

Perception of Organizational Justice Towards Organizational Commitment Among Employees of PT. Jayadi Samudera Lines Through Job Satisfaction Mediation

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Abstract

The purpose of this study was to determine the effect of perceptions of organizational justice on organizational commitment in employees of PT. Jayadi Samudera Lines, with the mediation of job satisfaction. The population of this study was selected using nonprobability sampling. The research method used was quantitative. Data were collected by distributing questionnaires directly, consisting of scales measuring perceptions of organizational justice, job satisfaction, and organizational commitment. The scales in this study used Likert formats with 6 and 5 answer choices. The measurement instruments included the perception of organizational justice scale developed by the researcher based on Moorman's theory (1991); the job satisfaction scale developed by the researcher based on Spector's theory (1994), translated by Junaedi et al. (2021); and the organizational commitment scale originally developed by Allen and Meyer (1990) and revised by Stephen Jaros (2007). Validity testing employed content validity, while reliability was assessed using Cronbach's Alpha. Data analysis techniques consisted of regression and mediation analysis tests. The results showed that perceptions of organizational justice have a direct effect on organizational commitment with a p-value of 0.002 and an estimate of 0.318. Additionally, they affect organizational commitment through the mediation of job satisfaction, with a p-value of 0.001 and an estimate of 0.391. Thus, it can be concluded that job satisfaction serves as a mediating variable.

Keywords: Perceptions Of Organizational Justice, Job Satisfaction, Organizational Commitment.

INTRODUCTION

According to CNBC Indonesia (2022), almost all workers worldwide faced significant challenges during the Covid-19 pandemic. The great resignation became a common phenomenon during that time (Hasibuan L., 2022). A 2022 study by payroll company UKG found that 43 percent of people who left their jobs during the pandemic now admit they feel better in their old jobs (CNBC Indonesia, 2022).

Workers left their jobs during the pandemic for higher wages or are considering leaving or seeking better opportunities. Brad Harris said, "It forces us to think about some of the emerging and somewhat ambitious things we have about work," Brad Harris, a professor of management and human resources at HEC Paris, told CNBC International, as quoted on Wednesday, August 17, 2022 (CNBC Indonesia, 2022). Human resources are the most crucial element in a business or company for its smooth and successful operation. A work organization requires a competent and high-performing workforce to achieve its purposeful existence and goals (Umiyati et al., 2022).

Organizational performance is aligned with the integrated organizational behavior model, which reflects one of the starting points of the journey through the concepts covered. It is not enough to simply have talented employees perform their jobs well. Employees should remain long-term so that the organization can benefit from their efforts (Colquitt et al., 2019).

According to Mowday, Porter, and Steers, characteristics of highly committed employees include a strong belief in the organization and acceptance of its goals and values. They want to work; they have a strong desire to remain with the organization. Mowday's approach is an attitudinal or emotional approach that emphasizes the importance of alignment (a state of agreement) between an employee's personal values and goals and those of the organization (Mowday, Porter, & Steers, 1982). From this, it can be said that the more an organization can instill trust in an employee who embodies the organization's values and goals, the higher the employee's commitment to the organization.

Mayer and Allen (1997) conducted research on commitment in the early 1980s. Initially motivated by practical considerations, they asked: What makes some volunteers in nonprofit organizations so highly committed to their work, and how can this sense of commitment be instilled in others? Examining the literature for clues about how commitment develops and is maintained, Mayer and Allen found little consensus on the meaning of commitment.

The level of commitment required by a company is affective commitment. Indicators of affective commitment are employees who have a sense of attachment to the company or work they are interested in according to their field and whose goals align with the company's goals. Based on interviews conducted by researchers with employees in a company, the opinions expressed by the subjects help classify organizational commitment based on the answers given by company employees. This is indicated by the presence of organizational commitment indicators such as wanting to stay in the company, which aims to increase income for family living expenses. Lack of commitment among company employees includes, among other things, employees' intentions to leave the company and some employees who are lazy during work hours. It can be said that during the interview, employees mentioned aspects of job satisfaction, mentioning salary and aspects of organizational justice, including a perceived lack of fairness from superiors who side with some employees, resulting in differential treatment, as well as elbowing between company employees and a lack of definite rest time for employees.

The current business environment, particularly post-pandemic, has created significant challenges for organizations in maintaining employee commitment and satisfaction. Organizations face increased employee turnover, decreased loyalty, and growing demands for workplace fairness. This research addresses the critical need to understand how perception of organizational justice influences employee commitment through job satisfaction mechanisms, which is essential for organizational sustainability and performance.

Several studies have examined organizational justice, job satisfaction, and organizational commitment separately. However, limited research has specifically investigated the mediating role of job satisfaction in the relationship between perceptions of organizational justice and organizational commitment, particularly in the Indonesian maritime industry context. Previous studies by Chegini et al. (2019) and Sari (2019) have shown relationships between these variables, but the specific mediation mechanism remains underexplored in this industry sector.

