The Effect of Career Development, Justice Organization and Quality of Work Life to Organizational Commitment and Implications to Organizational Citizenship Behavior of Employees at PT. Perkebunan Nusantara XIII

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ABSTRACT

The research aimed to determine and analyze the impact of career development, organizational justice, and quality of work-life towards organizational commitment and organizational citizenship behavior (OCB). The research sample was 233 managers. Data were obtained through questionnaires and data analysis with structural equation modeling (SEM). The finding revealed that with mediation, career development, justice organization, and quality of work-life affected the OCB and organizational commitment. It showed that increase organizational commitment and OCB can be taken to improve career development, organizational justice, and the quality of work-life.

Keywords: Career Development, Organizational Justice, Quality of Work Life, Organizational Commitment, Organizational Citizenship Behavior.
JEL Classifications: L2, M10

1. INTRODUCTION

Organizational citizenship behavior (OCB) does an important role in the job, especially when an employee does not work individually unless in groups. Members of the team will be more caring, responsive, and form a positive team and mutual trust among members (Colquit et al., 2015). OCB is a wise behavior that is not part of the formal work needs of employees but effectively functions in the implementation of the organization (Robbins and Judge, 2015), which is needed for the survival of the organization, (Slocum and Hellriegel, 2007). Successful organizations need employees who carry out more tasks than they normally do, and perform beyond the expectations (Robbins and Judge, 2015). According to the Organ (Tschannen-Moran, 2004), OCB implemented in five dimensions, namely altruism, conscientiousness, sportsmanship, courtesy, and civic

virtue. Each of these dimensions is specified as follows: (1) altruism; concern for the well-being of others, such as giving help to new coworkers, and providing time for others; (2) conscientiousness; is a prudential trait, such as the efficiency of using time, high attendance is a contribution to individuals and groups efficiency; (3) sportsmanship; a generous and positive behavior, such as avoiding trivial complaints and complaints by maximizing the total amount of time spent in constructive efforts in the organization; (4) courtesy; polite and obedient, such as through a warning letter, or prior notice, and forwards the right information to prevent the arising problem and maximize the use of time; and (5) civic virtue; wise or good membership, such as serving committees, performing functions even if they are not required to, giving a good impression on the organization, and providing services needed for the interests of the organization.

OCB is influent by career development (Singh and Singh, 2010; Sutton, 2005). Career development is a formal approach used by organizations to ensure people with suitable qualifications and work experience in the organization (Mondy, 2010), or continuous formal efforts carried out by organizations that focus on developing and enriching the human resources in the organization to meet the needs of workers and organizations (Byars et al., 2016). Career development consists of five aspects/variables, namely: (1) fairness in career, employees need justice in the promotion system with equal opportunities for career advancement; (2) attention to supervision, employees need their supervisors to play an active role in career development and provide regular feedback on performance; (3) awareness of career opportunities, where employees need knowledge about opportunities for career advancement; (4) fulfillment of interests, employees have different degrees of interest in career advancement depend on a variety of factors, so some information demanded to encourage their interest; (5) career satisfaction, employees have a different level of satisfaction depends on the age and position. An effective career program must consider the different perceptions of employee desires. Employee expectations for career programs developed by the HR department and adapted to a variety of age, gender, position, education, and other factors (Werther and Davis, 2006).

OCB also is influent by organizational justice (Li and Cropanzano, 2009; Kusumo, 2015; Moorman, 1991; Yılmaz and Tasdan, 2009). Justice organization is how fair the employees to feel that they were treated by the company (Schultz and Schultz, 2006), organizational justice is the fair treatment of someone in the organization (Muchinsky, 2005), how people feel treated fairly in the workplace (Ivancevic and Matteson, 2010), the adhesive that encourages a person to cooperate effectively, on the contrary injustice in organizations such as rust that can severe communities and individuals and jeopardize the organization (Cropanzano et al., 2007). According to Aamodt (2013), justice organization consisting of several dimensions, namely: Distributive justice, namely: (1) the perceived fairness on the actual decisions made by the organization, (2) procedural justice, the perceived fairness on the method used to arrive at a decision; and (3) interactional justice, the perceived fairness on interpersonal treatment received.

