



Organizational Justice and Organizational Citizenship Behavior: The Mediating Roles of Organizational Commitment and Leader-Member Exchange

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Abstract

This study aims to examine the effect of organizational justice on organizational citizenship behavior with organizational commitment and leader-member exchange as mediating variables for sewing employees of PT. Apparel One Indonesia 1. The sample used is 92 respondents with the sampling technique using purposive sampling. The data collection method used a questionnaire. Methods of data analysis using descriptive statistical tests with analysis tools, namely SmartPLS 3.0. The conclusion of this study is that organizational justice cannot improve organizational citizenship behavior either directly or through organizational commitment. However, organizational justice can increase organizational citizenship behavior only when through mediation of leader-member exchange. Recommendations for companies are that during the recruitment process, it is better to choose employees who are truly competent so that tasks can be distributed according to the employees' abilities. In addition, employees must be involved in every decision making so that employees will feel needed and recognized which in turn will bring out commitment to employees

INTRODUCTION

In the current era of globalization, the dynamics of business competition between companies are very tight. Companies are required to be able to survive and adapt to changes. Human resources are one of the factors that determine the success or failure of a company in achieving its goals (Fitriani & Palupiningdyah, 2017) because human resources are a factor that significantly distinguishes one company from another (Zayas-Ortiz et al., 2015).

In a company, each individual is expected to carry out a certain role as determined by the job description and superior expectations. However, it is not uncommon for individuals to perform certain tasks or exhibit certain behaviors that exceed their job descriptions. For example, in a company an employee assists an absent coworker and volunteers for additional assignments when needed. This extra role behavior is known as organizational citizen behavior (OCB).

Organ (1997) defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. From that definition, Bastian (2008) mentions three distinctive elements which have been central to research on OCB. First, OCB is supposed to be discretionary behavior, i.e. performing OCB cannot be contracted. Second, employees who exhibit OCB are not usually rewarded by the organization. And finally, OCB is behavior which at least in the long run and aggregated over many people - contributes to the effectiveness of organizations. Given these important contributions to organizational success, it is critical for organizations to understand how and why employees engage in OCB (Wat & Shaffer, 2005).

Among the factors that can influence organizational citizenship behavior, organizational justice is one of the crucial factors that affect the of OCB among employees (Gan & Yusof, 2018).

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Xinyan and Xin (2006) defined organizational justice as an individual's (or a group's) perception of fairness in an organization. Perceptions of fairness tapped into employee beliefs about the fairness of their social and economic exchanges with organizations (Blakely et al., 2005). Erkutlu et al. (2011) revealed that when employees believe they are being unfairly treated by the organization or by their supervisor, they will likely believe that the social exchange has been violated. If these employees perceive that the cost of remaining in the relationship outweighs the benefits, they are likely to withdraw from the relationship. Conversely, when the organization treats the employees in a fair way, employees will be more likely to show their OCB. (Gan & Yusof, 2018).

Empirically the relationship between organizational justice and organizational citizenship behavior has been investigated by (Tziner & Sharoni, 2014; Saifi & Shahzad 2017; Onn et al., 2018) who found that there was a positive and significant influence between organizational justice and organizational citizenship behavior. However, the results of research conducted by Batool (2013) and Jehanzeb and Mohanty (2019) stated that organizational justice has no significant effect on organizational citizenship behavior. Thus there are still differences in research results, so further validation is needed regarding the relationship between organizational justice and organizational citizenship behavior.

The relationship between organizational justice and organizational citizen behavior can also be mediated by organizational commitment. The results of Jehanzeb and Mohanty (2019) research show that organizational commitment fully mediates the relationship between organizational justice and organizational citizenship behavior. This means that when the commitment of employees is high, it can facilitate employees to show voluntary behavior and lead to positive perceptions of fair organizational processes. However, the results of research conducted by Sanhaji et al. (2016) shows that there is no significant effect on the relationship between organizational justice and organizational citizenship behavior mediated by organizational commitment. This shows that there are still differences in results regarding the mediating role of organizational commitment in the relationship between organizational justice and organizational citizenship behavior.

In addition to organizational commitment, leader-member exchange (LMX) is also

considered a variable that can mediate the relationship between organizational justice and organizational citizenship behavior. Syaifuddin et al. (2015) revealed that LMX is a mediating variable that is perfect in mediating the relationship between organizational justice and organizational citizenship behavior. This means, although employees' perceptions of organizational justice are not strong enough, when superiors and subordinates have a high-quality exchange relationship, it can encourage employees to show organizational citizenship behavior.

