The Effect Work-Family Conflict, Organizational Justice, Job Stress on Organizational Citizenship Behavior Mediating by Supervisor Trust

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

Original Research Article

ABSTRACT

The low quality of human resources will be a problem for a company. On the other hand, a successful company requires employees who are willing to do more work than their formal duties to achieve company goals more effectively and efficiently. This behavior is called organizational citizenship behavior (OCB). This study aims to determine the effect of work-family conflict, organizational justice, job stress on organizational citizenship behavior mediated by supervisor trust. The research sample is determined by non-probability sampling which takes 100 employees of private banking companies. The validity test shows that all questionnaire questions are valid with an outer loading score of ($p=0.6$). Based on the results of the calculation of the validity assisted by SmartPLS, it shows that all instruments meet the valid requirements with AVE ($p=0.5$). Based on the data above, the results of the Cronbach Alpha and composite reliability test results show that all data are said to be reliable with a score ($p=0.5$). The results showed that work-family conflict had no effect on organizational citizenship behavior with a p-value 0.48 more than ($p=0.05$). Job stress has no effect on organizational citizenship behavior with a p-value score 0.71 more than ($p=0.05$), organizational justice affects organizational citizenship behavior with a p-value score 0.00 less than

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(p=0.05), supervisor trust has a positive effect on organizational citizenship behavior with a p-value score 0.00 less than (p=0.05), work-family conflict has no effect on organizational citizenship behavior mediated by supervisor trust with a p-value score 0.31 more than (p=0.05), organizational justice has a positive effect on organizational citizenship behavior mediated by supervisor trust with a p-value score 0.00 less than (p=0.05), organizational justice has an effect on organizational citizenship behavior mediated by supervisor trust with a p-value score 0.00 less than (p=0.05) and a negative beta score resulting in the direction of the relationship which is significant negative. Work-family conflict, organizational justice, job stress, supervisor trust have an effect on organizational citizenship behavior by 73.2%. Researchers can give are that further research can be carried out in different areas.

1. INTRODUCTION

The low quality of human resources will be a problem for a company [1]. On the other hand, successful companies require employees who are willing to do more work than their formal duties, responsive workers with performance that exceeds expectations. The achievement of the company's vision and mission depends on the company's resources [2]. Each part of the company has their respective duties and responsibilities to achieve goals [3]. In carrying out its duties and obligations, each division is expected to be able to hold commitments and build cooperation between divisions [4]. This division often triggers individuality, so that interpersonal skills are important to be able to work in a team.

In the era of globalization that is increasingly developing, every company wants not only quality resources, but also human resources who are willing to carry out duties and responsibilities outside their responsibilities as well as behavioral behavior to help colleagues who have difficulty increasing the effectiveness of the company [5]. In addition, the fluctuating economic conditions led several companies to terminate their employment. Termination of employment has an impact on changing the duties and responsibilities and obligations of workers so that my human resources are available to be more creative to increase work efficiency [6]. Apart from creativity, the existing resources are also expected to be able to do things beyond what they are assigned and to always display positive behavior in the company. Worker's behavior is conceptually differentiated as in-role (task dependent behavior) and extra-role (individual behavior that exceeds the expected standard of behavior) [7].

In this era, many new companies came with various innovations. This makes competition quite fierce between one company and another. This also applies to the banking sector. To maintain its existence, banking companies must always maintain consumer trust by prioritizing customer satisfaction [8]. The good performance that the banking sector can afford is able to influence the country's economic conditions, because banking plays a role in all economic activities, including the main driving force for Indonesia's Gross Domestic Product (Alert, 2013). The biggest role of banking in the economy is as an intermediary institution, namely providing financing for consumption and production activities through investment activities carried out by customers. Currently Indonesia has more 114 private banks, and 4 state banks. The following is data on the number of banks in Indonesia. The ratio of the number of public and private banks in Indonesia is very sharp.

Noted that there are only 4 state banks in Indonesia, namely BRI Bank, Mandiri Bank, BNI Bank and BTN Bank. The rest are private banks with different types and roles. The presence of private banks is no less important than the presence of state banks. Wibowo [9] argued that both private and state banks and private banks had intense competition. The presentation of Compound Annual Growth Rate in 2014 explained that private banks and state banks had a difference of 2.11% of total assets. It can be concluded that Private Bank has asset growth that is no less good than state banks (Central Bureau of Statistics).

Table 1. The number of banks in Indonesia by type

Details	2014	2015	2016	2017	2018	2019
State Owned Bank						
Persero Bank	4	4	4	4	4	4
Private Bank						
Local bank	25	25	26	26	24	24
National Private Conventional Bank	68	67	64	64	64	60
Foreign Bank Branch Offices	10	10	10	9	9	8
Regional Development Banks					2	2
National Private Sharia Bank	12	12	12	12	12	12
Number of Banks						
Number of bank Negara	4	4	4	4	4	4
Number of Private Banks	115	114	112	111	111	110

Source: Central Bureau of Statistics

Employees can make a company develop well if they work productively, and vice versa if their productivity is low, then the quality of the company will also be low. Chun et al. [10] emphasized that cooperative and mutually helpful behaviors that fall outside formal requirements are essential for the functioning of the organization. Additional behavior outside the job description within the company is called organizational citizenship behavior (OCB) [11].

Organizational citizenship behavior (OCB), namely unofficial rules that are voluntary. With the OCB, it is hoped that workers at the company can be more integrated with their work environment [12]. Organizational citizenship behavior (OCB) is behavior performed by employees to increase organizational effectiveness, but it is not the person's formal responsibility [13]. Often referred to as contextual performance, OCB behavior can be in the form of helping colleagues who are struggling at work, replacing coworkers who are absent or taking breaks, helping colleagues whose work is overloaded, helping with other people's tasks when they are absent, on time every the day does not care about the season or traffic, helps the process of orientation for new employees even if not asked, does not spend time talking outside of work a willingness to tolerate without complaining, refrain from complaining and cursing activities, paying attention to meetings that are considered important [14]. Alizadeh [15] states that companies that rely solely on the standard design of a certain form of behavior will be very vulnerable and suggests the need for an extra behavior to ensure its existence. Thus, not just business enterprises, the entire social system will benefit enormously from the extra efforts given by individuals in a social system. Compliance and employee participation with the

organization or agency can determine the level of OCB among employees [16].

