

THE MEDIATING ROLE OF JOB SATISFACTION IN INFLUENCING THE EFFECT OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CULTURE TOWARDS ORGANIZATIONAL COMMITMENT

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Abstract: Organizational commitment is a condition where loyal employees work in an organization. Organizational commitment owned by employees can maximize the achievement the goals of the organization. Human resources are the main assets of the company, employees in the company are expected to have high organizational commitment. Evaluation and analysis are carried out internally within the storehouse of PT. Putra Dewata Sejati in Denpasar shows that there is still need to improve the aspects of human resources in an effort to achieve company goals. This study aims to determine the mediating role of job satisfaction to influence the organizational justice and organizational culture on organizational commitment, research conducted at the storehouse of PT. Putra Dewata Sejati in Denpasar. The number of samples used was 107 people using the proportional random sampling method. Data collection using a questionnaire that uses a Likert scale. Data analysis techniques were performed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach, and the VAF test to test the role of mediation. The results showed that organizational justice had a positive effect on organizational commitment, organizational culture had a positive effect on organizational commitment, job satisfaction had a positive effect on organizational commitment, organizational culture had a positive effect on job satisfaction, organizational justice had a positive effect on job satisfaction, job satisfaction partially mediate the effect of justice organizational commitment to organizational commitment, and job satisfaction partially mediate the effect of organizational culture on organizational commitment. The findings in this study provide the implication that to increase organizational commitment of employees, companies can give lessons about the importance of loyalty values in the company and routinely carry out promotions. The company can also provide rewards in accordance with the level of work of employees and superiors need to pay attention to the company's long-term goals.

Keywords: organizational commitment, organizational justice, organizational culture, and job satisfaction.

I. INTRODUCTION

Intense competition between companies in the business world in the current era of globalization, requires companies to have advantages and high competitiveness in order to compete with other companies. Excellence and high competitiveness are needed to obtain quality resources. One of the organizations or companies that compete to get the advantage of other similar companies is PT. Putra Dewata Sejati. Where is PT. Putra Dewata Sejati is a company engaged in the distribution of bottled drinking water (gallons) whose product distribution covers all regions in Bali. The role of an

organization or company in managing its human resources is needed to form the organizational commitment of its employees. Organizations are required to be able to provide support to their employees, so that employees will have a sense of belonging to the company and are job oriented. According to [50], employees who have organizational commitment are employees who can identify their involvement in the organization. Organizational commitment can also be defined as the strong desire of employees to maintain membership in the organization and the willingness to direct enough effort on behalf of the organization [77][44] states that organizational justice is an individual's perception of justice from the decisions taken by his superiors. Organizational justice is the overall perception of what justice is at work [66]. The existence of organizational justice in the company will make employees feel valued, recognized and accepted, so that it will increase organizational commitment [60]. Some of the results of empirical studies, such as research conducted [51][58] regarding the relationship between organizational justice, job satisfaction, and organizational commitment shows that job satisfaction mediates partially the effect of organizational justice on organizational commitment. Research on the influence of organizational culture on organizational commitment mediated through job satisfaction researched by [64][68] regarding the influence of organizational culture on organizational commitment mediated by job satisfaction shows that job satisfaction can mediate the influence of organizational culture on commitment organization. Research conducted by [52][27] regarding the relationship between organizational justice and job satisfaction shows that organizational justice has a positive and significant effect on job satisfaction.

