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The Influence of Motivation, Organizational Commitment, and Organizational Justice on Organizational Citizenship Behavior of the Municipal Police in East Lombok

Agus Abdul Choleq [α], Agusdin [σ] & M. Furkan [ρ]

Abstract- Municipal police organizations function realization of East Lombok yet to be declared maximum because there are many dimensions to the realization of less than one hundred percent. Believed to shape the organizational citizenship behavior (OCB) will improve the performance of individual members and organizations. Factors that must be addressed is through the management motivation, organizational commitment and organizational justice. The focus of this study was formulated three objectives in the form of motivational factors of significance to the OCB, the significance of organizational commitment on OCB and significance of organizational justice against OCB members of municipal police in East Lombok. The design of this research is associative research, established through analysis used partial least square (PLS). The process of data input by the number of observational data of 180 peoples, successfully formed outer and inner models. Utilization coefficient and significance test track proved that the motivation factor significant and positive impact on OCB, organizational commitment significant and positive impact on OCB and organizational justice has a significant and positive effect on OCB members of the municipal police in East Lombok. Based on the value of the path coefficient was found that the largest is the path coefficient of the organizational commitment factor.

Keywords: OCB, motivation, organizational commitment, and organizational justice.

I. Background

Human resource is a crucial aspect in determining the success of an organization, Collin (2015) said that the success and failure of an organization are determined whether or not capable human resources who manage them. Human resources organization wishes are those which have the best behavior and perform tasks beyond the requirements of the job. Such behavior is known as extra-role behavior or organizational citizenship behavior (OCB).

The crucial the existence of human resources in the organization is characterized by the existence of which was never worn because it can be directed behavior in accordance with management's expectations in adjusting the change in external conditions in order to always be able to excel in their role (Sofo, 2003: 106). Contributions values, attitudes, behaviors, knowledge, and expertise of human resources are expected to achieve excellence.

Including applying behavioral OCB on employees who indicated will provide various forms of benefit to the organization, such as an increase in the performance of individuals and organizations (Jahangir, et al., 2004), the effectiveness of the team (Pimthong, 2016), improvement of human resources and social capital (Zhang , 2011). Help each other and solve problems among employees provides the advantages of the transfer of knowledge and skills, so that social learning occurs, causing the organization as efficient in spending. OCB advantage quite a lot, so it needs to be introduced and manifested in the behavior of employees in organizations (public orprivate).

Organizational citizenship behavior (OCB) paired as the behavior of individual citizenship. OCB is the behavior of people outside the job description specified and voluntary formally not within the reward system but contribute to the effectiveness and efficiency of functions within the organization. According to Robbins (2003: 30) OCB as "behavioral choice (extra-role behavior) is not part of the formal labor obligations (in-role behavior) an employee and if the display will increase the effective functioning of the organization". OCB shown can be in the form of help colleagues who are unable, to avoid unnecessary conflict, remain obedient to the rules of the organization, respect for superiors and other colleagues respect and maintain the good name of the organization.

Organ, et al (2006), there are two factors that influence the level of OCB on employees, which is a factor of the individual employees themselves (internal), namely commitment, motivation, managing emotions in employees and job satisfaction, and external factors that come from outside individuals or members of organizations such as facility wages and benefits, leadership style and organizational culture. The concept is built by Organ, et al (1983) continues to develop because previously to identify influential factors such as work and personality. That is a factor that needs to be

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managed in realizing OCB in organizations is not static, but are subject to change and the differences in every organization.

In secret societies with a variety of employment status can only be assessed organizational justice as a factor affecting employee OCB. Gilaninia and Abdesonboli (2011) identified four variables of organizational justice with the latent form of distributive justice, procedural justice, interactional justice and fairness informational significant effect on OCB. In this study need to be managed more variables, such as the organization's policy in providing the motivation (intrinsic and extrinsic motivation) and organizational commitment (affective commitment, continuous commitment, and normative commitment).

