

The Effect of Procedural Justice and Organizational Commitment on Organizational Citizenship Behavior and Performance of Employees of the Housing and Settlement Area Office of East Kutai Regency

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ABSTRACT: *This study aims to prove the effect of procedural justice and organizational commitment on organizational citizenship behavior and employee performance of the Residential Area Housing Office of East Kutai Regency. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. The results showed that procedural justice had a positive and insignificant effect on organizational citizenship behavior, procedural justice had a positive and insignificant effect on employee performance, organizational commitment had a positive and significant effect on organizational citizenship behavior, organizational commitment had a positive and significant effect on employee performance, organizational citizenship behavior has a positive and insignificant effect on employee performance at the Department of Housing for the Settlement Area of East Kutai Regency.*

KEY WORD: *Procedural Justice, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance*

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I. INTRODUCTION

Employee performance and organizational citizenship behavior are benchmarks for the success of agencies in this study, namely employee performance and organizational citizenship behavior of employees provided to the East Kutai Regency Residential Housing Service, to achieve optimization of employee performance achievement and organizational citizenship behavior, organizational justice and organizational commitment are needed. in implementation.

The problem that arises for the employees of the East Kutai Regency Settlement Housing Service is that the employee's performance has not been optimally achieved. This can be seen through the execution of the work program that has been set, which has not run as expected by the agency, there are still many employees who do not carry out their duties thoroughly and inconsistently. Employee performance which reflects the failure of the institution's objectives to be carried out provides an illustration that more employee attitudes are needed towards the institution which can be applied through organizational citizenship behavior. The Housing Office for Residential Areas of East Kutai Regency really needs employees who are OCB oriented so that employees will be oriented towards helping each other so that employees are able to achieve agency goals together.

The phenomenon of procedural justice can be seen from the management who does not discriminate between job descriptions and job specifications for one employee from another, even though it is seen from the length of service. The phenomenon of procedural justice can be found when individuals judge that a procedure provides an opportunity to express their facts and opinions or not. A procedure used in decision making is said to be fairer if it provides an opportunity to express their opinion compared to one that does not provide an opportunity. Procedural justice emphasizes the perception of justice in the procedures used to make decisions so that every member of the organization feels involved in it. Procedural justice for employees of the East Kutai Regency Settlement Housing Office is related to the process or procedure for distributing awards for achievements in carrying out their duties and functions.

In addition to procedural fairness, the problem in this study is organizational commitment, the causes that influence organizational commitment to employees of the East Kutai Regency Residential Housing Office are different, including some deciding to commit to an agency because they feel the incentives received are in accordance with the performance given, some employees The East Kutai District housing office who decided to commit because they feel an obligation to remain in the agency because they are needed and some are committed because if they leave the agency it will cost more than continuing to work in the agency, so the

problem of organizational commitment needs to be resolved. there is further research related to organizational commitment so that the research results can provide empirical solutions to this phenomenon.

Employees who have high organizational commitment are employees who are more stable and more productive so that in the end it is also more profitable for the organization. Commitment to organization as a psychological construct is a characteristic of the relationship between members of the organization and its organization and has implications for individual decisions to continue membership in organizations. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization (Greenberg, 2017: 89).

Organizational commitment is divided into three main dimensions, namely: affective, normative, and sustainable. Affective commitment reflects an affective orientation towards the organization (reflecting feelings of being bound, clearly identified, and involved in the organization), whereas normative commitment is experienced as an obligation to remain in the organization/moral burden to continue to be in the organization, and continuance commitment (sustainability) reflects the consideration of the loss if leaving the organization that must be borne when leaving the organization.