OCB behavior among employees can be influenced by various things, one of which is work-family conflict. Work and family are often considered the most important domains in a person's life, where work is an important foundation of financial security and status while family serves as a source of support and intimacy [17]. Changes in the make-up of the workforce, such as an increase in the number of dual-earner couples and single-parent families, as well as changes in attitudes in families and workplaces have altered the relationship between work and family domains [18]. This will make it more difficult for employees to balance the demands of work and family and in turn will create work-family conflicts [19,20].

Work-family conflict according to Kelly et al. [19,20] can cause tardiness (arriving late), absenteeism (not coming to work), turnover (leaving or leaving work), and can trigger negative attitudes towards the organization. Talukder [21] has conducted research that can prove that the work-family conflict has an influence on organizational citizenship behavior. Both studies show that work-family conflict has a significant effect on organizational citizenship behavior, the higher the conflict between work and family, the lower the organizational citizenship behavior. Another factor that affects organizational citizenship behavior is organizational justice. Organizational Justice clearly what companies need to prioritize, namely employees must feel that they are treated fairly and that the procedures and results are fair [2]. This fair concept includes several things that are of concern to the company, including the division of labor, wages, rewards, treatment and things

that determine the quality of interactions within the company [22].

Justice is a universal norm and a human right, because the existence of everyone in any situation and context wants to be treated fairly by other parties, including in organizations [23]. Zainalipour et al. [24] states organizational justice is the result of an individual's subjective perception of the treatment he receives compared to other people around him. When superiors can be fair and consistent to every subordinate, subordinates will have a positive perception of the dimensions of organizational justice and that will increase their satisfaction and commitment [25]. Fair behavior development process, it is important to understand how to influence based on the scale of fairness, satisfaction, staff motivation and commitment [26].

Job stress also has an influence on organizational citizenship behavior. Stress is an internal condition that occurs characterized by physical, environmental, and social disturbances that are potentially in unfavorable conditions, as expressed by Klassen & Chiu [27]. According to Reilly et al. [28] stress is an adaptive response linked by differences individual and or psychological processes which are the consequences of actions, situations, or external (environmental) events that place excessive psychological and or physical demands on a person. Law & Guo [29] states that work stress is a dynamic condition in which a person is confronted with opportunities, obstacles, or demands related to what he wants and for that his success is not certain. Mathangi [30] defines work stress as a person's emotional and physical reactions that arise to meet work demands that are not in accordance with one's skills, desires, and resources.

The emergence of work stress is influenced by organizational factors, environmental factors, and individual factors according to Zafar et al. [31], which also states that job stress has various impacts in the form of symptoms experienced by individuals, namely physiological, psychological, and behavioral symptoms. Physiological symptoms related to the impact on the physical health of employees such as changes in metabolism, headaches and increased blood pressure. Psychological symptoms are related to the impact of the employee's psychological state such as tension, anxiety, irritability, boredom, dissatisfaction, and procrastination of work.

Whereas in behavior, work stress leads to changes employee productivity, attendance, and employee turnover. The willingness of employees to do organizational citizenship behavior also comes from the work environment, one of which is supervisor trust. Vijayan [32] also said that trust in supervisors can support the emergence of organizational citizenship behavior so that employees dare to take risks for actions that take time and consume thoughts because employees feel that supervisors are fair and reliable. This study aims to determine the effect work-family conflict, organizational justice, job stress on organizational citizenship behavior mediating by supervisor trust.

2. REVIEW LITERATURE

2.1 Work-Family Conflict

The dual roles that employees have, namely as the role of workers and as husband/ wife can cause conflicts. These conflicts are often caused due to the fulfillment of the obligations of an unbalanced need between family and work which is known as a work-family conflict (WFC). Work-family conflict is defined as a conflict that occurs due to imbalances and disturbances that arise simultaneously between roles in work and in the family where an individual cannot manage the various demands that arise and is also a form of extra role conflict where job demands interfere with family demands and vice versa [17].

According to Rauf [33] work-family conflict conflicts can affect organizational citizenship behavior. Employees who demonstrate organizational citizenship behavior can provide better quantity and quality of performance for the organization. This condition can be overcome by the existence of good self-efficacy and the role of a supervisor to continue to support workers in implementing organizational citizenship behavior. Supporting these findings, Zhou et al. [34] found that supportive family/friends can help young preschool teachers deal with work-family conflicts, increase organizational commitment, and thus reduce the desire to leave school.

Batur & Nart [35] argued that work-family conflict can affect job stress and organizational commitment. Similar results were found by Lambert et al. [36] where work-family conflict can affect organizational citizenship behavior. Karatepe [37] stated that in particular, employees who have a heavy workload and are unable to balance the roles of work and family are

emotionally exhausted. Such employees in turn are less attached to their jobs and perform poorly in the service delivery process. Adisa et al. [38] argued that work-family conflict affects employee performance due to work pressure, heavy family duties, poor infrastructure facilities, and a lack of appropriate and practical work-family balance policies which are the main causes of work-family conflict in Nigeria.

