

THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS AN INTERVENING VARIABLE IN BPJS EMPLOYMENT, ACEH PROVINCE

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Abstract

In this study, researchers want to see the direct and indirect influence between the variables Organizational Justice and Organizational Culture as independent variables and Job Satisfaction as an intervening variable and Organizational Commitment as the dependent variable. This type of research uses quantitative, this research was conducted at BPJS Employment, Aceh Province. The population of this study was 50 employees and the sample used was the entire population using a saturated sampling technique. The data source used is a primary data source and the data collection carried out is by distributing questionnaires. The research model used is path analysis with smart PLS version 3.3.3. as research measuring tool. The results of this research are as follows: Organizational Culture has a positive and insignificant effect on Job Satisfaction with an original sample value of 0.331 and a P value of 0.061. Organizational culture has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.331 and a p value of 0.115. Organizational Justice has a positive and significant effect on Job Satisfaction with an original sample value of 0.605 and a p value of 0.000. Organizational Justice has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.085 and a p value of 0.672. Job Satisfaction has a positive and significant effect on Organizational Commitment with an original sample value of 0.630 and a p value of 0.000. Organizational culture has a positive and insignificant effect on Organizational Commitment through Job Satisfaction indirectly with the original sample result being 0.209 and p value 0.079. Organizational Justice has a positive and significant effect on Organizational Commitment through Job Satisfaction with an original sample value of 0.381 and a p value of 0.007.

Keywords: Organizational Justice, Organizational Culture, Job Satisfaction, Organizational Commitment

INTRODUCTION

Human Resources (often abbreviated to HR) is something that is very important and cannot even be separated from an organization, whether institutional or company. Human resources are also the key that determines the company's development. In essence, human resources are people who are employed in an organization as movers, thinkers and planners to achieve the organization's goals. Employees are not mere resources, but rather capital or assets for institutions or organizations. Because of this, a new term emerged outside of human resources, namely human capital. Here human resources are seen not just as the main asset, but an asset that is valuable and can be multiplied, developed (compare with an investment portfolio) and not vice versa as a liability (expense). Here the perspective of human resources as an investment for institutions or organizations is more prominent.

Organizational commitment is a description of employees identifying themselves with their organization and employees' willingness to continue working in the organization (Wibowo, 2015). Tania and Susanto (2013) state that organizational commitment is seen as

a value orientation towards the organization that shows individual thinking and prioritizes work and the organization. Commitment is an effort to achieve goals in an organization with the willingness to direct all resources for the benefit of the organization and the commitment to remain a member of the organization. A person's commitment to carrying out the tasks given to him is not the same for everyone. The realization of commitment in an organization depends on how we build responsibility to have a strong intention to carry out the goals within the organization.

Many employees in a company do not achieve job satisfaction. It is not uncommon for leaders not to know the factors that cause dissatisfaction so that employees feel dissatisfied at work. Many companies experience problems with employee satisfaction, ranging from lack of incentives, uncomfortable workplaces to problems with employee promotions. If left unchecked, there will be a very high turnover rate. High job satisfaction is expected to make employees become more loyal to the organization, more motivated at work, feel happy at work, and in turn will increase productivity. Dissatisfied employees tend to avoid duties and responsibilities, which will disrupt the process of achieving organizational goals. Dissatisfied employees often avoid work and are more likely to resign.

In several literatures, organizational justice is divided into three dimensions, namely distributive, procedural and interactional justice. Each dimension of organizational justice has its own focus. Distributive justice is justice that refers more to what employees receive from the organization, while procedural justice refers more to how procedures are implemented within an organization and finally interactional justice refers more to the level of politeness, respect and dignity carried out by superiors and how they are explained. given by superiors. Organizational justice is one of the important things that must be implemented in a company because justice in an organization influences employee behavior which will later affect the company's performance.

Organizational culture is now being discussed everywhere, both among experts and among business practitioners and executives, because many organizational cultures have succeeded in making an organization more stable, more advanced, and more anticipatory of environmental changes. A strong and deeply rooted organizational culture will be able to make a significant contribution to organizational members in terms of a clear and straightforward understanding of a problem being resolved. Culture has a significant influence on the attitudes and behavior of organizational members. There is a lot of evidence that illustrates that the success of an organization is due to its strong culture which makes the organization more confident and ultimately more effective. The phenomenon that occurs at BPJS Employment Bireuen Branch is unfairness of superiors towards subordinates which makes the organizational culture not good and actually becomes a negative thing for the organization and at work employees do not feel satisfied with their work in the organization because of excessive pressure and favoritism between subordinates and superiors. This is what makes work unable to get better so that employees do not have commitment to the organization.