II. LITERATURE REVIEW

The relationship of procedural justice to Organizational Citizenship Behavior

Fairness builds trust and commitment: Trust is a willingness to respect others, but this willingness is easily shaken. Trust in decision makers is important because they have discretion in allocating rewards and resources. The other thing is that everyone's reactions to beliefs are relevant because of their interdependence. Procedural justice has a stronger relationship with trust. Fairness maintains organizational citizenship behavior, organizational citizenship behavior as a wise behavior and is not explicitly rewarded but can help improve organizational functioning, organizational citizenship behavior is driven by perceptions of fairness. The effect of procedural justice on OCB is based on several previous studies, previous research or this empirical study, there is a significant and insignificant effect with the explanation of previous research as follows: Research conducted by (Farid et al., 2019; Hameed Al-ali et al. , 2019; Junru and Huang, 2019; Sheeraz et al., 2020; Sujono et al., 2020) states that procedural justice has a significant effect on OCB, while research conducted by (Dong and Phuong, 2018) states that procedural justice has no effect significant to OCB

H1: Procedural justice has a positive and significant effect on organizational citizenship of employees of the East Kutai District Residential Housing Service.

The relationship between procedural justice and employee performance

Organizations can apply rules fairly and consistently to all employees and reward employees based on the performance and benefits they provide without any personal bias, then employees will then have a positive perception of procedural justice that leads to higher performance, regarding the relationship between justice procedural with performance where the effect of procedural justice on performance becomes more complex and more complicated than a simple direct relationship. The effect of procedural justice on performance is based on several previous studies, previous research, or empirical studies. There are significant and insignificant effects with the explanation of previous research as follows: Research conducted (Ashraf et al., 2018; Jameel et al., 2020; Koster et al. al., 2020; Surjanti et al., 2018; Wu et al., 2017) states that procedural justice has a significant effect on performance, while research conducted by (Wei et al., 2021) states that procedural justice has no significant effect on performance

H2: Procedural justice has a positive and significant effect on the performance of the East Kutai District Housing Office Employees.

Relationship of organizational commitment to Organizational Citizenship Behavior

Employees known for their high level of commitment seem to be able to provide optimal performance, and this will improve employee performance and reduce absenteeism and desire to leave the organization. This is because they tend to see themselves as part of an organization that matches their values and goals. Such individuals have higher morale, lower intention to leave, increased satisfaction, and increased productivity. A strong commitment to the organization arises from individual interactions with the organization when there are attractive alternative offers of a job or position for someone. The effect of organizational commitment on OCB is based on several previous studies, previous research or empirical studies, there are significant and insignificant effects with the explanation of previous research as follows: Research conducted (Claudia, 2018; Purwanto et al., 2021; Saputra and Supartha, 2019 ; Vipraprastha et al., 2018) states that organizational commitment has a significant effect on OCB, while research conducted by (Musyafidah, 2018) states that organizational commitment has no significant effect on OCB.

H3: Organizational commitment has a positive and significant effect on organizational citizenship of employees of the East Kutai Regency Residential Housing Office.

The relationship between organizational commitment and employee performance

Organizational commitment is a person's strong and close feelings towards the goals and values of an organization in relation to their role in achieving these goals and values. If employees have a high commitment to the company where they work, the performance they produce will also be high and the better for the prospects for the goals of the organization. The problem that often occurs in organizations is where an employee is willing to sacrifice and direct all existing capabilities for the betterment of the organization. This is of course a problem that will have an impact on the performance of the organization itself. Having goals without commitment is useless, so empowered employees deliver on this commitment mentally, emotionally, and physically. Basically, commitment is individual, is a trait or behavior that is owned by everyone. Meanwhile, the commitment of everyone to the organization where he works can be said to be organizational commitment. Organizational commitment or employee loyalty is the degree to which employees identify with the organization and want to continue to actively participate in it. The effect of organizational commitment on performance is based on several previous studies, previous research or empirical studies, there are significant and insignificant effects with the explanation of previous research as follows: Research conducted (Budur, 2018; Hendri, 2019; Imamoglu et al., 2019; Loan, 2020; Martini et al., 2018; Steffans et al., 2018; Vipraprastha et al., 2018) states that organizational commitment has a significant effect on performance, while research conducted by (Purwanto et al., 2021; Suharto et al., 2019) states that organizational commitment has no significant effect on performance.

H4: Organizational commitment has a positive and significant effect on the performance of employees of the East Kutai Regency Residential Housing Office.