OCB is also influent by the quality of work-life (Kashani, 2012; Amraei et al., 2015; Asgari et al., 2012; Podsakoff et al., 1997; Syahbanuari and Rahman, 2019). Quality of work life is a broad concept that refers to some aspects of work experience (Ivancevich and Konopaske, 2013), the overall quality of the human experience at the workplace (Schemerhorn et al. (2010). Quality of work-life includes appropriate and adequate compensation; a safe and healthy environment; job to develop human capabilities; an opportunity to grow and personal guarantees; a social environment that shapes personal identity, freedom from suspicion, views as part of the community and upward mobility; constitutionalism, or the right to privacy, a reciprocal process and dissent; job roles that reduce the violations of the personal pleasure and family needs; as well as actions socially responsible organization (Bateman, 2007).

Moreover, OCB also influenced by organizational commitment (Feather and Rauter, 2004; Jahangir et al., 2006; Noor, 2009; Suresh and Venkatammal, 2010). Organizational commitment is the power of employees in identifying integrating themselves into parts of the organization (Mowdey et al., in Slocum and Hellriegel, 2007), a working attitude that is directly related to the employee's participation and the desire to survive in the organization and are clearly related to performance (Mathieu and Zajac, in Silverthorne, 2004), a strong desire to remain a member of the organization, an all desires to show effort high level on behalf of the organization, and a strong belief in accepting the values and goals of the organization (Luthans (2011), a level or degree of employee identification with the organization and wants to continue its active participation in the organization (Newstrom, 2015), the level of trust and acceptance of workers to organizational goals and have a desire to remain in the organization, which is ultimately reflected in the attendance statistics and entry-exit of workers from the organization (turnover) (Jackson et al., 2009). Meyer and Allen (Luthans 2011) identify three aspects of organizational commitment, namely: (1) normative commitment, which is associated with feelings of employees towards the necessity to remain in the organization. (2) continuance commitment, which related to the perception commitment based on employee perceptions of damages that will be obtained, if they do not resume the responsibility within the organization; and (3) effective commitment, which is reflected in the employee's emotional attachment to the organization.

In addition to an effect on OCB, organizational commitment also is influent by career development (Ogaboh et al., 2010; Younis et al., 2013; Darmawan, 2017). Organizational commitment also is influent by organizational justice (Leow and Khong, 2009; Olkkonen and Lipponen, 2006; Hasmarini and Yuniawan 2008; Jawad et al., 2012; Yazicioglu and Topaloglu, 2009). Organizational commitment is also influent by the quality of work-life (Parvar et al., 2013; Ariani, 2017). Besides, organizational commitment also mediates the influence of career development on OCB (Ogaboh et al., 2010; Younis et al., 2013; Darmawan, 2017; Feather and Rauter, 2004; Jahangir et al., 2006; Noor 2009; Suresh and Venkatammal, 2010). Also, organizational commitment mediates the influence of organizational justice on OCB (Leow and Khong, 2009; Olkkonen and Lipponen, 2006; Feather and Rauter, 2004; Jahangir et al., 2006; Noor, 2009; Suresh and Venkatammal, 2010). In addition, organizational commitment also mediates the influence of work-life on OCB (Parvar et al., 2013; Feather and Rauter, 2004; Jahangir et al., 2006; Noor, 2009; Suresh and Venkatammal, 2010).

2. METHODS

There were 233 out of 556 managers taken as research sample through simple random sampling. Data were obtained through a questionnaire in the form of a Likert scale with five alternative answers, namely, strongly disagree, disagree, neutral, disagree, and strongly disagree. The questionnaire made by the researchers based on the theoretical dimensions of experts. Variable of OCB: Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, Tschannen-Moran, 2004). Variable of career development: career setting, attention to supervisors, career opportunities, compliance on interest, and satisfaction in a career (Werther and Davis, 2006). Variable of organizational

justice: distributive justice, procedural justice, interactional justice (Aamodt, 2013). Variable of quality of work-life: a safe work environment; healthy work environment; work to develop individual capabilities; encourage personal identity; communal feelings; privacy; respect for human rights; and social responsibility organization (Bateman, 2007). Variable of organizational commitment: affective, normative, and continuance (Meyer and Allen, in Luthans, 2011). The structural equation modeling (SEM) was used to analyze the data.