However, research conducted by Nazir and Aslam (2011) shows that the LMX partially mediates the relationship between organizational justice and organizational citizenship behavior. This shows that there are still differences in results regarding the mediating role of leader-member exchange in the relationship between organizational justice and organizational citizenship behavior.

This study aims to understand the organizational citizenship behavior of sewing employees at PT. Apparel One Indonesia 1 (AOI1). Sewing employees are the most crucial human resource in determining the sustainability of PT.AOI1 because sewing employees are the core of the production process in the garment industry. From a pre study conducted by researchers on 30 sewing employees of PT. AOI1, it appears that more than 50% of the sewing employees show less organizational citizenship behavior. These results indicate that the organizational citizenship behavior sewing employees of PT.AOI1 is not optimal.

Thus this study will examine the mediating role of organizational commitment and leader-member exchange in the relationship between organizational justice and organizational citizenship behavior on sewing employees of PT. Apparel One Indonesia 1.

Hypothesis Development

The Effect of Organizational Justice on Organizational Citizenship Behavior

The relationship between organizational justice and organizational citizenship behavior is based on social exchange theory. Cropanzano and Byrne (2000) argue that according to social exchange theory, employees are expected to form closer relationships with those who treat them fairly and less close relationships with those who treat them unfairly. By extension, individuals should exert extra effort to help those who treat them with justice, and less effort to help those

who treat them with injustice. In other words, employees will not evenly direct their organizational citizenship behavior across all potential social entities. Conversely, employees will direct their organizational citizenship behavior to individuals or groups that have treated them fairly.

The relationship between organizational justice and organizational citizenship behavior is also based on equity theory. According to equity theory, employees evaluate their work situations by cognitively comparing their inputs to the organization with the outcomes they receive in return. If employees perceive that the organization is treating them fairly or justly, then they are likely to reciprocate the organization by engaging in OCB (Erkutlu et al., 2011).

This statement is supported by the results of previous research which states that organizational justice has a positive and significant effect on organizational citizenship behavior (Tziner & Sharoni, 2014; Saifi & Shahzad, 2017). Therefore, it is proposed that:

H1: Organizational justice has a positive and significant effect on organizational citizenship behavior.

The Effect of Organizational Justice on Organizational Commitment

Social exchange theory is used to understand the relationship between organizational justice and organizational commitment. According to Karriker and Williams (2009) the reciprocal nature of social exchange similar to an economic exchange in which the expenditure and the return are relatively equal, leads to the expectation that employees will perform in-role tasks in exchange for fair treatment. If exchanges were deemed fair, the employees would be more likely to reciprocate the fairness by performing in ways that benefit the organization (Blakely et al., 2005).

In the context of social exchanges between organizations and employees, when employees feel that the amount of salary and work plan is fair, before making a work decision, all interests of the employee have been considered by management, and detailed and complete information is provided regarding the decisions made for the employee. Decisions made about their work will be viewed with trust and respect which in turn will lead to trust and loyalty to the organization, not leaving the organization, perceiving organizational problems as their own problems, more adjustment to the organization, continuing work and duties, having accountability and responsi-

bility and expend extra manpower and energy to achieve organizational goals (Naghypour et al., 2018). This proves that employees who perceive fairness tend to build commitment to the organization as a way of repaying fair managerial actions.

This statement is supported by the results of previous research which states that organizational justice has a positive and significant effect on organizational commitment (Mahmoudi et al., 2014; Jehanzeb & Mohanty, 2019). Therefore, it is proposed that:

H2: Organizational justice has a positive and significant effect on organizational commitment.

The Effect of Organizational Justice on Leader-Member Exchange

Erdogan and Liden (2006) emphasize that relationship between justice and LMX are based on the assumption that individuals monitor the extent to which they are fairly treated, and receive fair. When employees feel that they are being treated fairly, they identify those responsible, and they tend to promptly reciprocate. Thus mutual trust is created through justice which is in turn associated with high quality exchanges relationship between leader and subordinates.