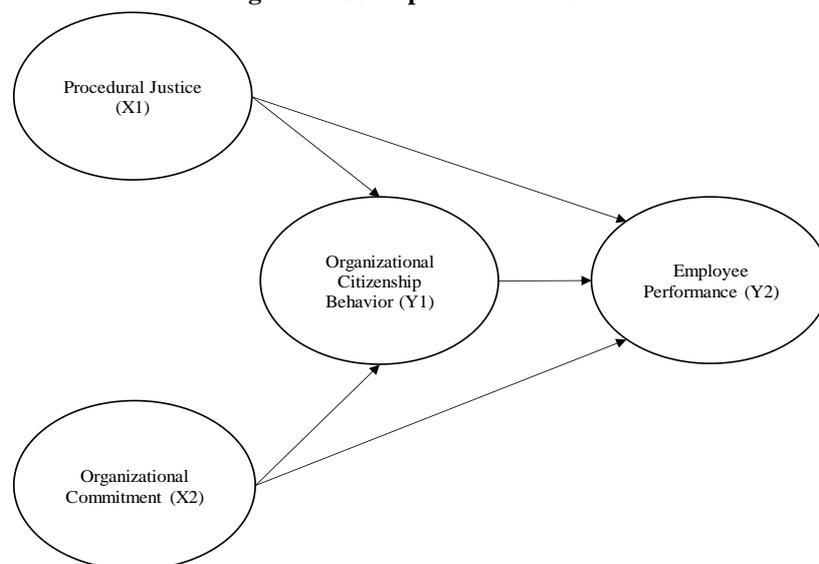
Organizational Citizenship Behavior Relationship to Performance

Robbins and Judge (2015: 235), facts show that organizations that have employees who have good organizational citizenship behavior will have better performance than other organizations. Based on this statement, OCB has an important role in achieving employee performance, with giving more attitudes to employee organizations will also provide more attitudes to other employees with the aim that the organization is able to achieve the vision and mission of the organization on an ongoing basis. The effect of OCB on performance is based on several previous studies, previous research or empirical studies, there are significant and insignificant effects with the explanation of previous research as follows: Research conducted (Chang et al., 2019; Nugroho et al., 2020; Purwanto, 2022; Taamneh et al., 2018) states that OCB has a significant effect on performance, while research conducted by (Alhashedi et al., 2021; Purwanto et al., 2021) states that OCB has no significant effect on performance.

H5: Organizational citizenship behavior has a positive and significant effect on the performance of employees of the East Kutai Regency Residential Housing Office.

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire in this study, the population was all contract employees of the East Kutai District Housing Office, totaling 64 employees. The sampling technique in this study is population research. Based on the population size, the overall sample is 64 respondents, namely all contract employees of the Housing Office of the East Kutai Regency. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Procedural Justice (X1)→(X1.1)	0,941	0,965	0,873	Yes
Procedural Justice (X1)→(X1.2)	0,931			
Procedural Justice (X1)→(X1.3)	0,943			
Procedural Justice (X1)→(X1.4)	0,922			
Organizational Commitment (X2)→(X2.1)	0,915	0,935	0,742	Yes
Organizational Commitment (X2) →(X2.2)	0,900			
Organizational Commitment (X2) →(X2.3)	0,756			
Organizational Commitment (X2) →(X2.4)	0,919			
Organizational Commitment (X2) → (X2.5)	0,805			
Organizational citizenship behavior (Y1) →(Y1.1)	0,918	0,912	0,680	Yes
Organizational citizenship behavior (Y1)→(Y1.2)	0,739			
Organizational citizenship behavior (Y1) →(Y1.3)	0,899			
Organizational citizenship behavior (Y1) →(Y1.4)	0,909			
Organizational citizenship behavior (Y1) →(Y1.5)	0,614			
Employee Performance (Y2) →(Y2.1)	0,926	0,956	0,879	Yes
Employee Performance (Y2) →(Y2.2)	0,944			
Employee Performance (Y2) →(Y2.3)	0,943			

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Procedural justice has a positive and insignificant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service.
2. Procedural justice has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Office.