3. RESULTS AND DISCUSSION

The results showed the path coefficient and t value as follows in Figures 1 and 2.

The results of the index to determine the suitability of the model shown in Table 1.

The results of testing the accuracy of the model showed that of the nine indexes there were four indexes categorized as not fit, that is $P(\chi^2)$, RMSEA, GFI, and AGFI and five categorized good fit index (NFI, NNFI, CFI, IFI, and RFI). From the results of this test it can be seen that more indices are categorized as good fit, so that it is concluded that the empirical model influences career development, organizational justice, and quality of work life on organizational commitment and OCB is fit with its theoretical model.

Summary of the results of the analysis of the effect of one variable on another variable according to its level of significance with a table value with $\alpha = 5\%$ is presented in Table 2.

Based on the above table the whole effect of one variable to another variable declared significant and positive effect.

Summary of the results of the analysis of the indirect and total effects of one variable on another is presented in Table 3.

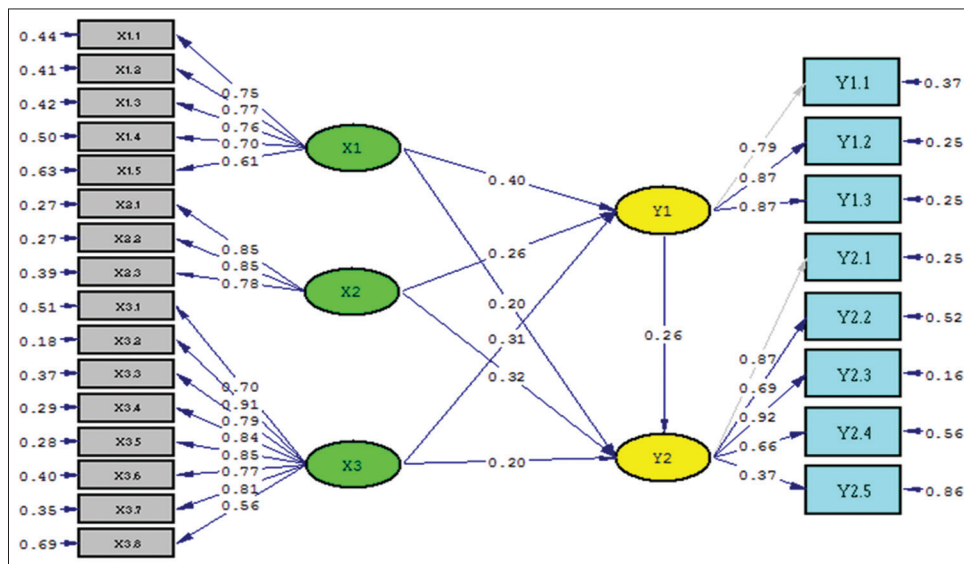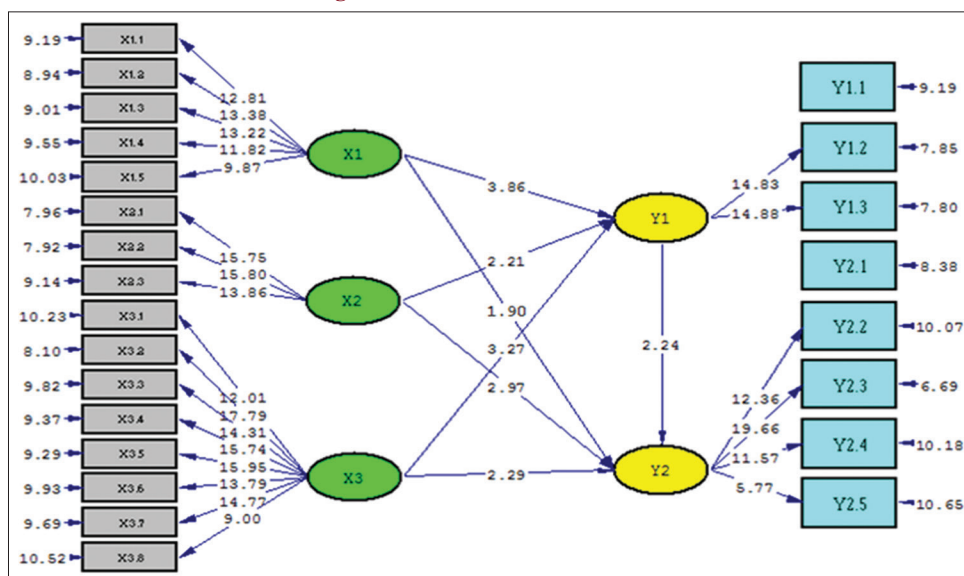**Figure 1:** Structural model of path coefficient