This statement is supported by the results of previous research which states that organizational justice has a positive and significant effect on leader-member exchange (Fein et al., 2013; Syaifuddin et al., 2015). Therefore, it is proposed that:

H3: Organizational justice has a positive and significant effect on leader-member exchange.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

The relationship between organizational commitment and organizational citizenship behavior can be described through social exchange theory. Social exchange theory argues that employees who experience positive exchanges with the organization will reciprocate with a high level of commitment, which then motivates employees to contribute to the organization in other ways, for example through better performance or displaying higher organizational citizenship behavior. (Cohen & Keren, 2008).

This statement is supported by the results of previous research which states that organizational commitment has a positive and significant effect on organizational citizenship behavior (Vania & Purba, 2014; Mahmoudi et al., 2014; Zayas-Ortiz et al., 2015) Therefore, it is proposed that:

H4: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

The Effect of Leader-Member Exchange on Organizational Citizenship Behavior

Based on a social exchange perspective, when a leader forms a high-quality exchange relationship with subordinates, the subordinates in this special relationship have a moral obligation to reciprocate the leader's special support. Subordinates who have a high-quality relationship with the leader tend to get more support, trust, respect, and attention (Duan et al., 2019). In order to repay the positive treatment, subordinates will not only perform their in-role and normal functions satisfactorily, but will also be willing to perform beyond the formal job requirements. On the basis of this perspective, organizational citizenship behavior can be viewed as a social resource that can be exchanged by individuals who have received positive treatment from the leader (Settoon et al., 1996).

This statement is supported by the results of previous research which states that leader-member exchange have a positive and significant effect on organizational citizenship behavior (Syarifuddin et al., 2015; Peng & Lin, 2016). Therefore, it is proposed that:

H5: Leader-member exchange has a positive and significant effect on organizational citizenship behavior.

The Effect of Organizational Justice on Organizational Citizenship Behavior through Organizational Commitment

Employees' perceptions of fairness largely determine how employees behave in the organization. Fairness within the organization can be seen through how the organization distributes rewards and delivers relevant communications to employees as well as the existence of fair procedures in decision making. When this is implemented and employees feel there is justice in the organization, then employees will be motivated to be more loyal to the organization (Bakhshi et al., 2009). Mahmoudi et al. (2014) also revealed that when employees in an organization feel treated fairly, the employee will be committed to the organization.

Committed employees are more likely to engage in supportive behavior for the organization. Furthermore, employees with a high level of organizational commitment see themselves as having the ability to deal with difficult situa-

tions. This perception is reflected in their behavior when they do extra role activities or what can be called organizational citizenship behavior (Paul et al., 2016).

This statement is supported by the results of previous research which states that organizational commitment positively and significantly mediates the effect of organizational justice on organizational citizenship behavior. (Mahmoudi et al., 2014; Jehanzeb & Mohanty, 2019). Therefore, it is proposed that:

H6: Organizational justice has a positive and significant effect on organizational citizenship behavior through organizational commitment.

The Effect of Organizational Justice on Organizational Citizenship Behavior through Leader-Member Exchange

Wee and Ahmad (2009) revealed that employees who feel fairness in the workplace are more likely to maintain good relationships and have more trust in their leader. Furthermore, Deluga (1994) concluded that subordinates who have high-quality LMX relationships with leader tend to enjoy special benefits, and subordinates who have good experiences with leader will feel obliged to repay these benefits by engaging in organizational citizenship behavior.

This statement is supported by the results of previous research which states that leader-member exchange positively and significantly mediates the effect of organizational justice on organizational citizenship behavior (Wee & Ahmad, 2009; Syarifuddin et al., 2015). Therefore, it is proposed that:

H7: Organizational justice has a positive and significant effect on organizational citizenship behavior through leader-member exchange.

Based on the development of the hypothesis, the research model is as follows:



Figure 1. Research Model

METHOD

This research examines the organizational citizenship behavior of the sewing employees of PT. Apparel One Indonesia 1. The sample used is 92 respondents with the sampling technique using sampling purposive. The data used in this study are primary and secondary data.

Organizational justice and organizational citizenship behavior in this study used instruments adopted from Niehoff and Moorman (1993). One of the statement items from the organizational justice variable is “I feel that my job responsibilities are in accordance with my abilities” and one of the statement items of the organizational citizenship behavior variable is “I help other employees who have a heavy workload”.