3. Organizational commitment has a positive and significant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service.
4. Organizational commitment has a positive and significant effect on employee performance at the East Kutai Regency Residential Housing Office.
5. Organizational citizenship behavior has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Service.
6. Procedural justice has a positive and insignificant effect on employee performance through organizational citizenship behavior at the East Kutai District Residential Housing Service.
7. Organizational commitment has a positive and insignificant effect on employee performance through organizational citizenship behavior at the East Kutai District Residential Housing Office.

Table 2. Bootstrapping Results

Direct Effect				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Procedural fairness to organizational citizenship behavior	0.219	1.896	0.058	Insignificant Positive
Procedural fairness to Employee performance	0.201	1.858	0.064	Insignificant Positive
Organizational commitment to organizational citizenship behavior	0.733	6.821	0.000	Significant Positives
Organizational commitment to Employee performance	0.526	3.571	0.000	Significant Positives
Organizational citizenship behavior towards employee performance	0.203	1.345	0.179	Insignificant Positive
Indirect Effect				
The Value of Influence Between Variables	Original Sample	T Statistics	P Values	Information
Procedural fairness to Employee performance through organizational citizenship behavior	0.044	1.083	0.279	Insignificant Positive
Organizational commitment to employee performance through organizational citizenship behavior	0.148	1.250	0.212	Insignificant Positive

Source: Calculated using SmartPLS, 2022

Discussion

Procedural justice has a positive and insignificant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service. This means that procedural justice is not necessarily able to encourage an increase in organizational citizenship behavior. The increase in organizational citizenship behavior originating from procedural justice has no significant effect.

Procedural justice has no significant positive effect, this happens because employees implementing a procedural justice system assume that everything has been done according to what has been set and according to regulations so that employees feel they no longer need to do things that exceed everything that has been set, so that employee perceptions regarding organizational citizenship behavior is not significant if it is influenced by procedural justice carried out by employees of the East Kutai Regency Residential Housing Office.

Procedural justice is measured by the highest indicator successively to the lowest indicator, namely consistency (Consistency shows an assessment of the consistency of the application of regulations), process control (Process control shows an assessment of the opportunity given to express views during the implementation of regulations), decision control (Decision control shows an assessment of the opportunities provided and represented by the Employees' Union to participate in supervising the application of regulations), ethics and morals (Ethics and morals indicate an assessment of professional guiding norms in implementing regulations) have not been able to improve Organizational citizenship behavior as measured by the highest indicators respectively up to with the lowest indicator, namely altruism (Self-awareness in helping to provide orientation for new employees even though it is actually not required Self-awareness is ready to replace the work of others who are absent/leave Awareness d envy is willing to take the time to help employees/coworkers who need it), civic virtues (not exaggerating existing problems. Appreciate co-workers' creative and innovative ideas), sportmanship (Self-awareness does not like to talk about things outside of work. Do not like to find fault with co-workers Do not complain about the work given), conscientiousnes (Self-awareness to always arrive / at the office earlier than the provisions. Despite the rainy season / other weather obstacles, remain punctual at work), courtesy (likes to help establish togetherness at work, following agency developments for agency progress Accustomed to paying attention to any information that develops for agencies) in a real or significant way.

Fairness builds trust and commitment: Trust is a willingness to respect others, but this willingness is easily shaken. Trust in decision makers is important because they have discretion in allocating rewards and resources. The other thing is that everyone's reactions to beliefs are relevant because of their interdependence. Procedural justice has a stronger relationship with trust. Fairness maintains organizational citizenship behavior, organizational citizenship behavior as a wise behavior and is not explicitly rewarded but can help improve organizational functioning, organizational citizenship behavior is driven by perceptions of fairness. The effect of procedural justice on OCB is based on several previous studies, previous research, or empirical studies. There is a significant and insignificant effect with the explanation of previous research as follows: Research conducted by (Farid et al., 2019; Hameed Al-ali et al. , 2019; Junru and Huang, 2019; Sheeraz et al., 2020; Sujono et al., 2020) states that procedural justice has a significant effect on OCB, this means that the empirical study does not support the current research results while the research conducted by (Dong and Phuong, 2018) states that procedural justice has no significant effect on OCB, this means that the empirical study supports the current research results.