LITERATURE REVIEW

Organizational Commitment

Organizational commitment is a person's attitude or behavior towards the organization in the form of loyalty and achieving the organization's vision, mission and goals. According to Meyer and Allen in Yusuf and Syarif (2018) Organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization and has implications for the individual's decision to continue their existence as a member of the organization. According to Yusuf and Syarif (2018), organizational commitment is an attitude of employee loyalty towards the organization by remaining in the organization, helping to achieve organizational goals, and not having the desire to leave the organization for any reason.

Organizational Commitment Indicators

Aspects of organizational commitment, among others, according to Meyer and Allen in Yusuf and Syarif, (2018):

1. Effective commitment: Employees' emotional attachment and involvement in the organization,
2. Continuance commitment: Commitment based on losses associated with the employee's departure from the organization. This may be due to loss of seniority for promotions or benefits.
3. Normative commitment: Feelings of obligation to remain in the organization because they have to; This action is the right thing to do.

Job satisfaction

Job satisfaction has become an important issue regarding the development of contemporary human resources and employment. This issue is mainly related to the increasing level of employee education and the increasing living needs of employees themselves, (Sule & Priansa, 2018). According to Yuniarsih (2017), job satisfaction is an employee's psychological reflection of the results of their work. The level of individual satisfaction is basically based on the value system that exists within him. Therefore, the measure of satisfaction level will be different for each individual.

Job Satisfaction Indicators

According to Yuniarsih (2017), indicators of job satisfaction are as follows:

1. supervision,
2. Work environment,
3. Promotion,
4. Supportive coworkers,
5. Mentally challenging work, and
6. Rewards in the form of wages/salary.

Organizational Justice

According to Griffin (2013) organizational justice is an individual's perception of the fair treatment provided by the organization to employees. Organizational justice is an important phenomenon that has recently been introduced into organizational studies. Justice can be discussed from a variety of perspectives, including motivation, leadership, and group dynamics. According to Robbins, Stephen P. & Judge (2014) Organizational justice is defined as the overall perception of what is fair in the workplace. Employees view their organization only as they believe the results they receive, the way in which the results received are fair. Perception is a process by which individuals organize and interpret their sensory impressions to give meaning to their environment.

Indicators/Dimensions of Organizational Justice

According to (Robbins, Stephen P. & Judge, 2014) The dimensions of organizational justice are:

1. Distributive Justice is the fair behavior of a company or organization towards employees in accordance with the services they have provided. The indicators are:
 - a. Providing rewards to employees based on the contributions they have made to the company or organization.
 - b. Providing compensation for each employee that is broadly the same.
 - c. Providing benefits based on employees' personal needs.
2. Procedural Justice is justice that is felt through the policies and procedures used in making decisions in the work environment. The indicators are:
 - a. Leaders listen to employee problems before making decisions.
 - b. Leaders look for accurate information.
3. Interactional Justice is the justice felt by employees regarding the respectful and dignified treatment they receive from their leaders.

Organizational culture

According to Afandi (2018), organizational culture is a system of values, assumptions, beliefs, philosophy, organizational habits that exist in an organization. According to Jones (Prawironegoro and Utari, 2016), "organizational culture is a form of reference for interaction between members of an organization and a form of reference for interaction with outside parties. The form of reference is values, norms and rules as a basis for members to think and behave."

Organizational Culture Indicators

According to (Afandi, 2018), the indicators of organizational culture are as follows:

- a. Implementation of norms Norms are rules of behavior that determine employee or employee responses regarding what is considered appropriate and inappropriate in certain situations. Organizational norms are developed over a long time by the founders and members of the organization. Organizational norms are very important because they

regulate the behavior of organizational members, so that the behavior of organizational members can be predicted and controlled.