Organizational commitment using instruments adopted from Allen and Meyer (1990). With one of the statement items “I would be very happy to spend the rest of my career with this organization”. Leader-member exchange using instruments adopted from Liden and Maslyn (1998) with one of the statement items “my supervisor is the kind of person one would like to have as a friend”.

Data analysis in this study used Structural Equation Modeling (SEM) with the SmartPLS 3.0 analysis tool. The data collection technique used a questionnaire with measurements using a Likert scale from 1 = strongly disagree to 5 = strongly agree.

RESULT AND DISCUSSION

Instrument Validity

Convergent validity test can be seen from the factor loading or AVE in table 1. If the loading factor or AVE value > 0.5, then the data can be said to be convergent valid. This study produces a loading factor or AVE > 0.5, it can be said that the instrument is valid.

Table 1. Average Variance Extracted

No.	Variable	AVE
1.	OJ	0.635
2.	OC	0.504
3.	LMX	0.508
4.	OCB	0.522

Where :

- OJ = Organizational Justice
- OC = Organizational Commitment
- LMX = Leader Member Exchange
- OCB = Organizational Citizenship Behavior

Meanwhile, the discriminant validity test can be seen from the table 2 show that crossloading value or the square root of AVE. Square root of AVE can be seen from the Fornell-Larcker criterion table, its value must be higher than the correlation between constructs and other constructs in the model. This study has a higher square root of AVE than the correlation between constructs and other constructs in the model, so that all items in this study have good discriminant validity.

Table 2. Fornell-larcker Criterion

Variable	LMX	OC	OCB	OJ
LMX	0.713			
OC	0.530	0.710		
OCB	0.546	0.399	0.772	
OJ	0.696	0.646	0.448	0.797

Instrument Reliability

Reliability test can be seen from Cronbach’s alpha and composite reliability in table 3. If the value is > 0.7, the instrument can be said to be reliable. In this study, all latent variables had Cronbach’s alpha and composite reliability > 0.7. So, it can be concluded that the instrument or measuring instrument is reliable (consistent and accurate).

Table 3. Cronbach’s Alpha and Composite Reliability

Variabel	Cronbach’s Alpha	Composite Reliability	Information
OJ	0.855	0.896	Reliable
OC	0.798	0.857	Reliable
LMX	0.840	0.878	Reliable
OCB	0.897	0.916	Reliable

Hypothesis Testing

Hypothesis testing in this study was carried out using the SmartPLS 3.0 application. Hypothesis testing can be seen in the path coefficients in figure 2 by evaluating it based on the original

sample value and t-statistic (p-value). Original sample is used to see the direction of the hypothesis relationship, which is positive or negative. While the t-statistic (p-value) is used to determine the estimated value or the amount of independent influence on the dependent variable. The rule of thumb in this study uses t-statistics > 1.662 or p-value < 0.05 and the original sample with a positive value as a condition for acceptance of the hypothesis.

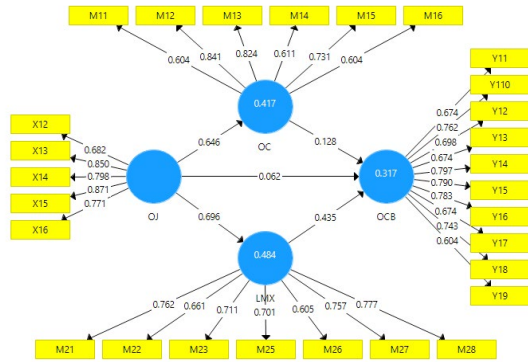


Figure 2. Measurement Model

Table 4. Statistical Test Results

	Original Sample	T Statistics	P Values	Information
H1	0.062	0.381	0.703	Positive Insignificant
H2	0.646	8.264	0.000	Positive Significant
H3	0.696	15.439	0.000	Positive Significant
H4	0.128	0.909	0.364	Positive Insignificant
H5	0.435	2.839	0.005	Positive Significant
H6	0.083	0.866	0.387	Positive Insignificant
H7	0.303	2.773	0.006	Positive Significant

The Effect of Organizational Justice on Organizational Citizenship Behavior

Based on the results of the bootstrapping test using Partial Least Square (PLS), in table 4 the original sample value was 0.062 with t-statistic 0.381 < 1.662 or p-value 0.703 > 0.05. Thus, H1 in this study, namely organizational justice has a positive and significant effect on organiza-

tional citizenship behavior is partially accepted. This means that although there is a positive relationship between organizational justice and organizational citizenship behavior, the perceptions of sewing employees PT. AOI1 regarding organizational justice has not been able to make a real contribution to employees engaging in organizational citizenship behavior.