In contrast to some of these opinions, [39] revealed that work- family conflict has a negative and insignificant effect on organizational citizenship behavior. This result is supported by the findings Wayne et al. [40] which states that the existence of role conflicts experienced by workers will not affect high involvement and attachment to the organization, it will even rethink if you leave the organization. Muhammad [41] and Muhammad [42] stated that the work-family conflict cannot affect organizational citizenship behavior if employees stick to it which is mediated by organizational commitment. Similar findings are also supported by Arifiani & Putri, [43] the existence of conflict at work or family does not affect the decrease in individual commitment to the organization, even remaining committed to the organization. The existence of job demands and employee responsibilities in the organization makes someone more responsible for their work. In addition, the existence of an obligation to the family by providing for or fulfilling their daily needs is also the main demand for workers who have a family, so that organizational commitment is also getting stronger. The work-family conflict itself complied [44] has three aspects and these aspects that are used in research, namely: (a) Time based conflict: The time required to carry out one demand reduces the time to carry out other demands; (b) Behavior based conflict: A mismatch between the desired behavior patterns from work and family; (c) Strain based conflict: Tension caused by a role in the family or work that interferes with the fulfillment of responsibilities for one of these roles.

2.2 Organizational Justice

The research literature consistently shows that perceptions of organizational justice or organizational justice are key factors that influence the attitudes and behavior of individuals in organizations [45]. Organizational justice has a significant positive effect on company performance due to the perceived job satisfaction of employees [2]. Organizational justice focuses broader attention on how workers feel the authority and decision-making at work in treating them, they get the comfort of working when the company can treat employees fairly. Supporting this opinion, Choi [46] that the level of organizational justice is positively related to job satisfaction, trust in supervisors and company management which affects the comfort of employees when working.

Organizational fairness relates to the way in which employees determine whether they have been treated fairly in their work and the way in which this determination affects other work-related variables [47]. According to Seifert et al. [48] stated that organizational justice can improve individual performance, give birth to civic behavior, good mental health, lower stress levels and better individual attitudes. According to Equity Theory, each employee will compare the ratio of his input to the results of himself with the ratio of input to the results of others. If the comparison is considered fair enough, then the employee will feel satisfied, if the comparison is not balanced but profitable, it can lead to satisfaction, but it may not. But if the comparison is not balanced there will be dissatisfaction.

Moorman [49] argued that perceptions of corporate fairness influence organizational citizenship behavior. Demir [50] suggests that perceptions of justice and organizational support collectively affect teachers' organizational identifications where teacher organizational organizations are able to influence organizational citizenship behavior by 79%. Guh et al. [51] argued that organizational justice was positively related to institutional trust, Institutional trust was found to indirectly affect organizational citizenship behavior through affective commitment. Bauwens et al. [52] argued that academic employees experience less burnout when performance management fairness is perceived as high. Performance management distributive and interactional fairness increase organizational citizenship behaviors by reducing burnout and supporting partial mediation. Similar results were also found by [53,54,55,56] where organizational justice can influence employee organizational citizenship behavior. Organizational justice is divided into several dimensions, namely: Distributive justice, procedural justice, interpersonal justice, and information justice [57].

Table 2. Dimensions of work family conflict

Number	Indicator	Question
1	Time based conflict	I don't have enough time to hang out with my family
		The demands of work leave me no time for social life
		My vacation time is used to complete work
		Family problems take up my time and work
2.	Behavior based conflict	Family problems caused my productivity to suffer
3.	Strain based conflict	The current job demands have an impact on my family life
		I got a reprimand from my family as a result of work

Table 3. Dimensions of organizational justice

Number	Dimensions	Question
1	Distributive justice	What I receive reflects the effort I put into my work
		What I receive corresponds to the work I do
2	Procedural justice	The environment in which I work treats me politely.
		The company performs an accurate employee performance appraisal based on the performance performed
3	Interactional justice	My boss is able to clearly communicate duties and responsibilities
		My boss gives assignments and jobs systematically and regularly

2.3 Job Stress

Khalatbari et al. (2013) stated that stress is a form of emotional feeling depressed, discomfort, inconvenience and obstacle. As stated by Hoboubi et al., (2017) stress is a condition of tension that affects emotions, thought processes and a person's condition, Hariandja (2002), stress is tension or emotional pressure experienced by someone who is facing large demands, obstacles and obstacles. and there are very important opportunities that can affect a person's emotions, thoughts and physical condition. Guinot et al. [58] found that job stress has a significant negative effect on job satisfaction. This means that when employee job stress increases, employee job satisfaction decreases. According to Girish et al. [59] states that there are three dimensions and indicators, namely as follows: environmental stress, organizational stress and individual stress. Riaz et al. [60] found that job stress has a significant negative effect on employee performance, which will also have an impact on company performance. This is due to the time pressure and ambiguity of the roles assigned to employees. The same thing was also found by [61] where job stress affects work productivity.

Job stress occurs when job requirements do not match the abilities, resources, or needs of workers. This affects the performance of workers in serving customers, complaints, and decisions in the workplace. Finally, workers experience mental and emotional stress which has an impact on decreasing work productivity. According to Cropanzano et al. [62] stress can be influenced by emotional exhaustion which in turn will affect organizational citizenship behavior and emotional fatigue. According to Marlinda & Turnip, [63] organizational citizenship behavior needs to be improved so that job stress decreases even stress by increasing job satisfaction. Employee job satisfaction can increase organizational citizenship behavior which in turn will increase efficiency, effectiveness, and creativity in the organization, besides that it can also improve employee performance.

2.4 Organizational Citizenship Behavior

Jebeli & Etebarian [64] defining organizational citizenship behavior as the behavior of individuals who have the freedom to choose, which is not directly or explicitly recognized by a formal reward system, and contributes to the effectiveness of organizational functions. Griffin, Moorhead [65] argues that organizational citizenship behavior is the person/ member in an organization who contributes positively to the totality of the organization or company. According to Robbins & Judge, [66] organizational citizenship behavior is a choice of behavior that is not part of the formal work obligations of an employee, but supports the effective functioning of the organization.