Motivation (motivation) Is a process that explains the intensity, direction, and persistence of an individual to achieve his goal. While general motivation with regard to efforts to achieve any purpose (Robbins, 2008: 222). Motivation associated with the use of all potential and guide the behavior, related to satisfying their needs. Organizations must be able to find other forms of employee needs so that behavior can be more focused.

George and Jones (2005) motivation is "a psychological boost to a person who determines the direction and behavior of people, the level of effort and the level of persistence in the face of a problem". Research Kim (2006) found the motivation associated with the OCB on employees of public services in Korea. Similarly, research conducted by Budiyanto and Oetomo (2011) that motivation in a positive and significant effect on OCB with study subjects on civil servants in Magetan, East Java, Indonesia. The results of different studies include research on the company Abda Alif LPG terminal in Jakarta that shows the motivation variable has no effect on OCB.

Organizational commitment is defined as a situation where an employee is in favor of a particular organization and its goals and intends to maintain its membership in the organization (Robbins, 2003). According to Griffin (2004), organizational commitment is an attitude that reflects the degree to which an individual who has a high commitment probably will see himself as a true member of the organization, they would perform as expected by the organization even more than expected in the organization. The organizational commitment which is owned by the members themselves will reflect a sense of loyalty shared by members of the organization on an ongoing basis.

The relationship between the behavior of the OCB organizational commitment due to employees who have a high commitment to the organization for which they work are likely to have an extra contribution to the company and are willing to work melakasanakan exceed workload. Robbins and Judge (2008) which states OCB can arise from various factors within the organization, one of which is the commitment of the organization.

Many previous studies have concluded that the commitments organizational positive and significant effect [Hasani, Boroujerdi & Sheikhesmaelli (2013), Irhas (2017), Shahmohammadi & Afzooni (2018). In addition to that conclusion there are several studies that do not support the conclusions that include a previous study conducted by Kurniawan (2015) in a study of employees at PT X Bandung also stated that organizational commitment consisting of affective commitment and commitment continuant no significant effect on OCB. Meanwhile, Nasichudin and Azzuhri (2013) who conducted research at PT TASPEN (Persero) branch Malang states of dimensions of organizational commitment found no significant effect between affective commitment and normative commitment on OCB.

Other factors that also affect the OCB is justice organization. Robbins and Judge (2007) states that organizational justice is the overall perception of what is fair workplace. Employees consider the organization to be fair when they are convinced that the results they receive in accordance with what they expect. Luthans (2006) states that to build OCB behaviors, employees should feel that they are treated fairly in the procedure and the results are accepted. When employees are treated fairly, then it would make him feel the support of the organization and then encourage them to reciprocate by doing OCB.

Some research has focused linkage between OCB with justice organizations, among others Erkutlu (2011), the university lecturers in Turkey, as well as Noruzy et al., (2011) at a university in Tehran Iran, it is known that organizational justice has a significant influence on OCB. The different results obtained in the study and Rashid Khan (2012) who found the result that there is no significant relationship with OCB organizational justice.

Civil Service Police Unit, which is one of regional organizations in East Lombok is the Regent organize maintenance tasks to help the peace and public order, the protection of society as well as the enforcement of local regulation, decree and the Decree of the Regent.

Based on the task the functions of principal and of course, this task is a very wide field and heavy and required motivation, commitment and strong will of all the members of the organization. Realization gains of East Lombok district municipal police were nice enough but still not optimal. On average the gains achieved only 87.80%, so the need for efforts to improve the performance achievements among organizational citizenship behavior in members of the municipal police of East Lombok. It's believed that the achievement of extra-role behaviors (organizational citizenship behavior / OCB) will improve the performance of an individual and organizational performance, and even a variety of other

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benefits that are multiplier effects, such as team effectiveness, low cost, improvement and continuous improvement of knowledge and skills of employees. This last point may occur since the employees in applying OCB volunteered to help complete the work of his colleagues. Certainly not limited to complete the work,