II. RESEARCH METHODS

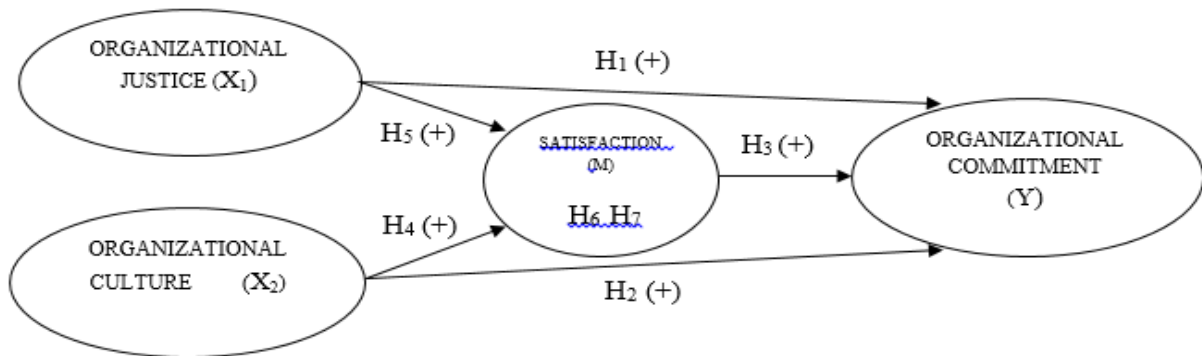


Figure 1: Conceptual Framework

This study uses the design or research design Causal Explanatory to determine the causal relationship (cause and effect) between several variables through hypothesis testing. The population taken from this study were all employees who worked at three PT. Putra Dewata Sejati Denpasar region directly involved in the company's activities with 146 people spread over five departments. This research uses random sampling. From the results of calculations with the Slovin formula get a sample of 106.95 which is rounded up to 107 respondents. From the results of these calculations, the sample to be taken in this study was 106.95 rounded up to 107 respondents. Inferential statistics in this study are used to test the proposed hypothesis, wherein testing the hypothesis in this study to produce a model that is fit using a variance-based or component-based approach with Partial Least Square.

III. RESULT AND DISCUSSION

Exogenous variables are declared significant in their endogenous variables if the t-statistic results are greater than t table 1.68 (Significant level of 5 percent, df = 40). The t statistic results for each variable can be seen in Table 1 as follows:

Table 1: T-Statistic

Variable	T-Statistic	T-Table	Information
Org Justice. → Org Commitment.	4.231	1.68	Significant
Org Culture. → Org Commitment.	4.268	1.68	Significant
Job Satisfaction → Org Commitment.	5.117	1.68	Significant
Org Culture. → Job Satisfaction	3.111	1.68	Significant
Justice Org. → Job Satisfaction	2.393	1.68	Significant

Source: Data processed, 2020

Table2: Path Coefficients

Variable	Path Coefficient	T-Statistic	P-Values	Information
Org. Justice → Org Commitment.	0.361	3.634	0.000	Significant
Org Culture. → Org Commitment.	0.332	3.427	0.001	Significant
Job Satisfaction → Org Commitment.	0.327	5.117	0.000	Significant
Org Culture. → Job Satisfaction	0.438	3.111	0.002	Significant
Org Justice. → Job Satisfaction	0.398	2.393	0.017	Significant

Source: Data processed, 2020

Table 3: Direct Effect

Variable	Coefficients	T-Statistic
Justice Org. → Job Satisfaction	0.398	2.393
Justice Org. → Org Commitment.	0.361	3.634
Org Culture. → Job Satisfaction	0.438	3.111
Org Culture. → Org Commitment.	0.332	3.427
Job Satisfaction → Org Commitment.	0.327	5.117

Source: Data processed, 2020

The next step is testing of job satisfaction as a mediating variable by calculating the value of the Variance Accounted For (VAF). Calculation of Variance Accounted For (VAF) requires the value of the coefficient of indirect effect and the coefficient of total effect. The coefficient value of the indirect effect of organizational justice on organizational commitment through job satisfaction is 0.130. The value of the total effect coefficient is 0.491. The coefficient value of the indirect effect of organizational justice on organizational commitment through job satisfaction is 0.143. The value of the total effect coefficient is 0.475. By knowing the value of the coefficient of indirect influence and the coefficient of total effect, then we can calculate the value of the Variance Accounted For (VAF) as follows:

$$\begin{aligned}
 \text{VAF} &= \frac{\text{Indirect Effect}}{\text{Total Effect}} \\
 &= \frac{0,143}{0,475} \\
 &= 0,301
 \end{aligned}$$