This study contributes to the literature by: (1) examining the mediating role of job satisfaction in the organizational justice–commitment relationship within the maritime industry context, (2) providing empirical evidence from an Indonesian company setting, and (3) offering practical insights for maritime organizations seeking to enhance employee retention and commitment through fair treatment practices.

The objectives of this research are to: (1) analyze the direct effect of perceptions of

organizational justice on organizational commitment, (2) examine the influence of perceptions of organizational justice on job satisfaction, (3) investigate the effect of job satisfaction on organizational commitment, and (4) determine the mediating role of job satisfaction in the relationship between perceptions of organizational justice and organizational commitment.

The benefits of this research include providing theoretical contributions to organizational behavior literature, offering practical guidance for management in developing fair workplace policies, and serving as a foundation for future research in the maritime industry context.

MATERIALS AND METHOD

This research used a quantitative method based on the philosophy of positivism. The data collected were numerical, and statistical analysis was employed. The population consisted of all employees of PT. Jayadi Samudera Lines. The sample was selected using a nonprobability purposive sampling technique to ensure participants had sufficient experience and knowledge of organizational practices. The sample size was determined according to the statistical requirements for structural equation modeling and mediation analysis.

RESULTS AND DISCUSSION

As is known, this study attempts to examine the effect of organizational justice perceptions on organizational commitment among employees of PT. Jayadi Samudera Lines, mediated by job satisfaction. This study has four hypotheses. The first examines the mediation of organizational justice perceptions on organizational commitment, mediated by job satisfaction. Table 4.13 above shows the results of the independent variable's test on the dependent variable through the mediator, with a P-value of $0.001 \leq 0.05$ and an estimate of 0.391, greater than the direct test of x against y, which had an estimate of 0.318. Therefore, it can be concluded that organizational justice perceptions influence organizational commitment, mediated by job satisfaction.

Based on the analysis, it is known that organizational justice perceptions can have a direct and indirect effect through job satisfaction on organizational commitment. Therefore, this study concludes that partial mediation occurs. This is consistent with research by Chegini et al. (2019), which found that organizational commitment has a significant positive relationship with self-efficacy ($\beta_3=0.28$, $P<0.001$) and job satisfaction ($\gamma_3=0.73$, $P<0.001$), while organizational justice has a significant positive relationship with job satisfaction ($\gamma_2=0.89$, $P<0.001$). Furthermore, job satisfaction plays a mediating role in the relationship between organizational justice and organizational commitment. This means that employees with perceived organizational justice can develop organizational commitment through job satisfaction.

The results of this study also indicate that there is an influence between perceived organizational justice and job satisfaction on organizational commitment, as seen in Table 4.15. The R^2 value for variable (X) and variable (Z) on variable (Y) is 0.620, indicating that perceived organizational justice and job satisfaction have a significant influence, accounting for 62% of organizational commitment.

Furthermore, Hypothesis 2, which states that perceived organizational justice influences job satisfaction, is significant, and therefore, Hypothesis 2 is accepted. The results of the hypothesis test in the R-Square table in Table 4.15 show an R^2 value of 0.448, indicating that

the perceived organizational justice variable influences job satisfaction by 44.8%. This means that the better an employee's perception of justice, the higher their job satisfaction.

This is consistent with research by Sari (2019), which shows that organizational justice influences employee job satisfaction, with a beta coefficient (β) of 0.386, a calculated t value $>$ t value ($4.152 > 1.984$), and a p value of 0.000 ($p < 0.05$). This means that employees with perceived organizational justice can experience job satisfaction.

According to Moorman (1993), "factors influencing justice in an organization include the sense of fairness experienced by an individual within the organization, fairness in promotions, pay, and employee rewards and sacrifices." It can be argued that Moorman (Spector and Paul) mentions aspects of job satisfaction—promotions, pay, and rewards—that can influence employee perceptions of justice.

The results of this study are based on how employees perceive fairness in their organization, or how they are treated at work, and how employees feel they are treated fairly by their organization or company. Therefore, this study can conclude that perceptions of organizational justice can encourage employee satisfaction in their work.

Hypothesis 3 examines the effect of perceptions of organizational justice on organizational commitment. The results indicate that perceptions of organizational justice influence organizational commitment. The results of the hypothesis test, shown in the path coefficient table (Table 4.16), show a p-value or significance value of 0.002, indicating that the better an employee's perception of justice, the higher their commitment to the organization.

These results align with research conducted by Sundari and Utam (2022), which showed a strong positive relationship between organizational justice variables and organizational commitment in millennial employees ($r = 0.607$; $p = 0.000$; $p < 0.05$). From these results, it can be concluded that the research hypothesis is accepted.

This supports the opinion of Meyer and Allen (1997), who explained that employees can have a deep sense of loyalty and commitment to the company they work for. A positive perception of fairness within the company can increase employee engagement, which can impact their sense of commitment. Implementing organizational justice fosters trust, increases membership behavior, organizational commitment, and employee performance, thus fostering these perceptions and linking them to the workplace.