Figure 2: Structural model of t value

The effect of career development on OCB = 0.20. This value is greater than the effect of career development on OCB with mediation of organizational commitment = 0.104. If the total effect of career development and organizational commitment on OCB = 0.30.

The effect of organizational justice on OCB = 0.32. This value is greater than the effect of organizational justice on OCB with mediation of organizational commitment = 0.067. If the total effect of organizational justice and organizational commitment to OCB is = 0.39.

The effect of quality of work life on OCB = 0.20. This value is greater than the influence of quality of work life on OCB with mediation of organizational commitment = 0.080. If it is totaled it is known that the total influence of the quality of work life and organizational commitment to OCB = 0.28.

The direct effect of career development on OCB = 0.20 and t value = 1.90 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect on career development on OCB. This means that the theory and the results of previous studies that form the basis for developing career development hypotheses that have a direct effect on OCB are proven. Thus, the better career development, the more OCB will increase.

The direct effect of organizational justice on OCB = 0.32 and t value = 2.97 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect of organizational justice on OCB. This means that the theory and the results of previous studies that form the basis for building an organizational justice hypotheses that have a direct effect on OCB are proven. Thus, the better organizational justice, the more OCB will increase.

The direct effect of work quality on OCB = 0.20 and t value = 2.29 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect on quality of work life on OCB. This means that the theory and the results of previous studies which are used as the basis for constructing a hypothesis of quality of work life hypotheses that have a direct effect on OCB are proven. Thus, the better the quality of work life, the more OCB will increase.

The direct effect of organizational commitment on OCB = 0.26 and t value = 2.24 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect of organizational commitment on OCB. This means that the theory and the results of previous studies that form the basis for building a hypothesis that organizational commitment hypotheses that have a direct effect on OCB are proven. Thus, the better organizational commitment, the more OCB will increase.

The direct effect of career development on organizational commitment = 0.40 and t value = 3.86 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect on career development on organizational commitment. This means that the theory and the results of previous studies that form the basis for building career development hypotheses that have a direct effect on organizational commitment are proven. Thus, the better career development, the more organizational commitment will increase.

The direct effect of organizational justice on organizational commitment = 0.26 and t value = 2.21 >t table (n = 233; α 5%, two-way) = 1.65, so there is a significant and positive direct effect of organizational justice on organizational commitment. This means that the theory and the results of previous studies that form the basis for building organizational justice hypotheses that have a direct effect on organizational commitment are proven. Thus, the better organizational justice, the more organizational commitment will increase.

Table 1: Index suitability model

No.	Index	Standard values	Earned value	Information
1	P (χ^2)	>0.05	.000	Not good fit
2	RMSEA	<0.08	.120	Not good fit
3	GFI	>0.90	.73	Not good fit
4	AGFI	>0.90	.67	Not good fit
5	NFI	>0.90	.95	Good fit
6	NNFI	>0.90	.95	Good fit
7	CFI	>0.90	.96	Good fit
8	IFI	>0.90	.96	Good fit
9	RFI	>0.90	.94	Good fit

Table 2: Results of direct effect and t value between variables

From variables	To variables	Path coefficient	T value	Significance α=5%, table=1.65
Career develop-ment (X_1)	OCB (Y_2)	0.20	1.90	Significant
Justice organization (X_2)	OCB (Y_2)	0.32	2.97	Significant
Quality of work life (X_3)	OCB (Y_2)	0.20	2.29	Significant
Organizational commitment (Y_1)	OCB (Y_2)	0.26	2.24	Significant
Career develop-ment (X_1)	Organizational commitment (Y_1)	0.40	3.86	Significant
Justice organization (X_2)	Organizational commitment (Y_1)	0.26	2.21	Significant
Quality of work life (X_3)	Organizational commitment (Y_1)	0.31	3.27	Significant