- b. Implementation of values Values are guidelines or beliefs used by people or organizations to behave when faced with situations where they have to make choices. Values are closely related to morals and codes of ethics that determine what individuals and organizations should do that have the value of honesty. , integrity and openness assume they must act honestly and with high integrity.
- c. Trust Organizational trust relates to what the organization considers to be true and untrue. Trust describes the moral characteristics of an organization or the organization's code of ethics, for example providing a minimum wage in accordance with adequate needs will increase employee or employee motivation.
- d. Implementation of a code of ethics A code of ethics is a collection of good habits of a society that are passed down from generation to generation. The function of a code of ethics is to guide behavior for members of an organization.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this research, the exogenous variables are Organizational Justice (X1) and Organizational Culture (X2). Meanwhile, the endogenous variable is Organizational Commitment (Y) and the Intervening Variable, namely Job Satisfaction Results (Z). This research was carried out at BPJS Employment Aceh Province. The research period was carried out from March 2023 to September 2023.

According to Sugiyono (2018), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then the conclusion drawn is that the population used is 50 employees. According to Sugiyono (2018), the sample is part of the number and characteristics of the population. The sampling technique used is a saturated sampling technique, which involves all respondents to become samples, meaning the sample that will be used is 50 employees, consisting of:

No.	BPJSC Branch Office	Amount
1	Bireuen	5
2	Takengon	5
3	Lhokseumawe	20
4	Langsa	20
	Total	50

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software.

According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions. The data also does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval and ratio scales can be used in the same model), the sample does not have to be large. Partial Least Square (PLS) can not only confirm the theory, but also explain whether or not there is a relationship between latent variables.

The complete relationship between variables in this research can be seen as follows:

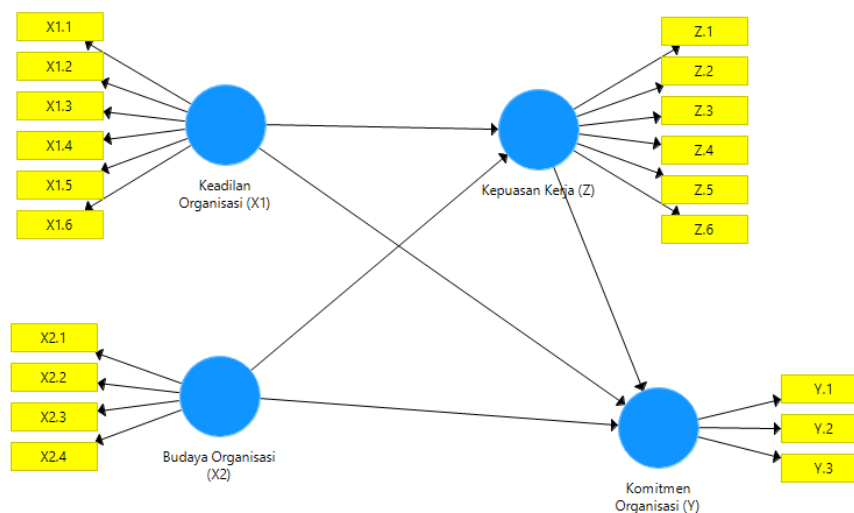


Figure.1 Structure of Research Variable Analysis in the SmartPLS Program

The steps for the Partial Least Square (PLS) method used in this research are as follows:

1. The first stage is to carry out a measurement model test, namely testing the validity and reliability of the construct of each indicator.
2. The second stage is to carry out a structural model test which aims to determine whether there is an influence between variables/correlation between the constructs measured in this research.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is

said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2014).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how big the correlation value is between the indicators that measure the variables). The cross-loading value is acceptable if the cross loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2014).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R²)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R² value is generally between 0 and 1.

2. Predictive Relevance (Q²)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q² value is greater than 0, it indicates the model

has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2014) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7 . The structural model in this research is shown in the following figure:

