without disregarding the theoretical proximity among constructs. The validity and reliability tests on the pretest data were conducted using SmartPLS 4, with reference to the recommended thresholds for outer loadings (> 0.70) and AVE (> 0.50) as suggested by Hair et al. (2021).

Based on the pretest involving 40 respondents, all five items measuring responsible leadership were found to be valid and reliable. Similarly, all 20 items for organizational justice, all 10 items for proactive personality, and all eight items for affective commitment met the validity and reliability criteria. For job satisfaction, nine out of 10 items were retained as valid and reliable, while for organizational citizenship behavior, 10 out of 15 items satisfied the required thresholds. Consequently, total of 62 measurement items were confirmed as valid and reliable and were retained for the main data collection and subsequent analysis.

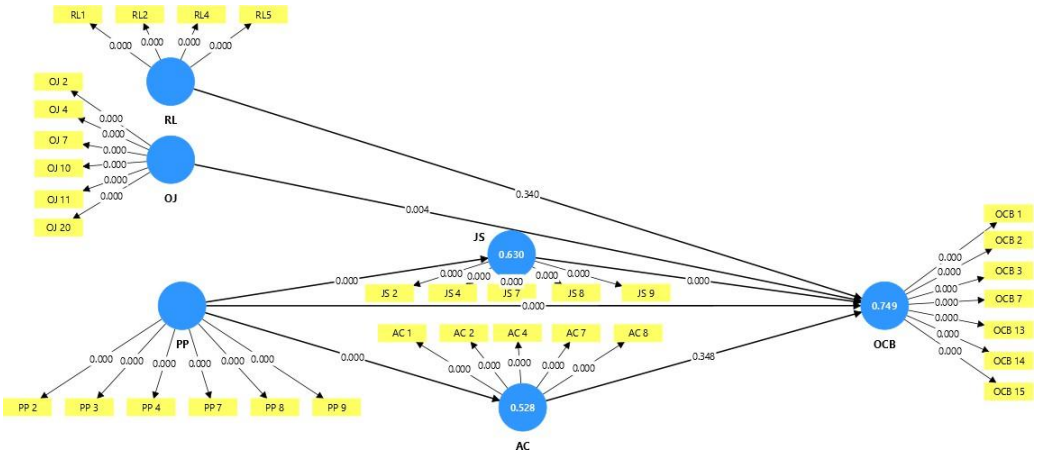
RESULTS AND DISCUSSION

Result

Based on the questionnaire distribution, a total of 369 respondents were obtained, consisting of 224 males (61%) and 145 females (39%). In terms of age distribution, 33 respondents (9%) were under 20 years old, 163 respondents (44%) were between 20 and 30 years old, 154 respondents (42%) were between 31 and 40 years old, and 19 respondents (5%) were over 40 years old. Regarding educational attainment, 84 respondents (23%) had completed senior high school or vocational education, 65 respondents (18%) held a diploma (D3), 197 respondents (53%) held a bachelor's degree (S1), and 23 respondents (6%) held a master's degree or professional qualification. With respect to work experience, 275 respondents (75%) reported 1–2 years of experience, 67 respondents (18%) reported 3–5 years of experience, and 27 respondents (7%) reported more than 5 years of experience.

Data analysis commenced with an evaluation of the outer (measurement) model to ensure that each indicator adequately represented its corresponding latent construct. Based on the results generated using SmartPLS 4, several indicators were identified as not meeting the required validity and reliability criteria and were therefore removed from the model. Specifically, one indicator was removed from the responsible leadership construct (RL3); fourteen indicators from the organizational justice construct (OJ1, OJ3, OJ5, OJ6, OJ8, OJ9, OJ12, OJ13, OJ14, OJ15, OJ16, OJ17, OJ18, and OJ19); four indicators from proactive personality (PP1, PP5, PP6, and PP10); four indicators from job satisfaction (JS1, JS5, JS6, and JS10); three indicators from affective commitment (AC3, AC5, and AC6); and three indicators from organizational citizenship behavior (OCB6, OCB8, and OCB9).

After the refinement process, all remaining indicators across the constructs of organizational citizenship behavior, responsible leadership, organizational justice, proactive personality, job satisfaction, and affective commitment demonstrated outer loading values greater than 0.70 and were thus considered valid. Nevertheless, several indicators within the organizational citizenship behavior construct, namely OCB3 (0.688), OCB13 (0.651), and OCB15 (0.667) were retained, as their loading values remained within an acceptable tolerance range commonly acknowledged in social science research and did not compromise the overall quality and reliability of the construct.This section must answer the problems or research hypotheses that have been formulated previously.