Table 3: The analysis of indirect and total effect

No	Flow (path)	Mediating variables	Direct effect	Indirect effect	Total effect	Significance, α=5%, table=1.65
1	Career develop-ment (X_1) to OCB (Y_2)	Organizational commitment	0.20	0.40×0.26=0.104	0.30	Significant
2	Justice organiza-tion (X_2) to OCB (Y_2)	Organizational commitment	0.32	0.26×0.26=0.067	0.39	Significant
3	Quality of work life (X_3) to OCB (Y_2)	Organizational commitment	0.20	0.31×0.26=0.080	0.28	Significant

The direct effect of quality of work life on organizational commitment = 0.31 and t value = 3.27 >t table (n = 233; α 5%, two-way) = 1.65, so that there is a significant and positive direct effect on quality of work life on organizational commitment. This means that the theory and the results of previous studies which are used as a basis for building quality of work life hypotheses that have a direct effect on organizational commitment are proven. Thus, the better the quality of work life, the more organizational commitment will increase.

The indirect effect of career development on OCB by mediating organizational commitment = 0.10 and t value = 1.96 >t table (n = 233; α 5%, two directions) = 1.65, so there is a significant and positive indirect effect of career development on OCB by mediating organizational commitment. This means that the theory and the results of previous research as a basis for building a career development hypothesis have an indirect effect on OCB by mediating organizational commitment. Thus, the better career development supported by organizational commitment, the more OCB will increase.

The indirect effect of organizational justice on OCB by mediating organizational commitment = 0.07 and t value = 1.66 >t table (n = 233; α 5%, two directions) = 1.65, so there is a significant and positive indirect effect of organizational justice on OCB by mediating organizational commitment. This means that the theory and the results of previous research as a basis for building an organizational justice hypothesis have an indirect effect on OCB by mediating organizational commitment. Thus, the better organizational justice, supported by organizational commitment, will increase OCB.

The indirect effect of work quality on OCB by mediating organizational commitment = 0.08 and t value = 1.80 >t table (n = 233; α 5%, bidirectional) = 1.65, so there is a significant and positive indirect effect quality of work life on OCB by mediating organizational commitment. This means that the theory and the results of previous research as a basis for building an quality of work life hypothesis have an indirect effect on OCB by mediating organizational commitment are proven. Thus, the better the quality of work life supported by organizational commitment, the more OCB will increase.

Two structural equations obtained from the results of this study are:

$$Y_1 = 0.40^* X_1 + 0.26^*X_2 + 0.31^*X_3 + Error\ var\ (0.18)$$

$$R2 = 0.82$$

$$Y2 = 0.26^*Y_1 + 0.20^*X_1 + 0.32^*X_2 + 0.20^*X_3 + Error\ var\ (0.15)$$

$$R2 = 0.85$$

The first structural equation is organizational commitment, with a structural coefficient of career development = 0.40, organizational justice = 0.26 and quality of work life = 0.31. The structural coefficient values of the three are positive, thus indicating that the effect of career development, organizational justice, and quality of work life on organizational commitment is positive. That is, improving career development, organizational justice, and quality of work life can increase organizational commitment (R^2) = 0.82. That means that career development, organizational justice, and quality of work life contribute to increasing organizational commitment by 82%.

The second structural equation is OCB, with structural coefficient for career development = 0.20; organizational justice = 0.32; quality of work life = 0.20, and organizational commitment = 0.26. The structural coefficient values are all positive, so that it shows the effect of career development, organizational justice, quality of work life, and organizational commitment to OCB is positive. That is, improving career development, organizational justice, quality of work life and organizational commitment can increase OCB (R^2) = 0.85. This means career development, organizational justice, quality of work life and organizational commitment contributes to an 85% increase in OCB.