Procedural justice has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Office. This means that procedural justice is not necessarily able to encourage increased employee performance. The increase in employee performance originating from procedural justice has no significant effect.

Procedural justice has no significant positive effect on employee performance, this is because employees feel that they have carried out and received procedural justice at the East Kutai Regency Settlement Housing Office consider that everything has been carried out according to the rules and orders that have been set without thinking about the end result of the work that has been done namely the performance of the employee itself, so that performance is not the main goal of employees in carrying out their duties and responsibilities but only prioritizes procedural justice that is obtained and carried out in agencies.

Procedural justice is measured by the highest indicator successively to the lowest indicator, namely consistency (Consistency shows an assessment of the consistency of the application of regulations), process control (Process control shows an assessment of the opportunity given to express views during the implementation of regulations), decision control (Decision control shows an assessment of the opportunity given and represented by the Employees' Union to participate in supervising the implementation of regulations), ethics and morals (Ethics and morals show an assessment of professional guiding norms in implementing regulations) have not been able to improve employee performance as measured by the highest indicators in a row up to the lowest indicators are quality of work (quality of work in units of output), punctuality (punctuality in carrying out tasks), quantity of work (quantity of work produced) in a real or significant way.

Organizations can apply rules fairly and consistently to all employees and reward employees based on the performance and benefits they provide without any personal bias, then employees will then have a positive perception of procedural justice that leads to higher performance, regarding the relationship between justice procedural with performance where the effect of procedural justice on performance becomes more complex and more complicated than a simple direct relationship. The effect of procedural justice on performance is based on several previous studies, previous research, or empirical studies. There is a significant and insignificant effect with the explanation of previous research as follows: Research conducted (Ashraf et al., 2018; Jameel et al., 2020; Koster et al., 2020; Surjanti et al., 2018; Wu et al., 2017) stated that procedural justice has a significant effect on performance, this means that the empirical study does not support the current research results while the research conducted by (Wei et al., 2021) stated that procedural justice has no significant effect on performance. This means that the empirical study supports the current research results.

Organizational commitment has a positive and significant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service. This means that organizational commitment can encourage an increase in organizational citizenship behavior. Increasing organizational citizenship behavior that comes from organizational commitment has a significant effect.

Organizational commitment is measured by the highest indicator successively to the lowest indicator, namely personal meaning (Personal meaning shows feelings about the meaning of the agency), being part of agency problems (Being part of agency problems shows responses to problems faced by agencies), being part of agency (Being part of an agency shows a feeling of whether you feel part of an agency or not), a sense of belonging (a sense of belonging shows an attitude of belonging to an agency), a feeling of attachment (a feeling of being attached shows a feeling of being attached to an agency) has been able to increase Organizational Citizenship behavior as measured by the highest indicator in a row to the lowest indicator, namely altruism (Self-awareness in helping to provide orientation for new employees even though it is not actually required Self-awareness is ready to replace the work of others who are absent/leave Self-awareness is sad he takes the time to help employees/coworkers who need it), civic virtues (does not exaggerate existing problems. Appreciate coworkers' creative and innovative ideas), sportmanship (Self-awareness does not like to talk about things outside of work. Do not like to find fault with co-workers Do not complain about the work given), conscientiousness

(Self-awareness to always arrive / at the office earlier than the provisions. Despite the rainy season / other weather obstacles, remain punctual at work), courtesy (likes to help establish togetherness at work, following agency developments for agency progress Accustomed to pay attention to any information that develops for agencies) in a real or significant way.