Based on the descriptions above, research is needed to determine how much influence the motivation, organizational commitment and organizational justice on organizational citizenship behavior (OCB). The focus of this research, especially in the measurement of each variable, it must be clearly specified latent variables. Motivational variables using two latent variables, namely intrinsic and extrinsic motivation. Variables such as organizational commitment affective commitment, continuous commitment, and normative commitment. OCB variables such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The purpose of this study is: (1) to determine the effect of motivation on Organizational Citizenship Behavior on members of municipal police in East Lombok. (2) To determine the effect of organizational commitment on Organizational Citizenship Behavior on members of municipal police in East Lombok. (3) To determine the effect of organizational justice on Organizational Citizenship Behavior on members of municipal police in East Lombok.

II. Literature Review

a) Organizational Citizenship Behavior

According to Robbins and Judge (2008) OCB is a behavior that exceeds formal employment and job description and has benefits to the organization. Employees who have a high OCB will exhibit positive behaviors such as behavioral helping others, active in the office, acting in accordance with procedures and provide the best service. OCB as extra-role behavior (extra role-behavior), becoming the mirror go beyond the job description, although actually not implicated in reward obtained.

Aldag and Reschke in Norway (2017: 9) states OCB as "functional, extra roles, prosocial behavior, directing an individual, group or organization". Various meanings in the OCB to be very important for the organization, not only related to formal employment but also the jobs that are incidental and not in the job description of employees.

Norway (2017: 10) draws conclusions on the meaning of OCB as "helping behavior and build shown by members of the organization and assessed or appreciated by the management of the organization but not directly related to the productivity of individuals and behaviors that played not a requirement of the role of the individual ". There volunteerism in the act to support the partners in carrying out its functions, co-workers do not mind getting high productivity measurements and may occur will be competitors in getting promotions and other positions. Competing sportsmanship is also a characteristic present in the OCB.

Factors that influence the OCB according to Konovsky, Organ (1996) Organ, Podsakoff, MacKenzie (2006) Organ and Ryan (1995), Podsakoff, MacKenzie, Pane, Bachruch (2000), categorize the factors that influence the OCB into three, namely individual differences attitude on the job, and contextual variables.

b) Motivation

Motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals (Rival: 2004). The attitudes and values are something that gives the power to encourage individuals to behave in achieving its objectives. The impetus consists of two (2) components, namely: the direction of behavior (work to achieve the goal), and the strength of behavior (how strongly the individual effort in the works). Motivation includes unique feelings, thoughts and past experiences that are part of the company's internal and external relationships. Besides motivation can also be interpreted as an encouragement individual to take action because they want to do. When people are motivated, they will make a positive choice to do something, because it can satisfy his desire.

Meanwhile, according to Robbins (2008: 222), motivation (motivation) as a process that explains the intensity, direction, and persistence of an individual to achieve his goal. A form of motivation can be a willingness that any effort to do so as to where it was stated by Robbins (1996: 198). Motivation is defined as the willingness to expend tithe incidence of high effort towards goal organisms conditioned by the effort's ability to satisfy an individual requirement.

c) Organizational Commitment

According to Robbins (2006), organizational commitment is high job involvement means favoring certain work of an individual. High organizational commitment means favoring organizations that recruit such individuals. Meyer and Allen (1997) formulated a definition of the commitment in the organization as a psychological construct which is characteristic of members of the organization relationship with the organization and has implications for an individual's decision to continue its membership in the organization.

Organizational commitment by Ivanchevich (2007: 234) in Marwan (2018) is the feeling of identification, engagement, and loyalty expressed by the employees of the organization. Based on such understanding can be identified that the commitment to the organization involving three attitudes that sense of identification with the goals of the organization, feeling involved in organizational tasks, and feeling loyal to the organization.

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Luthans (2006; 249) defines "Organizational commitment is most often defined as (1) a strong desire to remain as members of any particular organization; (2) the desire to strive to suit the organization; and (3) certain beliefs and acceptance of the value and purpose of the organization ".

d) Organizational Justice

According to Robbins and Judge (2014: 144) of organizational justice is defined as the overall perception of what is a fair workplace, comprising of distributive justice, procedural justice, informational justice, and interpersonal justice. Employees view their organizations only when they believe the results they receive, the way in which the results are received fair. The key to the elements of organizational justice is the individual's perception of justice. Perception is a process by which individuals organize and interpret their sensory impressions to give meaning to their environment.