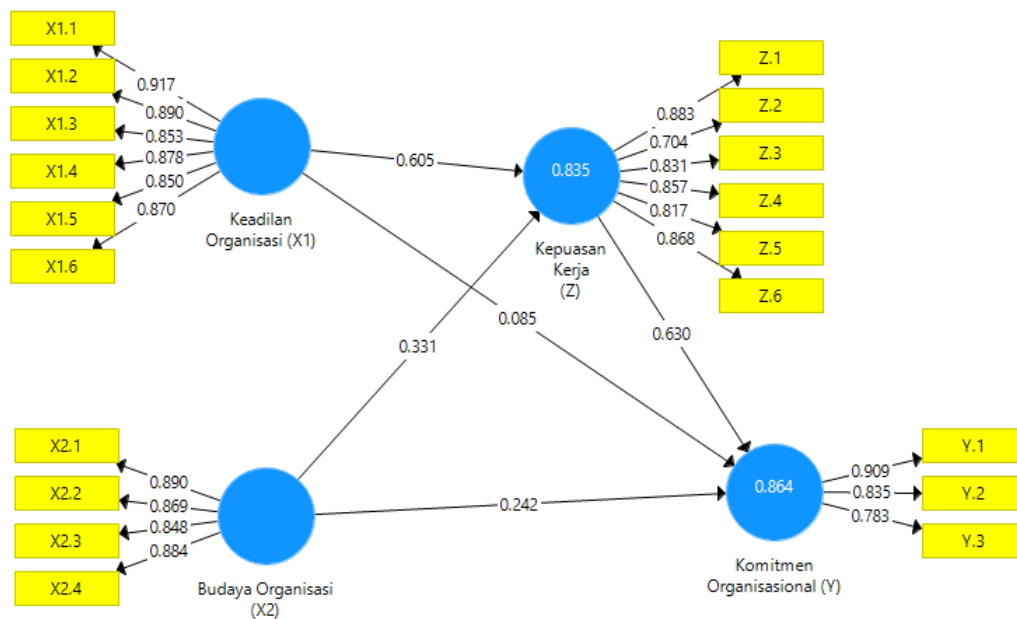


Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation, and the equation consists of two substructures for substructure 1:

$$Z = b1X1 + b2X2 + e1$$

$$Z = 0.605X1 + 0.331X2 + e1$$

For substructure 2:

$$Y = b3X1 + b4X2 + b5Z + e2$$

$$Y = 0.085X1 + 0.242 X2+ 0.630Z + e2$$

Table 1. Outer Loadings

	Organizational Culture (X2)	Organizational Justice (X1)	Job Satisfaction (Z)	Organizational Commitment (Y)
X1.1		0.917		
X1.2		0.890		
X1.3		0.853		
X1.4		0.878		
X1.5		0.850		
X1.6		0.870		
X2.1	0.890			
X2.2	0.869			
X2.3	0.848			
X2.4	0.884			

Y.1				0.909
Y.2				0.835
Y.3				0.783
Z.1			0.883	
Z.2			0.704	
Z.3			0.831	
Z.4			0.857	
Z.5			0.817	
Z.6			0.868	

Source: Smart PLS 3.3.3

In the table above there is a value for each variable, it is stated that the indicator for each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity, aiming to find out whether the cross-loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with the construct. The following table shows the cross-loading results from validity testing as follows:

Table 2. Discriminant Validity

	Organizational Culture (X2)	Organizational Justice (X1)	Job Satisfaction (Z)	Organizational Commitment (Y)
X1.1	0.901	0.917	0.830	0.819
X1.2	0.775	0.890	0.774	0.756
X1.3	0.732	0.853	0.664	0.647
X1.4	0.820	0.878	0.819	0.716
X1.5	0.744	0.850	0.856	0.785
X1.6	0.738	0.870	0.780	0.835
X2.1	0.890	0.774	0.740	0.717
X2.2	0.869	0.735	0.710	0.700
X2.3	0.848	0.734	0.789	0.795
X2.4	0.884	0.880	0.802	0.811
Y.1	0.706	0.785	0.818	0.909
Y.2	0.660	0.705	0.720	0.835
Y.3	0.824	0.709	0.779	0.783
Z.1	0.724	0.752	0.883	0.781
Z.2	0.560	0.629	0.704	0.718
Z.3	0.647	0.680	0.831	0.700

Z.4	0.894	0.825	0.857	0.830
Z.5	0.760	0.814	0.817	0.729
Z.6	0.720	0.762	0.868	0.798

Source: Smart PLS 3.3.3

The results of table 2 above show that the cross-loading factor has a loading factor value that is greater than the other variables for each indicator and variable, so it can be concluded that the discriminant validity research results have a valid distribution.