The results of this study proved that career development has a significant and positive effect on OCB. These findings provided evidence that career development was very important for OCB employee improvement, including managers. Career development is a formal company effort that focuses on employee enrichment to meet the needs and organization that is manifested in the form of career settings, attention to supervisors, career opportunities, the fulfillment of interests, and career satisfaction (Werther and Davis, 2006). When aspects of career development are in good and adequate condition, it can stimulate an increase in OCB, i.e., employee actions carried out continuously and exceeding the standards required by the organization that can provide a positive contribution to the development and effectiveness of the organization manifested in behavior attach importance to the common interest, prudence, sportsmanship, obedience and wisdom (Organ, in Tschannen-Moran, 2004). The results of previous studies conducted by Singh and Singh (2010), and Sutton (2005) also show that career development has a significant effect on OCB. Hence, the results of this study verified and proved the results of previous studies that career development has a significant and positive effect on OCB by setting research at PTPN XIII (Persero) manager-level employees.

The results of this study proved that organizational justice has a significant and positive effect on OCB. This finding provided evidence that organizational justice was vital for improving OCB employees, including managers. Organizational justice is an employee's assessment of himself being treated fairly by organizations which include distributive justice, procedural justice, and interactional justice (Aamodt, 2013). When aspects of organizational justice are in a good and adequate condition, it can stimulate an increase in OCB, namely employee actions that are carried out continuously and exceed the standards required by the organization that can make a positive contribution to the development and effectiveness of the organization manifested in the interests of behavior: Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). According to Li and Cropanzano (2009), organizational justice can

improve OCB. Also, the results of previous research conducted by Cohen and Spector (2001), Kusumo (2015), Moorman (1991), and Yılmaz and Tasdan (2009) showed organizational justice affected OCB. Therefore, the results of this study verified and proved the results of previous studies that organizational justice has a significant and positive effect on OCB by setting the research at PTPN XIII (Persero) manager-level employees.

The results of this study proved the quality of work-life has a significant and positive effect on OCB. This finding provided a clear indication that the quality of work-life was very important for the improvement of OCB employees, including managers. Quality of work life is the overall condition of the experience felt by individuals during the workplace that affects their attitudes and behavior in work which is reflected in the safety of the work environment, the health of the work environment, work that develops individual abilities, encourages personal identity, communal feelings, personal secrecy, respect human rights and social responsibility of the organization (Bateman, 2007). When aspects of organizational justice are in a good and adequate condition, it can stimulate an increase in OCB, namely employee actions that are carried out continuously and exceed the standards required by the organization that can make a positive contribution to the development and effectiveness of the organization manifested in the interests of behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). The results of previous studies conducted by Kashani (2012) show that the quality of work-life has a significant effect on OCB. So that the results of this study verified and proved the results of previous studies that the quality of work-life has a significant and positive effect on OCB by setting the research at the employee level manager of PTPN XIII (Persero).

The results of this study proved that organizational commitment has a significant and positive effect on OCB. This finding provided a clear indication that organizational commitment was important and vital for improving OCB employees, including managers. Organizational commitment is the engagement and involvement of individuals in making efforts that lead to the achievement of organizational goals affective, normative, and continuance (Meyer and Allen, in Luthans, 2011). When aspects of organizational commitment are in good and adequate conditions, it can stimulate an increase in OCB, namely employee actions carried out continuously and exceeding the standards required by the organization that can make a positive contribution to the development and effectiveness of organizations that are manifested in the importance of behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). The results of previous studies conducted by Feather and Rauter (2004) and Jahangir et al. (2006) show that organizational commitment significantly influences OCB. As a result, the results of this study support and confirm the results of previous studies that organizational commitment has a significant and positive effect on OCB by setting the research at the employee level manager of PTPN XIII (Persero).

The results of this study proved that career development has a significant and positive effect on organizational commitment. This

finding provided evidence that the organizational commitment required career development of employees, including from managers. Career development is a formal company effort that focuses on employee enrichment to meet the needs and organization that is manifested in the form of career settings, attention to supervisors, career opportunities, the fulfillment of interests, and career satisfaction (Werther and Davis, 2006). When aspects of career development are in good and adequate condition. then it can stimulate increased organizational commitment as a manifestation of individual engagement and involvement in making efforts that lead to the achievement of organizational goals affective, normative, and continuance (Meyer & Allen, in Luthans, 2011). Previous research conducted by Ogaboh et al. (2010), Younis et al. (2013) and Darmawan (2017) showed that career development had a significant and positive effect on organizational commitment. In relation to this, the results of this study support and confirm the results of previous studies that career development has a significant and positive effect on the organizational commitment by setting research at PTPN XIII (Persero) manager-level employees.