From the two results of the calculation, the role of job satisfaction as a mediator in the effect of organizational justice on organizational commitment has a VAF value of 0.265 (26.5 percent) and the role of job satisfaction as a mediator in the influence of organizational culture on organizational commitment has a VAF value of 0.301 (30, 30, 1 percent). Based on these two values, job satisfaction has a partial mediating role in the effect of organizational justice and organizational culture on organizational commitment. Emotional intelligence and organizational culture can affect organizational commitment directly or indirectly through job satisfaction. Therefore, it can be concluded that hypothesis 6 and hypothesis 7 which states job satisfaction acts as a mediator of the effect of organizational justice and organizational culture on organizational commitment is proven.

Effect of Organizational Justice on Organizational Commitment

Organizational justice is the employee's perception of the overall procedures, rules and organizational policies related to their work to be fair [38]. When employees in an organization feel that managers behave fairly, cooperation between managers and employees becomes easier and employees support the decisions made by their managers [55]. The relationship between organizational commitment that is influenced by organizational justice in a number of studies expressed positive effect. Hypothesis testing conducted on the effect of organizational justice on organizational commitment in this study, obtained the results that organizational justice has a positive influence on organizational commitment. These results are consistent with the first hypothesis (H1) which states organizational justice has a positive effect on organizational commitment. It is able to explain that when the higher organizational justice that exists in the company, the organizational commitment of employees in the company is also higher. The results of this study are in accordance with previous studies examined by [43][22][45][14] who discovered the positive and significant influence of

organizational justice on organizational commitment. These results are in accordance with the statement of [58] which states that organizational justice that is well implemented in an organization will be able to foster a sense of loyalty of employees in order to stay in the company. The statement was also supported by [31] which stated that organizational justice provided by the company would create a sense of employee ownership of the company that affected the employee's desire to remain committed in the company.

The Effect of Organizational Culture on Organizational Commitment

[82] suggested that organizational culture is a set of basic assumptions and beliefs held by members of the organization, then developed and passed on to new members of the organization to overcome internal company problems. [7] states that organizational culture is all beliefs, feelings, behavior, and symbols that characterize an organization. The relationship between organizational commitment that is influenced by organizational culture in several studies stated have a positive influence. Hypothesis testing conducted on the influence of organizational culture on organizational commitment in this study, obtained the results that organizational culture has a positive influence on organizational commitment. These results are consistent with the second hypothesis (H2) which states that organizational culture has a positive effect on organizational commitment. This can explain that the stronger the organizational culture in the company, the higher organizational commitment of employees is in the company. The results of this study are in accordance with previous studies examined by [6][54][17] who found a positive and significant influence of organizational culture on organizational commitment. These results are in accordance with the statement of [74] which states that a good organizational culture will increase the sense of belonging and commitment of organizational members to the organization and its work groups. The statement was also supported by [79] who stated that employees will tend to remain in a company that has clear corporate culture values.

Effect of Job Satisfaction on Organizational Commitment

According to [47] job satisfaction in carrying out its functions does not stand alone, but is related to performance and reward levels, influenced by skills, abilities, and individual traits. Job satisfaction is an evaluation that illustrates someone's feeling of pleasure or discomfort, satisfied or dissatisfied at work. Job satisfaction is a person's perspective both positive and negative about their work [72]. The relationship between job satisfaction that affects organizational commitment in several studies stated to have a positive influence. Hypothesis testing conducted on the effect of job satisfaction on organizational commitment in this study, obtained results that job satisfaction has a positive effect on organizational commitment. These results are in accordance with the third hypothesis (H3) which states that job satisfaction has a positive effect on organizational commitment. It can explain that the more satisfied the employee is when working in the company, the higher the organizational commitment in the company. The results of this study are in accordance with previous studies examined by [2][67] [75][23] who found a positive and significant effect of job satisfaction on organizational commitment. These results are consistent with the statement of [77] which states that the satisfaction felt by workers in the organization can increase their loyalty and survive in the organization for a long time. These results are also supported by [88] which states that job satisfaction is an assessment of workers about how far the work can make it stay in the company to satisfy their needs.