Table 4. Dimensions of organizational citizenship behavior

No.	Dimensions	Questions
1.	Environmental stress	The uncertainty of status within the company made me nervous
		The targets and job demands were too high, not commensurate with the wages I expected
2.	Organizational stress	I feel restless when the work I do has not reached the target
		I got a job that was always on target to complete
3.	Individual stress	I feel offended when a co-worker reprimands my mistake
		I feel restless when there is no harmonious relationship between co-workers

The concept of organizational citizenship behavior was put forward by Organ, [11] that organizational citizenship behavior is a voluntary individual behavior outside the job description that is explicitly or indirectly recognized by the formal reward system, and in the aggregate it can increase the effectiveness function in an organization. Organ [11] identify 5 (five) different dimensions of organizational citizenship behavior, namely altruism (helping specific others), civic virtue (keeping up with important things in the organization), conscientiousness (in accordance with norms), courtesy (consulting before taking action), and sportive (not complaining about trifles). Organizational citizenship behavior is influenced by several factors, namely individual differences, attitudes to work and contextual factors that come from outside of work such as working in groups, organizations or the environment, job characteristics, attitudes to work, leadership styles, group characteristics, organizational culture, professionalism and role expectations [67].

2.5 Supervisor Trust

The definition of trust according to Costigan et al. [68] is *"a psychological state regarding the intention to accept helplessness based on the intention of positive expectations or the behavior of others"*. The definition of trust in supervisors is employees' perceptions of the performance of their supervisors by assuming that their supervisor is someone who can be trusted and links procedural fairness to their supervisor's performance. Supervisor trust is the willingness of one party to do a job responsibly and well done so that the policy will be easy to implement and will be easily accepted by Kacmar et al. [69] and supervisor trust is the result of the leadership applied by his superior to his subordinates. Braun et al. [70] employees who trust their superiors will find it easier to create social actions, in this case organizational citizenship

behavior. In a study conducted by Costigan et al. [68] argue that supervisors actually help their subordinates to achieve professional goals and aspirations. Bosses who are trusted by employees can encourage and motivate their employees to achieve their goals and will have an impact on the formation of organizational citizenship behavior because organizational citizenship behavior tends to lead to more professional personal results. Bosses who are trusted by employees can encourage and motivate their employees to achieve their goals and will have an impact on the formation of organizational citizenship behavior because organizational citizenship behavior tends to lead to more professional personal results.

Costigan et al. [68] said that when a leader is trusted by his subordinates, the leader will assist them in achieving their goals and professional aspirations. Methot et al. [71] stated that when the leader is trusted by his subordinates, the leader will assist them in achieving their goals and professional aspirations, and vice versa if the leader gives trust to employees, there will be an incentive to work as professionally as possible to maintain the trust carried. Chughtai et al. [72] said that a boss or leader can instill a sense of trust in his employees by providing examples of good behavior by thinking positively about what is the responsibility of his job. Kacmar et al. [69] argue that employees who trust their supervisors will tend to take social actions such as actions that are not in the rules without even asking and hoping for a reward because they believe that the leader they trust will retaliate and reward their actions. A supervisor can encourage self-efficacy for workers who experience stress due to work family conflicts. The results of the study [73] found that supervisors and organizational justice are factors that mediate employee OCB. Nasra & Heilbrunn [74] found that supervisor trust influenced OCB's behavior and fostered trust in employees, on the contrary, organizational citizenship behavior carried out by employees

created the emergence of consideration of the company's new leaders.

Tulubas & Celep [75] found that trust in supervisors can mediate procedural fairness towards faculty members at a university. Silence is one of the things that is quite important to be resolved immediately because in an organization, members should be able to work together and contribute to encouraging cultural, economic and social development in society as well as to educate community members. This is due to the role of the university so that it wants its academics to work together to find solutions to social problems through various academic activities and thus enable social development. Wu et al. [76] found that trust in supervisors can have a positive effect on employee performance and organizational citizenship behavior. Similar results were also found by [77] that trust in supervisors fully mediates the relationship between interactional justice and work behavior. Employees will further improve their performance when the supervisor or part of the company is able to be fair which will affect employee confidence. When supervisors build relational contracts and fulfill employees' perceptions of organizational obligations, employee trust in the organization grows so that employees are willing to carry out organizational citizenship behavior and individual organizational citizenship behavior. Similar results are also supported by [72] that supervisors fully mediate the influence of ethical leadership on job engagement and emotional exhaustion. trust in supervisors is able to fully mediate ethical leadership and work engagement which can improve employee performance. Ethical leadership behavior will increase employees' trust in their superiors, which in turn can increase work engagement and reduce emotional exhaustion.

Contrary to these findings, Braun et al. [70] found that trust in supervisors did not mediate the relationship between team perceptions of supervisors' transformational leadership and team performance. Contrary to this Chu et al. [78] stated that supervisor support indirectly influenced organizational citizenship behaviors through the intervening effect of organizational commitment, whereas, kinship support, role ambiguity, and workload demonstrated direct impacts on organizational citizenship behaviors. According to Wu et al. [76] there are three factors that shape a person's belief in others, namely ability, benevolence, and integrity.

Table 5. Dimensions organizational citizenship behavior

Number	Dimensions	Question
1.	Helping behavior	I have been happy to help a colleague who needs help without expecting anything in return I am willing to work overtime to help my co-workers complete their work without overtime pay
2.	Organizational compliance	I feel satisfied inside when my work is done on time
3.	Individual initiative	I will complete every task given with full responsibility
4.	Civic virtue	I am always involved in company functions I attend regular evaluations that the company holds
5.	Sportmanship	I adapt easily to the pressures that occur within the company I never complained about duties and company policies
6.	Self development	I participate regularly in the employee development activities of the company
7.	Organizational loyalty	I am interested in finding important information that can be useful for the company