The results of this study proved that organizational justice has a significant and positive effect on organizational commitment. This finding provided real evidence that organizational justice was very important for developing the organizational commitment of employees, including managers. Organizational justice is an employee's assessment of himself being treated fairly by organizations which include distributive justice, procedural justice, and interactional justice (Aamodt, 2013). When aspects of organizational justice are in good and adequate conditions, it can encourage increased organizational commitment, namely the engagement and involvement of individuals in making efforts that lead to the achievement of organizational goals affective, normative, and continuance (Meyer and Allen, in Luthans, 2011). The results of previous studies conducted by Olkkonen and Lipponen (2006), Leow and Khong (2009), Hasmarini and Yuniawan (2008), Jawad et al. (2012), as well as Yazicioglu and Topaloglu (2009) prove that organizational justice affects commitment organizational. Consequently, the results of this study verified and proved the results of previous studies that organizational justice has a positive and significant effect on organizational commitment by setting the research at the level manager of employee PTPN XIII (Persero).

The results of this study proved the quality of work-life has a significant and positive effect on organizational commitment. This finding provided tangible evidence that the quality of work-life was very important for increasing organizational commitment among employees, including managers. Quality of work life is the overall condition of the experience felt by individuals at work that affects their attitudes and behavior at work reflected by the safety of the work environment, the healthy of the work environment, work that develops individual abilities, encourages personal identity, communal feelings, personal secrecy, respect human rights and social responsibility of the organization (Bateman, 2007). When aspects of the quality of work-life were in good and adequate conditions, it encouraged the increased of organizational commitment of employees as a manifestation of

individual engagement and involvement in making efforts lead to the achievement of organizational goals affective, normative and continuance (Meyer and Allen, in Luthans, 2011). The results of previous studies conducted by Parvar et al. (2013) and Afsar (2014) show the quality of work-life has a significant and positive effect on organizational commitment. As a result, the results of this study verified and proved the results of previous studies that the quality of work-life has a significant and positive effect on the organizational commitment by setting research at the employee level manager of PTPN XIII (Persero).

The results of this study proved that career development has a significant and positive effect on OCB by mediating organizational commitment. These findings provided a clue that career development supported by organizational commitment was important for improving OCB employees, including managers. Career development is a formal enterprise effort that focuses on employee enrichment to meet the needs and organization that is manifested in the form of career arrangements, attention to supervisors, career opportunities, the fulfillment of interests, and satisfaction in a career (Werther and Davis, 2006), while organizational commitment is the engagement and involvement of individuals in making efforts that lead to the achievement of organizational goals affective, normative and continuance (Meyer and Allen, in Luthans, 2011). When aspects of career development and organizational commitment are in good and high condition, then that right can encourage the improvement of OCB as employee actions carried out continuously and exceeds the standards required by the organization that can make a positive contribution to the development and effectiveness of the organization that is manifested in behavior: Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). The results of previous studies conducted by Singh and Singh (2010) and Sutton (2005) also show that career development has a significant effect on OCB, while the results of research by Feather and Rauter (2004) and Jahangir et al. (2006) show that commitment organizational significant effect on OCB. Consequently, the results of this study verified and proved the results of previous studies that career development has a significant and positive effect on OCB by mediating organizational commitment by setting research at PTPN XIII (Persero) manager-level employees.

The results of this study proved that organizational justice has a significant and positive effect on OCB by mediating organizational commitment. This finding provided clues that organizational justice supported by organizational commitment was important and vital for improving OCB employees, including managers. Organizational justice is an employee's assessment of himself being treated fairly by organizations that include distributive justice, procedural justice and interactional justice (Aamodt, 2013), while organizational commitment is the engagement and involvement of individuals in making efforts that lead to the achievement of organizational goals affective, normative and continuance (Meyer and Allen, in Luthans, 2011). When aspects of organizational justice and organizational commitment were in good and high condition, its right encouraged the improvement of OCB as employee actions

carried out continuously and exceed the standards required by the organization that gave a positive contribution to the development and effectiveness of the organization manifested in behavior: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). The results of previous studies conducted by Cohen and Spector (2001) show that organizational justice plays an important role in shaping extra-role behavior (OCB), while the results of Feather and Rauter (2004) and Jahangir et al. (2006) research shows organizational commitment has a significant effect on OCB. It implied that the results of this study verified and proved the results of previous studies that organizational justice has a significant and positive effect on OCB by mediating organizational commitment by setting research at PTPN XIII (Persero) manager-level employees.