Employees known for their high level of commitment seem to be able to provide optimal performance, and this will improve employee performance and reduce absenteeism and desire to leave the organization. This is because they tend to see themselves as part of an organization that matches their values and goals. Such individuals have higher morale, lower intention to leave, increased satisfaction, and increased productivity. A strong commitment to the organization arises from individual interactions with the organization when there are attractive alternative offers of a job or position for someone. The effect of organizational commitment on OCB is based on several previous studies, previous research, or empirical studies. There is a significant and insignificant effect with the explanation of previous research as follows: Research conducted (Claudia, 2018; Purwanto et al., 2021; Saputra and Supartha, 2019; Vipraprastha et al., 2018) states that organizational commitment has a significant effect on OCB, this means that the empirical study supports the results of current research while research conducted by (Musyafidah, 2018) states that organizational commitment has no significant effect on OCB this means that the empirical study does not support the current research results

Organizational commitment has a positive and significant effect on employee performance at the East Kutai Regency Residential Housing Office. This means that organizational commitment can encourage increased employee performance. Increased employee performance that comes from organizational commitment has a significant effect.

Organizational commitment is measured by the highest indicator successively to the lowest indicator, namely personal meaning (Personal meaning shows feelings about the meaning of the agency), being part of agency problems (Being part of agency problems shows responses to problems faced by agencies), being part of agency (Being part of an agency shows a feeling of whether you feel part of an agency or not), a sense of belonging (a sense of belonging shows an attitude of belonging to an agency), a feeling of being attached (a feeling of being attached shows a feeling of being attached to an agency) has been able to increase employee performance as measured by the highest indicator successively to the lowest indicator, namely quality of work (quality of work in units of output), punctuality (punctuality in carrying out tasks), quantity of work (quantity of work produced) in a real or significant way.

Organizational commitment is a person's strong and close feelings towards the goals and values of an organization in relation to their role in achieving these goals and values. If employees have a high commitment to the company where they work, the performance they produce will also be high and the better for the prospects for the goals of the organization. The problem that often occurs in organizations is where an employee is willing to sacrifice and direct all existing capabilities for the betterment of the organization. This is of course a problem that will have an impact on the performance of the organization itself. Having goals without commitment is useless, so empowered employees deliver on this commitment mentally, emotionally, and physically. Basically, commitment is individual, is a trait or behavior that is owned by everyone. Meanwhile, the commitment of everyone to the organization where he works can be said to be organizational commitment. Organizational commitment or employee loyalty is the degree to which employees identify with the organization and want to continue to actively participate in it.

The effect of organizational commitment on performance is based on several previous studies, previous research or empirical studies, there are significant and insignificant effects with the explanation of previous research as follows: Research conducted (Budur, 2018; Hendri, 2019; Imamoglu et al., 2019; Loan, 2020; Martini et al., 2018; Steffans et al., 2018; Vipraprastha et al., 2018) states that organizational commitment has a significant effect on performance, this means that the empirical study supports the current research results while the research conducted by (Purwanto et al., 2021; Suharto et al., 2019) states that organizational commitment has no significant effect on performance, this means that the empirical study does not support the current research results

Organizational citizenship behavior has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Service. This means that Organizational citizenship behavior is not necessarily able to encourage increased employee performance. Increased employee performance originating from Organizational citizenship behavior has no significant effect.

Organizational citizenship behavior has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Service, this insignificant effect is because employees only focus on helping co-workers or completing work that is not their responsibility so that the main work that is their main task is not optimal. Employees should complete their work first and then help other employees so that employee performance can be achieved optimally.

Organizational citizenship behavior as measured by the highest indicator successively to the lowest indicator, namely altruism (Self-awareness in helping to provide orientation for new employees even though it is

not actually required Self-awareness is ready to replace the work of others who are absent/leave Self-awareness is willing to take the time to help employees / coworkers who need it), civic virtues (don't exaggerate existing problems. Appreciate the creative and innovative ideas of co-workers), sportmanship (self-awareness, don't like to talk about things outside of work. Don't like finding fault with coworkers at work Not complaining about the work given), conscientiousnes (Self-awareness to always arrive / at the office earlier than the provisions. Despite the rainy season / other weather obstacles, stay on time at work), courtesy (Likes to help establish togetherness at work, Follow agency developments for maj agency officials are accustomed to paying attention to any information that develops for agencies) have not been able to improve employee performance as measured by the highest indicator in a row to the lowest indicator, namely quality of work (quality of work in units of output), timeliness (punctuality in carrying out tasks), the quantity of work (Quantity of work produced) is real or significant.