Table 6. Dimensions of supervisor trust

Number	Dimensions	Question
1.	Ability	My boss is someone who is competent with regard to his main duties and functions in the company My supervisor has extensive and qualified experience in their field
2.	Kindness	My boss pays fair attention to all employees My boss gave additional fees for each project that was able to be completed.
3.	Integrity	My boss has openness about strengths and weaknesses that need to be fixed My boss is someone who is quite reliable in handling company problems
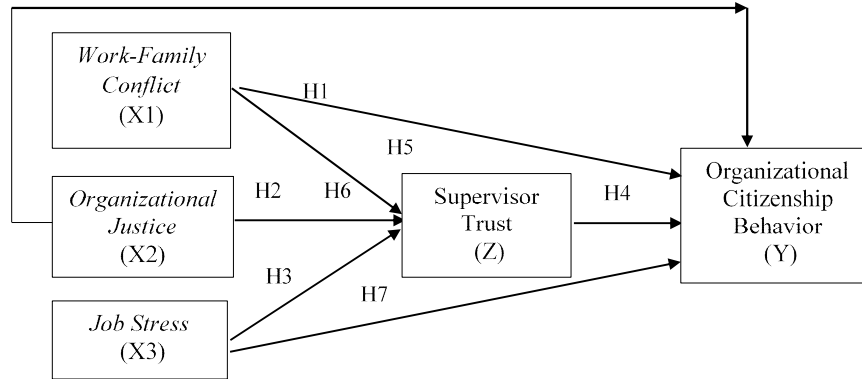
Fig. 1. Research framework

Hypothesis 1: There is an effect of work-family conflict on organizational citizenship behavior.

Hypothesis 2: There is an effect of organizational justice on organizational citizenship behavior.

Hypothesis 3: There is an effect of job stress on organizational citizenship behavior.

Hypothesis 4: There is an effect of supervisor trust on organizational citizenship behavior.

Hypothesis 5: There is an effect of work-family conflict on organizational citizenship behavior mediated by supervisor trust.

Hypothesis 6: There is an influence of organizational justice on organizational citizenship behavior mediated by supervisor trust.

Hypothesis 7: There is an effect of job stress on organizational citizenship behavior mediated by supervisor trust.

3. METHODS

3.1 Approach and Type of Research

This research is a quantitative research because it aims to determine the effect of one variable on other variables. According to Sugiyono (2017) quantitative research is called a positivistic method because it is based on the philosophy of positivism. This method is called a quantitative method because the research data is in the form of numbers and the analysis uses statistics.

In this study, the data used are quantitative data by collecting (1) primary data, namely in the form of distributing questionnaires in the field to employees of private banking companies in Indonesia. 100 private banking employees in Indonesia are a sample of the study selected using a non-probability sampling technique.

Data analysis in this study used the SmartPLS application to determine the effect of independent variables, mediation and variables. The independent variables in this study are work-

family conflict (X1), organizational justice (X2) and job stress (X3), the dependent variable is organizational citizenship behavior (Y) while the mediating variable is supervisor trust (Z).

3.2 Population and Sample

The research sampling method is non-probability sampling where it is not clear the number of the population by simple random sampling, where the researcher provides the same opportunity for each member of the population (employees) to be selected as a random sample without paying attention to the strata in the population. The sample size in this study is based on the minimum number of samples by looking at the number of variables tested [79]. Determination of the minimum number of samples with the variable ≤5, then the number of samples is 100.

3.3 Data Analysis Technique

Data analysis techniques are used to answer problem formulations or test hypotheses that have been formulated. Hypothesis testing is

done by using the Equation Model (SEM) structural approach assisted by the smart PLS application. Structural Equation Model (SEM) is one of the fields of statistical studies that can test relationships that are relatively difficult to measure simultaneously [80]. The stages of data analysis in this study are:

1. Measurement model stage, this stage is the instrument testing stage. This stage examines the validity and reliability of each indicator. The validity test procedure uses the convergent validity, namely by correlating the item score (component score) with the construct score which then produces the loading factor value. The instrument is declared valid if it has a loading factor value (p=0.6). Reliability is used to determine the extent to which the results or measurements can be assessed with relatively consistent measurement results, even though it is done several times. The measure of the level of reliability in this study uses the coefficient alpha or Cronbach Alpha and composite reliability, an item is declared reliable if it has a coefficient value (p=0.6) [81].
2. Structural model test stage, this stage is the stage of testing the hypothesis which aims to determine whether there is an influence between variables or a correlation between constructs measured using SmartPLS. Structural or inner model is measured by looking at the r-square which shows how much influence between variables in the model. Then proceed with the estimation of the path coefficient obtained by the bootsrapping procedure with a value that is considered significant if the t-statistics is greater than 1.96, with a (p=0.05), while to see the direction of the effect, the Beta value coefficient is used [82].

4. RESULTS

4.1 Evaluate Measurement Outer Model

4.1.1 Convergent validity

Convergent validity aims to determine the validity of each indicator relationship with other constructs or variables. The validity test is carried out to meet the level of suitability and speed of the measuring instrument (instrument) in assessing an instrument object [79] declared valid if it has a loading factor value (p=0.6). The

results of calculating the validity using SmartPLS state that all questionnaire questions are valid with an outer loading score (p=0.6).

The results of calculating the validity using SmartPLS state that all questionnaire questions are valid with an outer loading score of (p=0.6).

4.1.2 Discriminant validity & composite reliability

Discriminant validity is used to compare the square root of average variance extracted (AVE) value of each construct with the correlation between other constructs in the model, if the square root of average variance extracted (AVE) construct is greater than the correlation with all other constructs it is said that instruments has good validity. The AVE score obtained must be greater than (p=0.5). Based on the results of the calculation of the validity assisted by SmartPLS, it shows that all instruments meet the valid requirements with AVE (p=0.5).

In smart PLS, there are 2 types of reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest (lowerbound) value of reliability. While composite reliability measures the real reliability value of a variable. Instrument items are declared reliable with a Cronbach Alpha and composite reliability score of more than (p=0.5) [80].

Based on the data above, the results of the Cronbach Alpha and composite reliability test results show that all data are said to be reliable with a score (p=0.5).

4.2 Evaluate the Structural Model or Inner Model

4.2.1 R-Square test

Analysis of variant (R2) or determination test is to determine the influence of exogenous variables on these endogenous variables.