According to Kreitner and Kinicki (2010: 221) in his book entitled Organizational Behavior, Organizational justice reflects the extent to which employees see how they are treated fairly in the workplace. Can identify three different components of organizational justice among other distributional justice, procedural justice, and interactional justice.

Justice arise when employees perceive that the ratio of their input (effort) to their results (award) is equal to the ratio of the other employees. The injustice arises when such ratios are not the same; the ratio of input and results an individual can be greater or less than the property of others.

According to Greenberg (2010: 201) of organizational justice is the public perception of fairness in the organization, which consists of the perception of how decisions are made about the distribution of the results (procedural fairness) and perceived justice those results itself (as learned in equity theory).

III. Hypothesis

Motivation needs to be propagated to all members of the municipal police in order to increase organizational productivity. An employee/member of a highly motivated will carry out the best in every task and responsibility. Improving the performance of members of municipal police will add value to the organization itself.

From the above explanation, the motivational variables become one of the supporting members of the municipal police of East Lombok to do things outside of the description given the job. Members of municipal police who have high motivation will do our best in the tasks given such came earlier than the office hours, helps co-workers / replace the task of a co-worker who is absent, and have the individual initiative to perform tasks beyond the standards granted.

Research Sangmok Kim find the motivation associated with OCB at 1,584 public service employees in Korea. Similarly, research conducted by Widi Oetomo Budiyanto and Silence (2011) that motivation in a positive and significant effect on OCB with research subjects in 270 civil servants in Magetan East Java, Indonesia.

Based on these descriptions, then a hypothetical first to be filed in the study are as follows: Ha1: Motivational Variables significant positive effect on organizational citizenship behavior (OCB) to the members of the municipal police of East Lombok.

When the employee demonstrates a commitment to the organization they work for. They tend to extra contributions to the company and willing to carry out the work that exceeds the workload given to them (Podsakoff et al., 2012). this is according to research findings Meyer et. Al. (2012) concluded there is a direct correlation between organizational commitment and organizational citizenship behavior

Organ et. Al. (2012) suggest that organizational commitment is one of the important determinants for organizational citizenship behavior (OCB). This is consistent with research findings Meyer et. Al. (2012) concluded there is a direct correlation between organizational commitment and organizational citizenship behavior

Bakshi, Sharma, Kumar (2011) also conducted a study of 77 employees working at the National Hydroelectric Power Corporation Ltd, a public sector organization in India regarding organizational commitment relationship with OCB. The results of this study are the three components of organizational commitment, consisting of affective commitment, continuous commitment (continuance), and normative commitment was positively related to OCB. However, among the three organizational commitment only normative commitments that have a significant positive relationship on OCB. In addition, this study also generated that there is no relation.

Ha2: Variable organizational commitment significant positive effect on organizational citizenship behavior (OCB) of municipal police in East Lombok.

In order to improve the behavior of OCB on employees, will be very important for organizations to know what causes the onset and increased OCB. According to the organs and Ryan (1995), fairness in the organization can determine whether a person carrying out duties and responsibilities in accordance with the procedures set out or not. If justice is perceived positively, then the individual as a member of the organization will carry out voluntary work in the organization beyond what is expected.

Research conducted by Erkutlu (2011), the university lecturers in Turkey, as well as Noruzy et al (2011) at the University of Tehran Iran known that

organizational justice has a significant influence on OCB.

Meanwhile, another study said that procedural justice has a strong positive influence, but justice distribution have a weak influence on OCB (Iqbal, Aziz, and Tasawar, 2012). Based on these studies, when the company is fair and has a further procedural fairness will feel more satisfied employees, and make them behave beyond the job description, remuneration and reward systems and formal and thus increase the OCB in the company.

