

ANALISIS PENGARUH BUDAYA ORGANISASI, KEADILAN ORGANISASI, DAN KOMITMEN ORGANISASI TERHADAP *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* ASN PADA KEMENTERIAN KEHUTANAN

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ABSTRAK

Studi ini memiliki tujuan mengkaji pengaruh budaya organisasi, keadilan organisasi, dan komitmen organisasi terhadap *organizational citizenship behavior* (OCB) pada Aparatur Sipil Negara (ASN) di Kementerian Kehutanan. Studi ini menerapkan pendekatan kuantitatif secara desain survei, yang mana data diperoleh dari 71 responden yang ditetapkan melalui teknik total sampling. Pengolahan serta analisis data dilaksanakan secara metode Partial Least Squares–Structural Equation Modeling (PLS-SEM) secara bantuan aplikasi SmartPLS versi 4.0. Hasil analisis mengindikasikan jika budaya organisasi serta keadilan organisasi menghasilkan dampak positif serta signifikan terhadap OCB ASN. Temuan ini menandakan jika nilai-nilai organisasi yang erat serta penerapan keadilan dalam lingkungan kerja mampu mendorong pegawai untuk menunjukkan perilaku kerja sukarela di luar kewajiban formalnya. Sebaliknya, komitmen organisasi menunjukkan dampak negatif serta tidak signifikan terhadap OCB, yang mengisyaratkan bahwa tingkat keterikatan pegawai terhadap organisasi belum tentu berbanding lurus dengan perilaku ekstra peran. Penelitian ini diinginkan bisa menghasilkan peranan empiris untuk perluasan kebijakan serta praktik manajemen sumber daya manusia pada bidang publik.

Kata kunci: Budaya Organisasi, Keadilan Organisasi, Komitmen Organisasi, OCB, ASN

**ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL
CULTURE, ORGANIZATIONAL JUSTICE, AND
ORGANIZATIONAL COMMITMENT ON THE ORGANIZATIONAL
CITIZENSHIP BEHAVIOR OF CIVIL SERVANTS AT THE
MINISTRY OF FORESTRY**

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ABSTRACT

This study aims to examine the influence of organizational culture, organizational justice, and organizational commitment on organizational citizenship behavior (OCB) among State Civil Apparatus (ASN) at the Ministry of Forestry. This study applies a quantitative approach with a survey design, where data is obtained from 71 respondents selected through a total sampling technique. Data processing and analysis were carried out using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of the SmartPLS application version 4.0. The results of the analysis indicate that organizational culture and organizational justice have a positive and significant impact on OCB of ASN. This finding indicates that close organizational values and the implementation of fairness in the work environment can encourage employees to demonstrate voluntary work behavior outside of their formal obligations. Conversely, organizational commitment shows a negative and insignificant impact on OCB, which suggests that the level of employee attachment to the organization is not necessarily directly proportional to extra-role behavior. This research is expected to provide empirical evidence for the expansion of human resource management policies and practices in the public sector.

Keywords: *Organizational Culture, Organizational Justice, Organizational Commitment, OCB, Civil Servants.*