The r-square table shows that work-family conflict, organizational justice, job stress have an effect on supervisor trust by 57.6%, and the remaining amount is 42.4% explained by other constructs outside those examined in this study. Meanwhile, work-family conflict, organizational justice, job stress, supervisor trust have an effect on organizational citizenship behavior by 73.2% and the remaining 26.8% is explained by other constructs outside those examined in this study.

Table 7. Convergent validity result

Variable	Instrument code	Outer loading	Information
Work family conflict	WFC1	.756	Valid
	WFC2	.778	Valid
	WFC3	.782	Valid
	WFC4	.755	Valid
	WFC5	.773	Valid
	WFC6	.705	Valid
	WFC7	.794	Valid
Organizational justice	OJ1	.814	Valid
	OJ2	.722	Valid
	OJ3	.770	Valid
	OJ4	.764	Valid
	OJ5	.753	Valid
	OJ6	.772	Valid
Job stress	JS1	720	Valid
	JS2	.644	Valid
	JS3	.915	Valid
	JS4	.870	Valid
	JS5	.722	Valid
	JS6	.684	Valid
Supervisor trust	ST1	.756	Valid
	ST2	.724	Valid
	ST3	.697	Valid
	ST4	.749	Valid
	ST5	.677	Valid
	ST6	.813	Valid
Organizational citizenship behavior	OCB1	.716	Valid
	OCB2	.721	Valid
	OCB3	.783	Valid
	OCB4	.780	Valid
	OCB5	.732	Valid
	OCB6	.691	Valid
	OCB7	.756	Valid
	OCB8	.662	Valid
	OCB9	.680	Valid
	OCB10	.725	Valid

Table 8. Discriminant validity & composite reliability result

Cronbach's Alpha	rho_A	Composite reliability	AVE
.888	1.20	.893	.586
.900	.902	.917	.526
.860	.871	.895	.587
.832	.842	.877	.543
.882	.899	.907	.583

Table 9. R-Square result

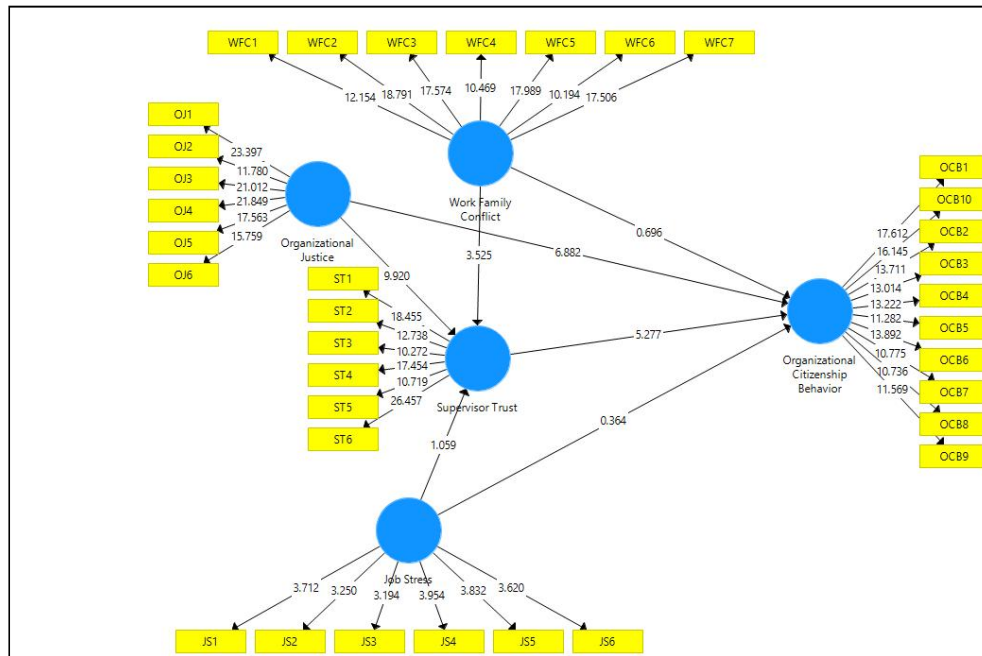|	R square	R square adjusted
Organizational citizenship behavior	.732	.721
Supervisor Trust	.576	.563

Fig. 2. Summary of the hypothesis results

4.3 Hypothesis Test

In the SmartPLS test, each relationship test is carried out using a simulation with the boodstrapping method of the sample. The following is the calculation result based on the direct indirect effect. The basis for decision making is determined by original sample, t-statistics and P-value. Original sample shows the direction of the relationship. The data is said to be significant if t-statistics (p=1.96) and at (p=0.05).

Table 10. Result hypothesis

Hypothesis	Beta	T-Statistics	P-values	Result
Direct Effect				
Job stress -> organizational citizenship behavior	.026	.364	.716	Not significant
Job stress -> supervisor trust	-.088	1.05	1.05	Not significant
Organizational justice -> organizational citizenship behavior	.522	6.88	.000	Positive and Significant
Organizational justice -> supervisor trust	.638	9.92	.000	Positive and Significant
Supervisor trust -> organizational citizenship behavior	.416	5.27	.000	Positive and Significant
Work-family conflict -> organizational citizenship behavior	.042	.696	.487	Not significant
Work-family conflict -> supervisor trust	-.261	3.52	.000	Not significant
Indirect Effect				
Work-family conflict => supervisor trust. => organizational citizenship behavior	-.041	1.01	.310	Not significant
Organizational justice => supervisor trust =>. organizational citizenship behavior	.266	5.11	.000	Positive and Significant
Job stress => by supervisor then t => organizational citizenship behavior	-.106	2.68	.007	Negative and Significant

Table 11. Conclusion of hypothesis test results

Hypothesis	Result
H1: There is an effect of work-family conflict on organizational citizenship behavior.	Rejected
H2: There is an effect of job stress on organizational citizenship behavior.	Rejected
H3: There is an influence of organizational justice on organizational citizenship behavior	Received
H4: There is the influence of supervisor trust on organizational citizenship behavior.	Received
H5: There is an effect of work-family conflict on organizational citizenship behavior mediated by supervisor trust.	Rejected
H6: There is an influence of organizational justice on organizational citizenship behavior mediated by supervisor trust.	Received

5. DISCUSSION

5.1 The Effect of Work-Family Conflict on Organizational Citizenship Behavior

The results of testing the effect of work-family conflict on organizational citizenship behavior show that the p-value score 0.487 more than (p=0.05) means that there is no relationship between work-family conflict on organizational citizenship behavior. This result rejects opinion [38,35,33,37,36,34] that work family conflict affects organizational citizenship behavior, which has an impact on decreasing work productivity.