Hypothesis 4 examines the effect of job satisfaction on organizational commitment. Based on data analysis, it was found that there is a significant influence between job satisfaction and organizational commitment. The results of the hypothesis test are shown in the path coefficients table in Table 4.16, indicating a P-value of 0.001, indicating that the higher the employee's job satisfaction, the higher their commitment to the organization.

These results align with research conducted by Dwiyanti & Bagia (2020), which showed that organizational commitment positively influences job satisfaction at PT BPR Nusamba Kubutambahan by 82.8%, with a contribution of 68.6%. The study shows that job satisfaction is positively and significantly influenced by the organizational commitment variable at PT BPR Nusamba Kubutambahan.

This also relates to Steers and Porter's statement (in Sopiah, 2008:156), which states that there are factors that influence employee commitment and job satisfaction. These include: "An employee's personal characteristics include their relationship with the company, and the different needs and desires of each employee."

Job characteristics, such as the ability to interact with coworkers and employee identity." Coworker satisfaction with positive employee interactions fosters a sense of commitment, but job characteristics can also influence employee job satisfaction and commitment, regarding whether the job matches their skills.

Based on the research results, we can obtain a picture of the subjects' perceptions of organizational justice, job satisfaction, and organizational commitment through the percentage of subjects choosing questionnaire items for each variable. The following is a description of the favorable items for organizational justice perceptions that were selected by the fewest subjects:

Table 1. Favorable Items for Organizational Justice Perceptions

No Item	Dimensions	Statement	Presentation		Total
			In accordance	Very Suitable	
5	Interactional Justice	Your boss is able to suppress personal bias	30.3%	6.6%	36.9%
7	Procedural Justice	I think the procedure is designed to make sure all parties affected by the decision are represented.	44.7%	6.6%	51.3%
8	Interactional Justice	Your boss gives you timely feedback on decisions and their implications.	42.1%	9.2%	51.3%

Table 1 shows that three favorable items regarding organizational justice perceptions were the least frequently selected. The first item, number 5, "Your supervisor is able to suppress personal biases," had a score of 36.9%. Then, item number 7, "I think procedures are designed to ensure that all parties affected by decisions are represented," and item number 8, "Your supervisor provides you with timely feedback on decisions and their implications." Both had the same score, 51.3%.

The percentages indicate that few subjects felt their supervisor was unable to suppress personal biases, there were insufficient procedures designed to make decisions that represented all employees, and they felt their supervisor provided insufficiently timely feedback on decisions and their implications. The following are favorable items for job satisfaction that were least frequently selected by subjects.

Table 2. Favorable Items for Job Satisfaction

No Item	Aspect	Statement	Presentation		Total
			In accordance	Very Suitable	
28	Wages	I am satisfied with the salary increase given.	19,7%	6,6%	23,3%
11	Promotion	Employees who do a good job will get a fair chance to be promoted.	32,9%	3.9%	36,8%
20	Promotion	Employees in the company, move up the ranks just as quickly as in other companies.	25%	17,1%	42,1%

Based on Table 2, three favorable job satisfaction items were selected the least

frequently. These were item 28, "I am satisfied with the salary increase I received," with a score of 23.3%, and item 11, "Employees who perform well will receive a fair opportunity for promotion," with a score of 36.8%. Furthermore, item 20, "Employees in this company get promoted as quickly as in other companies," with a score of 42.1%. The following is a summary of favorable organizational commitment items selected by the least frequently:

Table 3 Favorable Organizational Commitment Items

No Item	Aspect	Statement	Presentation		Total
			In accordance	Very Suitable	
18	Normative Commitment	I often feel anxious about what losses I might incur with this organization.	50%	10,5%	60,5%
22	Continuity Commitment	I am dedicated to this organization, because I am afraid of the losses I might experience in it.	44,7%	15,8%	60.5%
14	Continuity Commitment	I am loyal to this organization, because I have invested a lot in it, emotionally, socially, and economically.	52,6%	26,3%	78,9%

Based on Table 3, it is known that there are three favorable items of organizational commitment that were chosen by few subjects. The first item, number 18, is the sentence "I often feel anxious about what losses I might experience with this organization," and the second item, number 22, is the sentence "I am dedicated to this organization, because I am afraid of the losses I might experience in it," both with a value of 60.5%. Meanwhile, the third item, number 14, is the sentence "I am loyal to this organization, because I have invested a lot in it, emotionally, socially, and economically."

CONCLUSION

This study found support for all four hypotheses: organizational justice perceptions influenced organizational commitment both directly and indirectly through job satisfaction, while organizational justice perceptions also positively affected job satisfaction, and job satisfaction positively impacted organizational commitment. Future research is recommended to explore other potential mediators such as organizational trust, employee engagement, or psychological empowerment in the justice-commitment relationship. Additionally, longitudinal studies are suggested to better understand the causal dynamics over time. Practically, organizations should improve supervisory practices by ensuring unbiased treatment and providing timely feedback to strengthen employees' perceptions of organizational justice.

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