The results of this research proved the quality of work-life has a significant and constructive effect on OCB by mediating organizational commitment. This finding provided a clue that the quality of work-life supported by organizational commitment does an important role in improving OCB employees, including managers. Quality of work-life is the overall condition of the experience felt by individuals while at the job that affects their attitudes and behavior in performance which is reflected in the safety of the work environment, healthy of the work environment, work that developed individual abilities, encouraged personal identity, communal feelings, personal secrecy, respecting human rights and organizational social responsibility (Bateman, 2007), while organizational commitment is the engagement and involvement of individuals in making efforts that lead to the achievement of organizational goals affective, normative and continuance (Meyer and Allen, in Luthans, 2011). When aspects of the quality of work-life and organizational commitment are in good and high condition, then that right encourages the improvement of OCB as employee actions carried out continuously and exceed the standards required by the organization that can make a constructive contribution to the development and effectiveness of the organization manifested in behaviors: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ, in Tschannen-Moran, 2004). The results of early studies conducted by Kashani (2012) showed that the quality of work-life has a big effect on OCB, while the results of Feather and Rauter (2004) and Jahangir et al. (2006) shows that organizational commitment has a significant effect on OCB. The results of this research verified and proved the results of previous researches that the quality of work-life has a substantial and productive effect on OCB by mediating organizational commitment by setting research at PTPN XIII (Persero) manager-level employees.

After having presented the whole evidence, the data were true and verified the results of preceding studies used as a reference for this research, namely Olkkonen and Lipponen (2006), Leow and Khong (2009), Hasmarini and Yuniawan (2008), Jawad et al. (2012), and Yazicioglu and Topaloglu (2009) prove that organizational justice influences organizational commitment; research by Parvar et al. (2013), and Afsar (2014) stated that the quality of work life has a that the quality of work life has a substantial effect on organizational commitment; research by Singh and Singh (2010), and Sutton (2005) revealed that career

development has a significant effect on OCB; Cohen and Spector's (2001) conducted a an investigation and found that organizational justice does an important role in the formation of various attitude such as satisfaction and commitment, and behaviors such as extra role behavior (OCB); research by Kashani (2012), Amraei et al. (2015), Asgari et al. (2012), Podsakoff et al. (1997), and Syahbanuari and Abdurrahman (2019) showed that the quality of work life has a substantial effect on OCB; and research by Feather and Rauter (2004), Jahangir et al. (2006), Noor (2009) and Suresh and Venkatammal (2010) found that organizational commitment has a significant effect on OCB with a number of differences that represent the novelty of this study, namely: First, the model. The research model on the influence of career progress, organizational justice and quality of work-life on OCB with the mediation of organizational commitment was proven to be consistent, significant and positive for all its causal influences, both direct, indirect and total influences, consequently, the discoveries are diverse from the previous studies employed in this research. In this context, this research was the development of designs from previous relevant investigations. Second, location or object. This research was run in Indonesia, by taking the research object in public companies managed by the government, specifically PTPN III (Persero). Third, time. This research was conducted in 2019 in a distinctive time dimension compared to previous researches. With these three different results, the novelty of this research was research designs on the effects of career development, organizational justice and quality of work-life on OCB by mediating organizational commitment that theoretically can enrich research and literature in management, HRM, and reliable model for improving employee OCB, especially at the managerial level, through career development, organizational justice, quality of work-life and organizational commitment.

4. CONCLUSIONS

Career development, organizational justice, quality of work-life, and organizational commitment influent OCB. Career development, organizational justice, and quality of work-life influent organizational commitment. Organizational commitment intervened in the effect of career development, organizational justice, and quality of work-life on OCB. This study showed that to develop organizational commitment and OCB required improvement in career development, organizational justice, and quality of work life.

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