Robbins and Judge (2015: 235), facts show that organizations that have employees who have good organizational citizenship behavior will have better performance than other organizations. Based on this statement, OCB has an important role in achieving employee performance, by giving more attitudes to employee organizations will also provide more attitudes to other employees with the aim that the organization is able to achieve the vision and mission of the organization on an ongoing basis. The effect of OCB on performance is based on several previous studies, previous research or this empirical study, there is a significant effect and an insignificant effect with the explanation of previous research as follows: Research conducted (Chang et al., 2019; Nugroho et al., 2020; Purwanto, 2022; Taamneh et al., 2018) states that OCB has a significant effect on performance, this means that the empirical study does not support the results of current research while research conducted by (Alhashedi et al., 2021; Purwanto et al., 2021) states that OCB has no significant effect on performance, this means that the empirical study supports the current research results

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Procedural justice has a positive and insignificant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service. This means that procedural justice is not necessarily able to encourage an increase in organizational citizenship behavior. The increase in organizational citizenship behavior originating from procedural justice has no significant effect. Procedural justice has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Office. This means that procedural justice is not necessarily able to encourage increased employee performance. The increase in employee performance originating from procedural justice has no significant effect. Organizational commitment has a positive and significant effect on organizational citizenship behavior of employees at the East Kutai Regency Residential Housing Service. This means that organizational commitment can encourage an increase in organizational citizenship behavior. Increasing organizational citizenship behavior that comes from organizational commitment has a significant effect. Organizational commitment has a positive and significant effect on employee performance at the East Kutai Regency Residential Housing Office. This means that organizational commitment can encourage increased employee performance. Increased employee performance that comes from organizational commitment has a significant effect. Organizational citizenship behavior has a positive and insignificant effect on employee performance at the East Kutai Regency Residential Housing Service. This means that Organizational citizenship behavior is not necessarily able to encourage increased employee performance. Increased employee performance originating from Organizational citizenship behavior has no significant effect.

The East Kutai Regency Residential Housing Service should be able to improve procedural fairness in agencies by increasing the ethics and morale of employees in carrying out their duties so that the professionalism of employees is reflected and compliance with applicable regulations followed by optimal application of courtesy based on employee awareness in carrying it out because by Courtesy employees will be more oriented towards teamwork and pay attention to agency developments voluntarily. The East Kutai Regency Residential Housing Service should be able to improve procedural fairness in agencies by increasing the consistency of the application of existing regulations in agencies and participating in supervising the application of these regulations so that they run as they should be followed by achieving employee performance by oriented to the quantity of work, with quantity High work performance will jointly achieve quality work and timeliness in work. Employees of the Housing Office for Settlement Areas of East Kutai Regency should be able to maintain the personal meaning of employees in their perspective in showing a feeling of belonging to the agency so that the agency will have employees according to the expectations of the agency so that employees have self-awareness in helping provide assistance to employees even though they are not required to, self-awareness ready to replace other people's work and willing to spend time to help coworkers in need. Employees at the East Kutai Regency Residential Housing Service should be able to maintain their attitude towards agencies that are oriented towards having a desire to be involved in the East Kutai Regency Residential Housing Service and show feelings of attachment to agencies so that agencies can see that employees are able to

complete their work on time and have a good quality of the work that has been done. Employees at the Housing Office for Settlement Areas of East Kutai Regency should be able to have self-awareness, do not like to talk about matters outside of work, do not like to find fault with colleagues at work, do not complain about the work given so that performance achievement problems can be resolved properly and employee-oriented on quality, timeliness and quantity of work. Future research should be able to conduct research with different objects so that procedural justice, organizational commitment, organizational citizenship behavior and employee performance in other agencies can be measured objectively. Subsequent research can also conduct research at the East Kutai Regency Residential Housing Service with different variables so that problems in this agency related to human resource management can have comprehensive guidelines.

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