Source: SmartPLS4 data processing results (2025).

Figure 1. Structural Model

All constructs exhibited average variance extracted (AVE) values greater than 0.50, indicating that the criteria for convergent validity were satisfied. Discriminant validity was subsequently assessed using the cross-loading approach, which confirmed that each construct could be clearly distinguished from the others. In terms of reliability, the results demonstrate that all latent variables achieved composite reliability and Cronbach's alpha values exceeding

0.70, indicating a satisfactory level of internal consistency in accordance with the recommendations of Hair et al. (2019). Detailed results of the validity and reliability assessments are provided in the SmartPLS output appendix.

Following the evaluation of the measurement (outer) model, the analysis proceeded to the structural (inner) model by first examining the R^2 values of each endogenous construct. The results obtained from SmartPLS 4 indicate that the R^2 value for organizational citizenship behavior is 0.749, suggesting that 74.9% of the variance in OCB is explained by the exogenous variables included in the model, while the remaining 25.1% is attributable to factors not captured in this study. The R^2 value for job satisfaction is 0.630, indicating that 63.0% of the variance in employee job satisfaction is explained by the model, with the remaining 37.0% influenced by other unexamined factors. Similarly, the R^2 value for affective commitment is 0.528, implying that 52.8% of the variance in affective commitment is accounted for by the variables specified in the model, whereas 47.2% is explained by factors outside the scope of this research.

These values indicate that the endogenous constructs are explained at a moderate to substantial level, suggesting that the proposed structural model demonstrates an adequate explanatory and predictive capability (goodness of fit). To further assess the strength and direction of the hypothesized relationships among the constructs, the analysis was extended using a bootstrapping procedure.

Hypothesis testing was conducted through the PLS-SEM bootstrapping technique to evaluate the statistical significance of the path coefficients and to ensure that the relationships among the variables were supported by a robust statistical basis. A one-tailed test was employed with a significance level set at 5% (p = .05). A hypothesized relationship was considered statistically significant when the t-statistic exceeded 1.96 and the p-value was less than .05. The results derived from the bootstrapping procedure are presented and discussed in the following table.

Table 1. Hypothesis Test Results

Hypothesis	Hypothesis Statement	Original Sample	T Statistics	P Values	Conclusion
H1	Responsible Leadership positively influences Organizational Citizenship Behavior	0.024	0.412	0.340	Data not supported
H2	Organizational Justice significantly positively influences Organizational Citizenship Behavior	0.177	2.691	0.004	Data supported
H3	Proactive Personality significantly positively influences Organizational Citizenship Behavior	0.446	7.249	0.000	Data supported
H3a	Proactive Personality significantly positively influences Organizational Citizenship Behavior through Job Satisfaction	0.206	3.783	0.000	Data supported
H3b	Proactive Personality significantly positively influences Organizational Citizenship Behavior through Affective Commitment	0.018	0.393	0.347	Data not supported
H4	Proactive Personality shows a significant and positive increase in Job Satisfaction	0.794	17.008	0.000	Data supported
H5	Proactive Personality has a significant effect on Affective Commitment	0.727	13.849	0.000	Data supported

H6	ob Satisfaction has a positive and significant relationship with Organizational Citizenship Behavior	0.259	3.894	0.000	Data supported
H7	Affective Commitment significantly contributes to Organizational Citizenship Behavior	0.024	0.390	0.348	Data not supported

Source: SmartPLS4 data processing results (2025).

Based on the results of the bootstrapping procedure, several relationships within the proposed model were found to be statistically significant, while others were not supported. The direct relationship between responsible leadership and organizational citizenship behavior was not statistically significant ($t = 0.412$, $p = 0.340$). In contrast, organizational justice exerted a positive and significant effect on organizational citizenship behavior ($t = 2.691$, $p = 0.004$). Furthermore, proactive personality demonstrated a strong and significant influence on organizational citizenship behavior ($t = 7.249$, $p < 0.001$).

With respect to the mediating paths, the indirect effect of proactive personality on organizational citizenship behavior through job satisfaction was found to be statistically significant ($t = 3.783$, $p < .001$). However, the indirect effect of proactive personality on organizational citizenship behavior through affective commitment was not statistically significant ($t = 0.393$, $p = .347$).

In addition, the results of the direct path analysis indicate that proactive personality had a very strong and significant effect on job satisfaction ($t = 17.008$, $p < 0.001$) and also exerted a significant influence on affective commitment ($t = 13.849$, $p < 0.001$). Job satisfaction was found to have a positive and significant effect on organizational citizenship behavior ($t = 3.894$, $p < 0.001$). Conversely, affective commitment did not demonstrate a statistically significant effect on organizational citizenship behavior ($t = 0.390$, $p = 0.348$).