Organizational citizenship behavior is the willingness of a worker to perform tasks outside of their duties and responsibilities. It is felt that job involvement has become something important for employees. This is based on the benefits that workers get when they can maintain consistency in behaving professionally. Consistency in carrying out organizational citizenship behavior can also provide benefits to workers' careers in the company so that a worker who has emotional maturity will be able to properly weigh which behavior the worker should do in accordance with the context. So that he will prefer to be constant in doing a good job because of the benefits that can be provided by the company. Work-family conflict is a conflict caused by the dual role demands between family and work demands. The high level of work-family conflict does arise because of the high pressure when working as a family member [43]. However, this is not able to influence organizational citizenship behavior, because organizational citizenship behavior is a behavior that arises from factors such as the individual itself, organizational commitment, leaders, and so on. This statement also supports the findings [39,41,42,40] where work-family conflicts have no effect on organizational citizenship behavior.

5.2 The Effect of Job Stress on Organizational Citizenship Behavior

The results of testing the effect of job stress on organizational citizenship behavior show that the p-value is greater than the significance value 0.716 more than (p=0.05) meaning that job stress has no effect on organizational citizenship behavior. These results refute the findings [61,83] where the stress experienced by workers can be caused by several factors including time pressure, unclear status, job requirements that are not in accordance with their abilities which ultimately have an impact on decreasing work productivity.

Table 12. Hypothesis 1

	Beta	T-Statistics	P- values	Result
Work family conflict -> organizational citizenship behavior	.042	.696	.487	Not significant

Table 13. Hypothesis 2

Hypothesis	Beta	T-statistics	P-values	Result
Job stress -> organizational citizenship behavior	.026	.364	.716	Not significant

Organizational citizenship behavior is a form of professionalism applied by employees. Being in an uncertain economic situation, a worker is no longer just an expert in the field of work he is engaged in, but someone also needs to re-understand himself and the surroundings of his field of work as a whole and understand the value of the direction of goals to be achieved in his life Understanding himself and the environment is a habit. Organizational citizenship behavior is always applied when workers are in any condition. It is as stated [84] where jobstress is not able to influence organizational citizenship behavior. By doing organizational citizenship behavior, stress that employees feel can decrease, this is due to OCB behavior which can increase the effectiveness and efficiency of work, thereby increasing employee job satisfaction [63].

5.3 Effect of Organizational Justice on Organizational Citizenship Behavior

The results of testing the effect of organizational justice on organizational citizenship behavior show that the p-value score 0.000 (p=0.05) with a beta score is positive, resulting in a significant positive direction of the relationship between Organizational Justice and OCB. These results at the same time support the findings [2,52,53,46,45,47,50,55,51,56,49,48] that the level of organizational justice is positively related to job satisfaction, which affects employee satisfaction so that employees have the willingness to implement organizational citizenship behavior.

Willingness to work outside of responsibility or also known as organizational citizenship behavior is also influenced by organizational justice. This is as expressed. It is undeniable that being treated fairly is the dream of everyone, including workers. Employees want decision-makers to be able to assess their performance fairly and fairly. Aspects contained in organizational citizenship behavior, such as arriving early and leaving late, help colleagues who are experiencing difficulties should be considered by superiors.

Organizational citizenship behavior (OCB) is a behavior that is done by individuals, but it is actually not a necessity to run. The intensity of organizational citizenship behavior can increase managerial productivity, organizational citizenship behavior can also increase the efficiency of using organizational resources for productive purposes, due to cooperative workers.

This cooperative behavior should be assessed by company officials. Every company wants every employee to behave responsively when there is a job that cannot be completed, this can be done as a performance appraisal which will be able to provide various benefits for workers. These benefits can be in the form of promotion, salary bonus or additional fee. If the comparison is considered fair enough, the employee will feel satisfied, if the comparison is not balanced but profitable, it can lead to satisfaction, but it may not. But if the comparison is not balanced there will be dissatisfaction. This cooperative behavior should be assessed by company officials.

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5.4 Effect of Supervisor Trust on Organizational Citizenship Behavior

The results of testing the effect of supervisor trust on organizational citizenship behavior show that the p-value score 0.00 less than (p=0.05) with a beta score is positive, resulting in a significant positive direction of the relationship.

Table 14. Hypothesis 3

Hypothesis	Beta	T-statistics	P-Values	Result
Organizational justice -> organizational citizenship behavior	.522	6.88	0.00	Positive and Significant

Table 15. Hypothesis 4

Hypothesis	Beta	T-statistics	P-values	Result
Supervisor trust -> organizational citizenship behavior	.416	5.27	0.00	Positive and Significant

These results support the findings [73] that supervisor trust is one of the factors that influence employee organizational citizenship behavior. The trust given by company officials will have an effect on the good performance of the employees. Trust supervisor makes employees seem to have a debt of gratitude so that they will maintain the consistency of a trust that has been given to them. This is as stated [71,76] that when the leader is trusted by his subordinates, the leader will help them achieve professional goals, and vice versa if the leader gives trust to employees, there will be an urge to work as professionally as possible for the sake of maintain the trust that is carried. Trust in supervisors is able to encourage the emergence of organizational citizenship behavior so that employees will be more willing to take risks for actions outside of their obligations. The influence of supervisor trust on organizational citizenship behavior simultaneously supports the findings [70,78,72,68,69].