Ha3: Variable justice organizations significant positive effect on organizational citizenship behavior (OCB) of municipal police in East Lombok.

IV. Methods

The method used in this study is a causal and associative method using a quantitative approach. The associative causal research method is used to prove the extent of the relationship between two or more variables. Sample selection is done by using proportional stratified random sampling. The sample used in this study as many as 180 employees. The data collection tool used in this study is a list of questions (questionnaires) that were given to respondents.

Data analysis techniques and test hypotheses using Analysis of Partial Least Square. Advantage analysis with PLS by Wold (in Ghozali and Latan, 2015) states that the PLS is a powerful analytical method therefore not based on many assumptions. Data does not have to a multivariate normal distribution (an indicator of the scale categories, ordinal, interval and ratio) can be used on the same model, the sample should not be large. PLS can be analyzed at once CONSTRUCTS formed with reflexive indicators and indicators of formative and it is not possible to run inside (as would happen unidentified IBSEM models.

According to Ghozali and Latan (2015) PLS's goal is to help researchers to obtain latent variable value for the purposes of prediction. Is a latent variable is linear aggregates of the indicators. Weight estimate to create the latent variable component score obtained based on how the inner workings of the model (a structural model that links between latent variables) and Outler models (a model measurement of the relationship between the indicator with construct) specified. The result is the residual variance and the independent variables (both latent variables and indicators on Minimize.

V. Results

The measurement results from variable items of motivation, commitment, organizational justice, and OCB serve as input for the analysis of PLS. Data prepared in the PLS program to form a CSV file (comma, Separated, value). The exact process in awarding symbol for each item and the accuracy of the lists each data will be decisive entry of data in the PLS program.

Data inputs received ready for advanced PLS analysis process, in accordance with the process and required information. The second step is the association model has been set up, consisting of three independent variables (unobserved variable) and one dependent variable (unobserved variables). The independent variable in the form of motivation consists of eight (8) items (observed variable), variable and equity commitment of each organization consists of nine items as well as OCB variable (the dependent variable) consists of fifteen (15) items.

PLS analysis is a statistical analysis tool based on statistical work non parametric (does not require the normality of the variables and data measurement scale) and is full power, The most important thing in the PLS analysis is a model of inner and outer has been formed, then became the basis for a decision to repair the achievement of the variables of interest. Of course, there is also the theoretical benefits as confirmation of the theory.

PLS as a statistical analysis tool also requires a condition that can be used as the basis of optimum utilization. Compliance of an effort to get the fit model. Many of the parameters used, such as Cronbach's coefficient alpha, composite reliability, and AVE. Value information and the criteria as follows.

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Table 1: Criteria Goodness of Fit Models

No.	Variables	Cronbach Alpha	Composite Reliability	AVE	Criteria
1.	OCB	0739	0881	0742	Well
2.	Motivation	0838	0978	0857	Well
3.	Organizational Commitment	0768	0893	0740	Well
4.	Justice Organiasional	0842	0871	0728	Well

Goodness evaluation of the fit of the model above for the outer models, in which the whole of the parameters obtained eligibility criteria specified, ie above 0.70. These findings reinforce the results of the initial analysis (validity and reliability of the questionnaire), in which the items considered adequate in explaining the variables.

AVE value is high, greater than the value of the correlation between variables (information in Appendix 19). Terms goodness of fit of the model of the outer model is only nature would be a good base to generate inner models that qualify for hypothesis testing and decision-making.

Testing of inner model using the coefficient of determination, which was obtained an R2 value of 0.463. This value is the criteria of a good model because the independent variable (explanatory variables such as motivation, organizational commitment, and organizational justice) can provide information about variations in the dependent variable changes (OCB members of the municipal police of East Lombok) amounted to 46.30%. It can be stated that the model can be used to make policy in the management of various explanatory factors in order to improve the achievement of OCB municipal police members in East Lombok.

Tests of significance in the assessment process as the testing process goodness of fit of the model and also to provide answers to the problems posed. Tests sing alphat value and significance. Test results in the following information.