In this study, perceptions of sewing employees regarding procedural fairness are quite good, as job decisions made by superiors are made in a good way and superiors provide explanations about these decisions and provide additional information when employees request them. Even so, this does not necessarily influence employees to display organizational citizenship behavior. This is possible because the perception of distributive justice is lower than procedural justice, where employees feel that the job responsibilities given by their superiors are not in accordance with their abilities. So that employees will only try to complete work in accordance with the job description.

This statement is supported by Jehanzeb dan Mohanty (2019) who reveal that organizational citizenship behavior is voluntary and outside the scope of formal job descriptions is not always reflected in formal work behavior and attitudes such as organizational policies and procedures. Thus, employees' perceptions of fair organizational processes do not necessarily encourage employees to display organizational citizenship behavior because organizational citizenship behavior is the result of good working relationships and a positive and supportive organizational climate.

The results of this study are in line with research conducted by (Syarifuddin et al., 2015; Jehanzeb & Mohanty 2019) which states that there is an insignificant relationship between organizational justice and organizational citizenship behavior.

The Effect of Organizational Justice on Organizational Citizenship Commitment

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.646 with t-statistic 8.264 > 1.662 or p-value 0.000 < 0.05. Thus, H2 in this study, namely organizational justice has a positive and significant effect on organizational commitment is accepted.

This means that in general, the sewing employees of PT. AOI1 has a good perception of organizational justice, especially regarding job decisions made in a good way by the superior, so that no party is harmed and the superior provides a detailed explanation of the job decision. In the context of social exchange, employees will

respond by looking at the decision with trust and respect which will then make employees prefer to continue working in the company because if employees work at other companies, they do not necessarily get better treatment or benefits than the current company. The results of this study are supported by previous research which states that organizational justice has a positive and significant effect on organizational commitment (Mahmoudi et al., 2014; Jehanzeb & Mohanty, 2019).

The Effect of Organizational Justice on Leader-Member Exchange

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.696 with t-statistic $15.439 > 1.662$ or p-value $0.000 < 0.05$. Thus, H3 in this study, namely organizational justice has a positive and significant effect on leader-member exchange is accepted.

This means that in general, the sewing employees of PT. AOI1 has a good perception of organizational justice, especially regarding job decisions made in a good way by the leader, so that no party is harmed and the leader provides a detailed explanation of the job decision. So that with this treatment, employees will feel that working with their leader is interesting and employees are more willing to make their leader as friends. Thus, the quality of the exchange relationship between leader and employees will increase or be better.

The results of this study are supported by previous research which states that organizational justice has a positive and significant effect on leader-member exchange (Syarifuddin et al., 2015; Fein et al., 2013).

The Effect of Organizational Commitment on Organizational Citizenship Behavior

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.128 with t-statistic $0.909 < 1.662$ or p-value $0.365 > 0.05$. Thus, H4 in this study, namely organizational commitment has a positive and significant effect on organizational citizenship behavior is partially accepted.

This is possible because in this study the affective commitment of PT. AOI1 employees is not strong enough than continuance commitment and normative commitment. Whereas employees with a strong affective commitment remain with the organization because employees want it and this is marked by a deep emotional attachment to the company. Thus employees who have a strong affective commitment tend to exert more extra ef-

fort in doing their work so that it can encourage employees to carry out organizational citizenship behavior.

The results of this study are in line with research conducted by (Allameh et al., 2011; Darmawati et al., 2013) which states that there is an insignificant relationship between organizational commitment and organizational citizenship behavior. Darmawati et al., (2013) revealed that employees who feel they have a high normative and continuance commitment tend to be neutral for their organizational citizenship behavior. It will be different if employees have high affective commitment, because affective commitment is deeper than other commitments, in other words someone who has high affective commitment feels an emotional bond with the organization because of things that the employee feels themselves (not from outside), so that employees who have a high affective commitment are more motivated to carry out organizational citizenship behavior than employees who have a strong normative and sustainable commitment

The Effect of Leader-Member Exchange on Organizational Citizenship Behavior

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.435 with t-statistic of $2.839 > 1.662$ or p-value $0.005 < 0.05$. Thus, H5 in this study, namely leader-member exchange has a positive and significant effect on organizational citizenship behavior is accepted.