Discussion

The findings of this study indicate that responsible leadership does not exert a significant influence on organizational citizenship behavior (OCB) within the packaging industry in Serang Regency. This result contrasts with several prior studies that suggest responsible leadership can foster employees' citizenship behaviors. Such divergence may be attributable to contextual differences, including variations in industrial settings, geographic locations, and generational characteristics of the workforce. In the context of packaging manufacturing, leadership practices may not yet be sufficiently perceived or internalized by employees to generate the intrinsic motivation required to engage in behaviors beyond formal job responsibilities. Accordingly, this finding suggests that responsible leadership may require specific psychological or structural channels such as supportive organizational systems, transparent communication mechanisms, or participatory decision-making processes to be effectively translated into employees' voluntary, extra-role behaviors.

In contrast, organizational justice was found to have a positive and significant effect on OCB. This result is consistent with the findings of Waskito et al. (2023), who argue that employees who perceive fair treatment are more likely to demonstrate higher levels of commitment through positive work behaviors and a stronger sense of belonging and intrinsic motivation. Within the packaging industry context, organizational justice appears to be the most salient and directly experienced organizational factor, manifested through performance appraisal systems, the distribution of workloads, and interpersonal treatment. These practices foster employees' perceptions of fairness, which, in turn, cultivate trust, a sense of ownership, and a willingness to contribute beyond formal role expectations. This evidence reinforces the perspective of Nguyen and Le (2023) that fairness constitutes a foundational element in the development of employee loyalty and active involvement in supporting organizational

objectives. Ultimately, organizational justice emerges as a key driver of voluntary, constructive, and prosocial employee behavior, functioning as a moral signal that encourages employees to reciprocate fair organizational treatment through extra-role contributions, including OCB (Das & Mohanty, 2023).

Beyond situational factors, the results also highlight the importance of individual characteristics, particularly proactive personality, among employees in the packaging industry in Serang Regency. This variable demonstrated a strong and direct influence on OCB, indicating that proactive employees play a critical role in shaping citizenship behaviors within the organization. This finding supports the argument of Zhang and Chi (2025) that individuals with a proactive disposition are inclined to take initiative, act decisively, and persist in achieving goals. In a manufacturing environment characterized by operational intensity and continuous demands for efficiency, proactive employees tend not to rely solely on formal instructions but instead voluntarily engage in adaptive, improvement-oriented, and forward-looking behaviors (Aghighi, 2020). Consequently, proactive personality can be viewed as a relatively stable internal resource that consistently promotes the emergence of OCB, both in the packaging industry and in other organizational contexts examined in prior research.

The mediation analysis further reveals that job satisfaction serves as a significant mechanism through which proactive personality influences OCB. This finding suggests that proactive employees contribute to creating a more positive work environment, which subsequently enhances their level of job satisfaction and encourages the expression of citizenship behaviors. In this sense, job satisfaction functions as a psychological condition that enables individual potential to be translated into tangible, organization-benefiting actions. This result aligns with Saluy et al. (2024), who emphasize that job satisfaction represents a critical psychological state that converts individual capabilities into meaningful workplace behaviors. Similarly, Haskasap et al. (2023) identify job satisfaction as an essential psychological pathway through which individual traits are transformed into organizational citizenship behavior.

However, the mediating role of affective commitment was not supported. Although proactive personality was found to positively influence affective commitment in the packaging industry context, affective commitment did not directly lead to the emergence of OCB. This finding indicates that emotional attachment to the organization alone may not be a decisive factor in motivating voluntary, extra-role behavior among employees in this setting. One possible explanation is that employees may still experience uncertainty regarding their long-term career prospects, may not have fully accepted the organizational culture of the parent company as implemented in branch operations, or may be in relatively early stages of organizational tenure. As a result, emotional bonds with the organization may not yet have fully developed into a motivational force that drives discretionary behaviors.

Furthermore, the results of the direct effect analysis demonstrate that proactive personality exerts a strong influence on both job satisfaction and affective commitment. This suggests that proactive employees are more likely to experience higher levels of satisfaction and emotional attachment because they actively shape their work environment in ways that align with their personal expectations and goals. These findings imply that positive, fair, and meaningful work experiences play a more substantial role in fostering organizational citizenship behavior than emotional loyalty alone. In other words, within the packaging manufacturing context examined in this study, OCB is better understood as a response to employees' immediate work conditions rather than solely as an expression of long-term organizational attachment. Consequently, job satisfaction emerges as the primary and most effective pathway for promoting OCB, whereas affective commitment has not yet assumed a comparable role in packaging industry in Serang Regency.