The Effect of Organizational Culture on Job Satisfaction

According to [53] states that culture is a system of shared meanings and beliefs shared by the members of a decisive organization, most of the way they act with one another and towards outsiders. While the definition of job satisfaction here is an emotional state that is not pleasant or pleasant when where employees view their work [26] The relationship between job satisfaction that is influenced by organizational culture in several studies expressed positive effect. Hypothesis testing conducted on the influence of organizational culture on job satisfaction in this study, obtained results that organizational culture has a positive influence on job satisfaction. These results are in accordance with the fourth hypothesis (H4) which states that organizational culture has a positive effect on job satisfaction. It is able to explain that the stronger organizational culture in the company will increase employee job satisfaction. The results of this study are in accordance with previous studies examined by [11][24][10] who found a positive and significant influence of organizational culture on job satisfaction. These results are consistent with the statement from [80] which states that when employees are able to apply the norms or values of the company well, it will cause feelings of pleasure because they are able to adjust to all activities in the organization. These results are also in accordance with the theory that states the values and norms applied in the organization as a basic assumption in influencing employee behavior in carrying out work in the organization [69].

Effect of Organizational Justice on Job Satisfaction

[46] suggested that organizational justice perceived by employees is able to arise from the processes implemented by the company in the distribution of rewards, decisions made, and the treatment of employees with dignity, attention, and respect. Whereas the understanding of job satisfaction according to [19] is obtained when the desires and needs of employees are fulfilled at work, it tends to make employees more creative and innovative which gives a positive impact to the organization. The relationship between organizational justice that affects job satisfaction in a number of studies is stated to have a positive influence. Hypothesis testing conducted on the effect of organizational justice on job satisfaction in this study, obtained results that organizational justice has a positive effect on job satisfaction. These results are consistent with the fifth hypothesis (H5) which states that organizational justice has a positive effect on job satisfaction. This is able to explain that the high organizational justice in the company will be able to increase the work satisfaction of its employees. The results of this study are in accordance with previous studies examined by [20]; [35][87][18][56] which found a positive and significant effect of organizational justice on job satisfaction. These results are consistent with statements from [52] which state that companies that are able to be fair to their employees will foster a sense of satisfaction that can improve performance in the company. These results are also supported by [44] which states that employees who get dignity and respect in the company are able to increase job satisfaction in the company.

The Role of Job Satisfaction in mediating the effect of Organizational Justice on Organizational Commitment

Significance in the role of job satisfaction in mediating the effect of organizational justice on employee organizational commitment can be seen from the results of organizational justice testing of organizational commitment which is then included in the variable job satisfaction mediation. The results of these calculations prove that job satisfaction is able to partially mediate the effect of organizational justice on organizational commitment. In several studies, job satisfaction can play a role as a mediator of the effect of organizational justice on organizational commitment. Hypothesis testing conducted on the role of job satisfaction in mediating the effect of organizational justice on organizational commitment in this study, obtained results that job satisfaction is able to mediate the effect of organizational justice on organizational commitment. These results are consistent with the sixth hypothesis (H6) which states that job satisfaction mediates the effect of organizational justice on organizational commitment. It is able to explain that the higher organizational justice that is in the company, the more satisfied employees are at work thereby increasing employee organizational commitment. The results of this study are in accordance with previous studies investigated by [42][14][78] who found that satisfaction was able to mediate the effect of organizational justice on organizational commitment. These results are in accordance with a statement from [57] which states that organizational justice in the company must be able to make employees satisfied at work, when employees feel satisfied working at the company will be accompanied by high employee desires to remain in the company.