This means that in general, the sewing employees of PT. AOI1 feels that their leader are the type of individuals who want to be friends and employees feel very happy when they work with their leader. With this feeling, employees will do their job by exerting every effort for the best results so that the leader likes the way employees work. Thus the quality of the exchange relationship between leader and subordinates will increase or be better.

Subordinates who have high-quality relationships with their leader tend to get more support, trust, respect and attention from their leader. In addition, communication and information exchange between leader and subordinates is also more open and supportive (Duan et al., 2019). With these various benefits, based on reciprocity norms, employees will reciprocate by engaging in organizational citizenship behavior.

The results of this study are supported by previous research which states that leader-member exchange have a positive and significant influence on organizational citizenship behavior.

(Syaifuddin et al., 2015; Peng & Lin, 2016).

The Effect of Organizational Justice on Organizational Citizenship Behavior through Organizational Commitment

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.083 with t-statistic 0.886 <1.662 or p-value $0.387 > 0.05$. Thus, H6 in this study, namely organizational justice has a positive and significant effect on organizational citizenship behavior through organizational commitment is partially accepted.

This means that in this study the role of organizational commitment does not have a major influence in bridging the influence of organizational justice on organizational citizenship behavior. This is possible because in this study, although the perceptions of the sewing employees of PT. AOI1 on organizational justice has a significant influence on organizational commitment, however, the organizational commitment of employees is not too strong so that it cannot influence organizational citizenship behavior, either directly or when used as mediation. The results of this study are in line with the results of research conducted by Sanhaji et al., (2016) which states that there is an insignificant influence on the relationship between organizational justice and organizational citizenship behavior through organizational commitment.

When the mediating variable does not play a sufficient role in the relationship between the two variables, it is likely that the moderating variable plays a more dominant role. Based on research conducted by Mohammad et al., (2016) shows that the Islamic work ethic (IWE) has a moderating effect on the relationship between organizational justice and organizational citizenship behavior. Mohammad et al., (2016) explained that individuals who have high IWE are more likely to show OCB to colleagues and organizations than individuals who have low IWE when perceptions of organizational justice are high. This occurs because individuals believe that their contribution in terms of extra role behavior will ultimately be compensated because the organization recognizes the efforts and treats the individual fairly.

The Effect of Organizational Justice on Organizational Citizenship Behavior through Leader-Member Exchange

Based on the results of the bootstrapping test using Partial Least Square (PLS), the original sample value was 0.303 with t-statistic 2.773

<1.662 or p-value $0.006 < 0.05$. Thus, H7 in this study, namely organizational justice has a positive and significant effect on organizational citizenship behavior through leader-member exchange is accepted.

That is, in general, when the sewing employees of PT. AOI1 has well perceived organizational justice as well as perceptions of equal distribution of resources within a company, whether fairness related to salary or privilege, justice related to procedures, and justice related to interactions between individuals and groups, employees will more likely to maintain good relationships and have more trust in leader. As stated by Erdogan and Liden (2006) that by treating employees fairly and ensuring that rewards are distributed fairly, leader will be able to develop high-quality exchange relationship with subordinates. When quality of exchange relationship between leader and subordinates is high, subordinates tend to get special benefits and because of this the subordinates will feel obliged to repay the benefits that have been given by carrying out organizational citizenship behavior.

The results of this study are supported by previous research which states that leader-member exchange positively and significantly mediates the effect of organizational justice on organizational citizenship behavior (Syaifuddin et al., 2015; Wee & Ahmad, 2009).

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that organizational justice cannot improve organizational citizenship behavior either directly or through organizational commitment. However, organizational justice can increase organizational citizenship behavior only when through leader-member exchange.

Recommendations for future research that will re-examine organizational citizenship behavior are expected to develop other variables that can influence organizational citizenship behavior besides organizational justice, organizational commitment and leader-member exchange. In addition, future research should be conducted on the manufacturing sector other than the garment industry, for example the automotive manufacturing sector.

Recommendation for companies are that during the recruitment process, it is better to choose employees who really have the competence so that later tasks can be distributed according to the employees' abilities. In addition, employees must be involved in every decision making so that emp-

loyees will feel needed and recognized which in turn will bring out employee commitment.

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