3. Composite reliability

In composite reliability research to look at each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliable. There are several blocks to determine whether the research is reliable or not and valid or not, including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X2)	0.896	0.927	0.762
Organizational Justice (X1)	0.940	0.952	0.769
Job_Satisfaction_(Z)	0.907	0.929	0.687
Organizational Commitment (Y)	0.796	0.881	0.712

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R²)

The next stage is evaluating the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Job_Satisfaction (Z)	0.835	0.828
Organizational Commitment (Y)	0.864	0.855

There is an R square value for the Job Satisfaction variable with an R square value of 0.835 and if the percentage is 83.5%, this means that the influence of the variables Organizational Justice and Organizational Culture is 83.5% and the rest is on other variables. The R square value of the Organizational Commitment variable is 0.864 and if the percentage is 86.4%, this means that the influence of the variables Organizational Justice, Organizational Culture and Job Satisfaction on Organizational Commitment is 86.4% and the rest is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Job_Satisfaction_(Z)	0.331	1,880	0.061
Organizational Culture (X2) -> Organizational Commitment (Y)	0.242	1,581	0.115
Organizational Justice (X1)_ -> Job_Satisfaction_(Z)	0.605	3,657	0,000
Organizational Justice (X1)_ -> Organizational Commitment (Y)	0.085	0.424	0.672
Job_Satisfaction_(Z) -> Organizational Commitment (Y)	0.630	4,899	0,000

The results of the research directly above will be explained as follows:

1. Organizational culture has a positive and insignificant effect on job satisfaction with an original sample value of 0.331 and a P value of 0.061. This means that the existence of an organizational culture does not necessarily create or increase employee or employee job satisfaction, because the satisfaction of a person's job where he is placed is not due to the culture created by the organization.
2. Organizational culture has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.331 and a p value of 0.115. This means that the organizational culture formed by the organization and employees does not necessarily increase the organizational commitment of each employee, because strong commitment to the organization is the result of treating employees or employees well.
3. Organizational Justice has a positive and significant effect on Job Satisfaction with an original sample value of 0.605 and a p value of 0.000. This means that if organizational justice increases, job satisfaction will increase, if it decreases, job satisfaction will also decrease.
4. Organizational Justice has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.085 and a p value of 0.672. This means that organizational justice has not been able to increase employees' sense of commitment to the organization, employees also still think that the organization is still unfair to its employees.
5. Job Satisfaction has a positive and significant effect on Organizational Commitment with an original sample value of 0.630 and a p value of 0.000. This means that if job satisfaction increases, commitment to the organization will increase and if it decreases, commitment will also decrease.

Table 6. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Culture (X2) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0.209	1,759	0.079
Organizational Justice (X1) -> Job Satisfaction (Z) -> Organizational Commitment (Y)	0.381	2,725	0.007

The results of the indirect influence above can be explained as follows:

1. Organizational culture has a positive and insignificant effect on Organizational Commitment through Job Satisfaction indirectly with the original sample result being 0.209 and p value 0.079. This means that Job Satisfaction is not an intervening variable because it is unable to influence organizational culture on organizational commitment indirectly.

2. Organizational Justice has a positive and significant effect on Organizational Commitment through Job Satisfaction with an original sample value of 0.381 and a p value of 0.007. This means that job satisfaction is able to become an intervening variable and have a positive influence on organizational justice and organizational commitment. With job satisfaction for employees, organizational justice has been fulfilled thereby building commitment to the organization.

CLOSING

Conclusion

Based on the results of the research above, the following conclusions can be drawn:

1. Organizational culture has a positive and insignificant effect on job satisfaction at BPJS Employment, Aceh Province.
2. Organizational culture has a positive and insignificant effect on Organizational Commitment in BPJS Employment Aceh Province
3. Organizational Justice has a positive and significant effect on Job Satisfaction at BPJS Employment Aceh Province
4. Organizational Justice has a positive and insignificant effect on Organizational Commitment in BPJS Employment in Aceh Province
5. Job Satisfaction has a positive and significant effect on Organizational Commitment in BPJS Employment Aceh Province.
6. Organizational Culture has a positive and insignificant effect on Organizational Commitment through Job Satisfaction indirectly in BPJS Employment Aceh Province
7. Organizational Justice has a positive and significant effect on Organizational Commitment through Job Satisfaction in BPJS Employment Aceh Province

Suggestion

After drawing conclusions on the results, the researcher provides suggestions for organizations as follows:

1. Organizations must be fair in treating employees without making exceptions between employees, even if the employee is part of the family, old friends or special relationships, even though they must still be fair and comply with the rules.
2. Organizations must sort out which organizational culture is bad and which is good organizational culture and slowly eliminate the bad culture that is mushrooming by implementing strict organizational regulations for employees.
3. Organizations must make employees feel satisfied with working in the organization by providing appropriate work for them and appropriate compensation and salary for each employee.
4. The task of the organization is to build employee trust in the organization that the organization will enable these employees to prosper and become better.

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