CONCLUSION

Conclusion

This study aims to provide a more comprehensive understanding of the mechanisms underlying organizational citizenship behavior (OCB) in the packaging industry by integrating leadership, organizational justice, and individual characteristics within a unified analytical framework. Based on the analysis of data collected from 369 respondents employed in packaging companies located in Serang Regency, all of whom had a minimum tenure of more than one year, several key conclusions can be drawn.

First, the findings indicate that responsible leadership does not exert a direct influence on OCB. This suggests that, within the packaging industry context, responsible leadership practices may not be readily translated into citizenship behaviors when such practices are not sufficiently perceived or experienced by employees in their daily work activities.

Second, organizational justice plays a significant role in fostering OCB. Perceptions of fairness enhance employees' sense of trust and psychological safety in performing their work. When fairness is experienced as tangible and consistent, it forms a critical foundation for building positive reciprocal relationships between employees and the organization, thereby encouraging individuals to contribute beyond formal role requirements.

Third, proactive personality emerges as a key determinant in the development of OCB. Employees with proactive tendencies are not only more inclined to take initiative but are also more capable of creating positive work experiences for themselves. This effect is further strengthened through job satisfaction, which serves as the primary mediating mechanism. Job satisfaction functions as a psychological condition that enables personal initiative to evolve into voluntary behaviors that support organizational effectiveness. In contrast, affective commitment does not demonstrate a significant role in influencing OCB, either directly or as a mediating variable. This finding suggests that emotional attachment to the organization does not necessarily translate into citizenship behavior, particularly when employees face contextual constraints or high role demands.

Overall, the results indicate that OCB does not emerge automatically from all theoretically assumed antecedents but is instead shaped through specific psychological and contextual mechanisms that are closely aligned with employees' day-to-day work experiences. In this study, OCB is more strongly influenced by perceptions of organizational justice and proactive individual characteristics, reinforced by job satisfaction, than by normative leadership practices or emotional attachment alone.

From a theoretical perspective, this research contributes by clarifying the differential roles of job satisfaction and affective commitment in explaining employees' organizational citizenship behavior. From a practical standpoint, the findings underscore the importance for organizations to establish fair and transparent systems, cultivate work environments that enhance employee satisfaction, and identify, manage, and develop individuals with proactive tendencies in order to sustain and strengthen OCB within the organization. Do not make statements that are not adequately supported by your findings. Write down improvements made to industrial engineering or science in general. Don't create further discussion, repeat abstracts, or simply list research findings. Don't use bullet points, use paragraph sentences instead.

Managerial Implications

The findings of this study provide several important implications for management, particularly within the packaging industry, highlighting the need for organizations to prioritize organizational justice as a central element of human resource management. Transparent and easily accessible performance appraisal systems within each department, consistent and open communication regarding organizational rules and policies, as well as fair treatment in the distribution of workloads and opportunities for employee development, are likely to be more effective in promoting organizational citizenship behavior than relying solely on specific

leadership styles. When employees perceive that they are treated fairly, they are more inclined to voluntarily demonstrate work behaviors that support operational efficiency and overall organizational success.

Furthermore, the results underscore the importance of managing and developing employees with proactive personalities by creating a work environment that encourages initiative, innovation, and active employee involvement. Providing an appropriate level of job autonomy, recognizing non-formal contributions through rewards or acknowledgment, and offering opportunities for employees to participate in process improvement initiatives within the packaging industry can enhance job satisfaction, which in turn fosters the emergence of organizational citizenship behavior.

Overall, these findings suggest that job satisfaction should be positioned as a strategic priority within organizations. Management can enhance employee satisfaction by improving working conditions, clarifying role expectations, and cultivating more supportive interpersonal relationships in the workplace. Such practices have been shown to be more effective in encouraging voluntary, extra-role behaviors than focusing solely on building emotional loyalty. Accordingly, organizations are advised to adopt a holistic approach to managing employee work experiences in order to promote the natural and sustainable development of organizational citizenship behavior within the packaging industry.

Limitations

Several limitations of this study should be acknowledged. First, the research was conducted exclusively within the packaging industry in Serang Regency, which may limit the generalizability of the findings to other regions or organizational contexts with different structural and cultural characteristics. Second, all variables were measured using self-report questionnaires, which may introduce perceptual bias or social desirability bias that cannot be entirely eliminated. Third, the use of a cross-sectional research design constrains the study's ability to capture the dynamic nature of employee attitudes and behaviors over time, particularly the long-term development of affective commitment.

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