Table 2: Criteria Significance

No.	Variables	Alpha Significance	Criteria
1.	Motivation	0,040	ha accepted
2.	Organizational commitment	0,000	ha accepted
3.	Organizational justice	0,042	ha accepted

The significance of each variable alpha value of less than 0.05, indicating that the test criteria are Ha received. These findings provide an indication of the variables of motivation, organizational commitment, and organizational justice has a significant influence partially, so aptly put as an explanatory variable of OCB.

VI. Discussion

a) *Effect of Motivation on Employee OCB of municipal police in East Lombok*

Organ et al (2006) found that the factors that influence the OCB sourced from internal factors and external employees. Motivation associated with the wishes of the employee, desire from all of her potential in getting something, especially that are urgent. In this study, a more motivating factor in the study, in the form of intrinsic and extrinsic motivation, will be steering behavior. It can be stated that the motivation variable, associated with organizational policy (East Lombok district municipal police) in the realization of the intrinsic and extrinsic needs of the organization. Fulfillment is well above the motivating factor will be able to realize significant OCB with (real).

Evidenced in this study that motivation factors significantly influence the municipal police employee OCB East Lombok. Significance alpha value of 0,040 and t count equal to 2. 054, while the alpha testing of 5% (0.05) and t table is 1. 96. It can be stated on the policy changes little motivation by the management of East Lombok district municipal police will be able to increase the real behavior of OCB (extra-role behavior) employees.

Found path coefficient value of 0.136; show that any change in one unit of a score of municipal police employee motivators policy East Lombok will be able to provide amendments to the OCB employee of 0.136 units of the score. Directions changes are positive, that the policy of motivating the better it will increase employee OCB municipal police to the real East Lombok. Conversely, a decrease in the quality of motivators of organizational policies will lower OCB behavior members of the municipal police of East Lombok. It became a fad of the municipal police management of East Lombok to always provide the right policy at the reward system for proving himself and the responsibilities of the members as well as a variety of rewards that are financial.

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Employee/ Members who are given the responsibility in accordance with the results of objective analysis capability will be a driving force and not just limited to individual members who get a new responsibility (promotion, self-development), but also for members of the municipal police in other East Lombok regency. Their burden of responsibility as a form of self-actualization and self-development employees must also be balanced with adequate financial reward because the extrinsic elements are also factors that generate positive and significant on OCB at members of the municipal police of East Lombok.

The results of this study reinforce the opinion of the Organ, et al (2006), Alif (2015), Barlian (2016). It should also be informed that efforts to introduce and practice the municipal police organization OCB in East Lombok district should thoroughly on employees. In certain employment criteria concept lazy clerks and the like, associated with the theory of X and Y of the employees (Robbins, 2003). The management must ensure that employees who have negative traits do not take advantage of other employees who apply OCB behaviors. This is to avoid possible negative effects of OCB in organizations, such as job creep (Pickpord and Joy, 2016). Employees/members who get help and troubleshooting in the completion of his work should be increasingly more capable and passion in work and in turn provide assistance to other colleagues so that the OCB will provide a sustainable advantage.

b) *Influence of Organizational Commitment on OCB of municipal police Members in East Lombok*

Organizational commitment proved to have a significant influence on OCB members of the municipal police of East Lombok. Proving through tests of significance, in which test criteria Ha accepted. Significance alpha value of 0, 000 and t count equal to 9. 025. Alpha testing of 0.05 and t table is 1. 96; indicates that the alpha significance of less than 0. 05 and t is greater than 1. 96. Directions influence given are positive, showing all aspects that improve organizational commitment municipal police members of East Lombok will increase significantly over the applied behavior of OCB. The reverse is the decline of all relevant factors will reduce the implementation of its organizational commitment to the members of municipal police OCB East Lombok.

