

## **ABSTRACT**

*Fluctuations in attendance discipline among permanent employees at Jenderal Ahmad Yani International Airport in Semarang indicate challenges in implementing Organizational Citizenship Behavior (OCB), even though OCB is a vital element in maintaining operational stability after the merger. Responding to this phenomenon and the inconsistency of previous findings, this study focuses on analyzing the influence of ethical leadership and organizational justice on OCB, with organizational commitment as an intermediary variable. The conceptual framework of this study places leadership as a moral role model and justice as the basis for social exchange.*

*Adopting a quantitative approach, this study took a census sample of 154 permanent employees. Data collection was conducted using questionnaires, while the analysis utilized the Partial Least Square (PLS) method in the Structural Equation Modeling (SEM) framework, assisted by SmartPLS 4.0 software.*

*Directly, ethical leadership and organizational justice were found to have a positive and significant influence on OCB. It was also found that organizational justice had a significant positive effect on organizational commitment, although ethical leadership failed to show a significant effect on organizational commitment. The organizational commitment variable itself was found to have a positive effect on OCB. Mediation analysis revealed contrasting pathways. Organizational commitment acted as a complementary partial mediator in the influence of organizational justice on OCB. However, this mediation did not occur in the influence pathway of ethical leadership. This indicates that ethical leadership is duplicated by employees through direct imitation (role modeling), while organizational justice must go through the development of emotional bonds to trigger OCB, thus empirically supporting Social Learning Theory and Social Exchange Theory.*

**Keywords:** *Ethical Leadership, Organizational Citizenship Behavior, Organizational Commitment, Organizational Justice.*