The Role of Job Satisfaction in mediating the influence of Organizational Culture on Organizational Commitment

There is significance in the role of job satisfaction in mediating the influence of organizational culture on employee organizational commitment. It can be seen from the results of testing organizational culture on organizational commitment, which then includes job satisfaction mediation variables. The results of these calculations prove that job satisfaction is able to partially mediate the influence of organizational culture on organizational commitment. In several studies, job satisfaction can play a role as a mediator of the effect of organizational justice on organizational commitment. Hypothesis testing conducted on the role of job satisfaction in mediating the influence of organizational culture on organizational commitment in this study, obtained results that job satisfaction is able to mediate the influence of organizational culture on organizational commitment. These results are consistent with the seventh hypothesis (H7) which states that job satisfaction mediates the influence of organizational culture on organizational commitment. It is able to explain that the stronger the organizational culture of the company, the more satisfied employees are at work which can increase employee organizational commitment. The results of this study are in accordance with previous studies examined by [68][81] who found that satisfaction was able to mediate the influence of organizational culture on organizational commitment. These results are consistent with the statement of [64] which states that if the company is able to apply organizational justice to all components involved in the organization, then all members of the organization will feel happy and increase the commitment of employees in the organization.

IV. CONCLUSION AND SUGGESTION

Based on the analysis and discussion that has been put forward, as a conclusion and the results of the research it is obtained that organizational justice has a positive effect on organizational commitment. That means the higher organizational justice that is in the company, the higher the organizational commitment of employees to stay in the company. Organizational culture has a positive effect on organizational commitment. This means that the stronger the organizational culture of a company, the higher the organizational commitment of employees to remain organized in the company. Job satisfaction has a positive effect on organizational commitment. This means that the more satisfied the employees work at the company, the higher the organizational commitment of employees to remain in the company. Organizational culture has a positive effect on job satisfaction. This means that the stronger the organizational culture in the company, the more satisfied employees will be working in the company. Organizational justice has a positive effect on job satisfaction. That means the higher organizational justice that exists in the company, the more satisfied employees are working at the company. Job satisfaction is able to mediate the effect of organizational justice on organizational commitment. This means that the higher organizational justice in the company will cause employees to be satisfied at work, thereby increasing the organizational commitment of employees to remain organized in the company. Job satisfaction can mediate the influence of organizational culture on organizational commitment. This means that the stronger organizational culture in the company is able to cause employees to be satisfied at work, thus increasing the organizational commitment of employees to stay in the company.

Based on these conclusions, it can be put forward some suggestions that are expected to be useful for companies, especially PT. Putra Dewata Sejati in Denpasar and also for other related parties. The suggestion given is that this research succeeded in proving that job satisfaction can play a role as a mediating variable in increasing employee organizational commitment, so it is suggested that companies can continue to maintain employee job satisfaction to increase employee commitment in organizing in the company. Further researchers are advised to use or develop other variables that are suspected to be able as influencing and mediating variables to further enhance employee organizational commitment. In the organizational commitment variable that obtains the lowest average value is a statement about being loyal employees in a company is a wise action, so it is recommended that the company always emphasizes the values of loyalty to its employees to foster pride and loyalty to be part of the company. Then the variable job satisfaction that gets the lowest average value is a statement about promotions that often occur in the company, so it is recommended that companies often do promotions when the end of the period or when employees get an achievement so that employees feel more satisfied when getting results or achievements on his job at the company. In the organizational justice variable that obtains the lowest average value is a statement about the rewards given by the company to employees in accordance with their efforts to work in the company, so it is suggested that the company pay more attention to the level of work given to its employees who then are given rewards that are appropriate to the job so employees feel themselves treated fairly at the company. Then the organizational culture variables that get the lowest average value is a statement about the boss has far-sighted thoughts about how the company's future, so it is recommended that superiors in the company do more planning what will be achieved and goals in the long term capable companies make employees more trust in the company and always adhere to the values and norms that exist in the company well.

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