Path coefficient value of variable organizational commitment on OCB members of the municipal police of East Lombok 0. 543. Its meaning is that any changes to realize one unit score of organizational commitment in East Lombok district municipal police will provide a change of 0. 543 units of score on the realization of OCB behaviors. Directions influence is positive, if there is no improvement in the organizational commitment of members will give a big improvement over municipal police members OCB East Lombok.

The findings in this study reinforce the statement Robbins and Judge (2008); Hasani, Boroujerdi & Sheikhesmaelli (2013), Irhas (2017), Shah mohammadi & Afzooni (2018); Sedarmayanti (2015). It is important in this research is the management East Lombok municipal police should strengthen the various factors which embodies the organizational commitment of employees because it is proven to strengthen municipal police member's OCB behaviors in East Lombok. Ensured by an increase in the OCB will provide benefits to the organization, either through individual and organizational performance and continuous nature through team effectiveness (Pimthong, 2016), social capital within the organization (Zhang, 2011).

Members will provide assistance to co-workers, due to absences, work capacity that exceeds the allocation of resources obtained, difficulties in completing the work and various forms of application of the OCB behavior will only be realized if the organization has been able to create a loyalty member of the organization. Loyalty, sense of responsibility and the other is an item of organizational commitment so that these values must be instilled and reinforced internal municipal police in East Lombok.

c) *Influence of Organizational Justice against OCB of Member municipal police in East Lombok*

Proven organizational justice significant effect on OCB members of the municipal police of East Lombok. Acceptable testing criteria is Ha accepted. Based on the significance of the alpha value of 0.042 is smaller than alpha testing (0.05) or t counted (2,022) is greater than t table (1.96). The finding confirms that the changes in the organizational justice that applies to members of the OCB of municipal police in East Lombok will change the application behavior of its members.

Path coefficient value of 0.128 has the meaning given that the direction of influence is positive. Implementing organizational improvements in resource allocation fairness, fairness to contribute, interact and fairness in obtaining various procedural fairness in municipal police organizations East Lombok district will provide increased on applied behavior OCB.

Referring to the value of the coefficient lines on each variable (motivation, organizational commitment, and organizational justice) there is a strong indication that organizational commitment provides the highest changes on the behavior of OCB members of the municipal police of East Lombok. A variable that has the lowest path coefficient value is justice organizations indicate that these variables are on the lowest effect. The accumulation of simultaneous improvement of motivation, organizational commitment, and organizational justice can provide variety to the behavior of members of municipal police OCB East Lombok

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regency of 46.30% (R2 = 0.463). Based on the R2 value, it can be affirmed management really needs to pay attention to motivating factor management, organizational commitment, and organizational justice.

VII. Conclusion

Motivation has a positive and significant effect on organizational citizenship behavior of municipal police in East Lombok. Improvements in the management of intrinsic and extrinsic motivation factors in the employee will have a real impact on the increase OCB of municipal police in East Lombok.

Organizational commitment has a positive and significant effect on organizational citizenship behavior of municipal police in East Lombok. Commitment constantly growing organization, characterized by loyalty and concern over the growth of the organization will strengthen implement OCB behaviors.

Organizational justice has a positive and significant effect on organizational citizenship behavior of municipal police in East Lombok. The significance of these effects based on testing criteria is accepted Ha and the direction of the effect is based on the positive value of the coefficient track.

VIII. Recommendations

The context of the theoretical need to be made based association model using PLS analysis on the dimensions of the motivational factors (intrinsic and extrinsic motivation), the dimensions of organizational commitment (affective commitment, sustained commitment and normative commitment) and distributive justice (distributive justice, procedural justice and fairness interactional) against dimension OCB (altruism, conscientiousness, sportsmanship, courtesy and civic virtue). The model that will be produced is more specific, so it can be referenced in more operational in formulating policies in the organization.

Practical advice in this research is the management of municipal police of East Lombok absolute introduces and implements OCB behavior because it certainly provides benefits. One important thing to apply is through socialization for all employees so that no employe utilizing other employees. Management of East Lombok municipal police could focus more on realizing the commitment of the members first, then pay attention to the fulfillment of the motivating factors and applied fairness in the organization.

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