5.5 Effect of Work-Family Conflict on Organizational Citizenship Behavior Mediated by Supervisor Trust

The results of testing the effect of work-family conflict on organizational citizenship behavior mediated by supervisor trusts show that the p-value score 0.31 more than (p=0.05) means that there is no effect of work-family conflict on organizational citizenship behavior mediated by supervisor trust.

Family-work conflicts occur because there is a mismatch between what is expected and what is expected. This conflict arises as a result of work disrupting the family and the family disrupting work. the contribution of human resources is very important in organizational strategy and the contribution of all employees to achieve competitive advantage so that it can be said that human resources have a significant influence on the achievement of organizational performance.

If a person is continuously able to improve and maintain his or her performance, then the manager's superior gives an increase in value, which means an increase in bonuses, recommendations and other benefits. This principle makes workers choose to work as well as possible even though various problems occur. Consistency in implementing organizational citizenship behavior cannot be mediated by the presence of supervisor trust. Organizational citizenship behavior that has been implemented for a long time has become a habit so that the presence or absence of supervisor trust has no effect on organizational citizenship behavior. This result is in accordance with the findings [43,39,41,42] the factors that give rise to organizational citizenship behavior are not based on work family conflicts but from the individual himself or other factors. The existence of job demands and employee responsibilities in the organization makes someone more responsible for their work. In addition, the existence of an obligation to the family by providing for or fulfilling their daily needs is also the main demand for workers who have a family, so that organizational commitment is also getting stronger.

5.6 Effect of Organizational Justice against Organizational Citizenship Behavior is Mediated by the Supervisor Trust

The results of testing the effect of organizational justice on organizational citizenship behavior mediated by supervisor trust show that the p-value score 0.00 less than (p=0.05) with a positive beta score results in a significant positive relationship direction.

These results support the findings [2] trust in supervisors that workers can be treated fairly makes workers more active at work [57] that organizational citizenship behavior (OCB) is influenced by contextual factors that come from outside of work, such as organization or

Table 16. Hypothesis 5

Hypothesis	Beta	T-Statistics	P-values	Result
Work-family conflict => supervisor trust. => organizational citizenship behavior	-.041	1.01	.310	Not significant

Table 17. Hypothesis 6

Hypothesis	Beta	T-statistics	P-values	Result
Organizational justice => supervisor trust =>. organizational citizenship behavior	.266	5.11	0.00	Positive and Significant

Table 18. Hypothesis 7

Hypothesis	Beta	T-statistics	P-values	Result
job stress => by supervisor => organizational citizenship behavior	-.106	2.68	0.00	Negative and significant

environment or leadership style. Organizational justice is closely related to supervisor trust, where employee trust is respected and treated fairly. This is also expressed by [66] that organizational citizenship behavior is able to support the functioning of the organization effectively. Organizational Justice needs companies to prioritize to improve work comfort because they are treated fairly. Workers will have a positive perception of organizational justice and it will increase their satisfaction and commitment. If individuals feel that the organization's treatment is good then they will retaliate and improve performance beyond the minimum demand for their work by helping others and the organization, on the contrary if the organization views labor in the short term then they will respond by just doing their job and minimizing organizational citizenship behavior (OCB). It is stated that organizational justice can affect organizational performance [85]. Organizational Justice can directly influence organizational citizenship behavior, organizational citizenship behavior (OCB) will increase increase when it gets the trust of superiors so that, whether or not supervisor trusts do not have a full effect on organizational citizenship behavior. A worker's job will be more optimal when he gets the trust of his superiors. Being treated fairly and with the trust given to provide comfort for workers to always fulfill their duties optimally.

5.7 Effect of Job Stress on Organizational Citizenship Behavior is Mediated by Supervisor Trust

The results of testing the effect of organizational justice on organizational citizenship behavior

mediated by supervisor trust show that the p-value score 0.00 less than (p=0.05) with a negative beta score results in a significant negative relationship direction where the increase in job stress will result in a decrease in organizational citizenship behavior (OCB).

Job stress experienced by workers will reduce work productivity. Stress occurs when a person is unable to understand his limitations. Workers who experience job stress coupled with carrying out the trust of supervisors will further increase their stress because there is a situation of perceived discomfort. This feeling will later lead to frustration, anxiety, and guilt which results in decreased work activities. Excessive stress can interfere with worker's activities which have an impact on the disruption of various work activities so that workers are increasingly reluctant to carry out organizational citizenship behavior (OCB). The high level of job stress that is mediated by the supervisor trust on organizational citizenship behavior indicates a significant negative relationship where the increase in job stress accompanied by supervisor trust is able to reduce employee performance.occurs because of 3 indicators, namely as follows: environmental stress, organizational stress and individual stress [59]. These results are as well as findings [61,62,59,58,60] where increased job stress can reduce employee performance in carrying out their obligations, thus reducing employee organizational citizenship behavior.

6. CONCLUSION

Based on the results of testing and data analysis, the conclusion that can be drawn in this study is

that work-family conflict has no significant effect on organizational citizenship behavior, while supervisor trust as a mediating variable has not been able to change the existing results. Another finding is that job stress has no significant effect on organizational citizenship behavior, organizational justice has a significant positive effect on organizational citizenship behavior, supervisor trust has a significant positive effect on organizational citizenship behavior.

This study has limitations that can be used as a guide for further research. The limitation of this research is that the sampling is only done in one particular area. The suggestions that researchers can give are that further research can be carried out in different areas. In addition, the decision makers of a company can also apply justice and provide trust so that employees can feel comfortable and create a healthy and trusting work environment.

DISCLAIMER

The products used for this research are commonly and predominantly use products in our area of research and country. There is absolutely no conflict of interest between the authors and producers of the products because we do not intend to use these products as an avenue for any litigation but for the advancement of knowledge. Also, the research was not funded by the producing company rather it was funded by personal efforts of the authors.

CONSENT

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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