

ABSTRACT

This study aims to analyze the effect of organizational justice on Organizational Citizenship Behavior (OCB) among non-family employees in family-owned firms and to examine the role of organizational identification in this relationship. This research seeks to understand how organizational justice influences OCB, both directly and through the psychological mechanism of organizational identification.

This study adopts a quantitative approach. Data were collected through questionnaires distributed to 100 non-family employees of PT Bandeng Juwana located in Semarang City. The sampling technique used was purposive sampling, with the criterion that respondents were non-family employees who had worked for at least one year. Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software to examine the relationships among variables and the indirect effects.

The results indicate that organizational justice has a positive and significant effect on Organizational Citizenship Behavior among non-family employees. Organizational justice also has a positive and significant effect on organizational identification. However, organizational identification does not have a significant effect on OCB and does not function as a mediating variable in the relationship between organizational justice and OCB. These findings suggest that the effect of organizational justice on OCB tends to be direct, particularly through the dominant role of interpersonal justice in the context of family-owned firms. This study implies that the consistent implementation of organizational justice with a strong interpersonal orientation is an important factor in encouraging OCB among non-family employees in family businesses.

Keywords: *Organizational Justice, Organizational Identification, Organizational Citizenship Behavior, Family Business, Non-Family Employees.*