



The Effect of Compensation, Organizational Justice, and Organizational Culture on Employees' Organizational Commitment at CV. Bhakti Astawira Sejahtera

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Abstract. In an organization, corporate commitment significantly influences the company's success in achieving its goals—an interview with the owner of CV. Bhakti Astawira Sejahtera revealed that the organizational commitment of its employees is still less than optimal. This lack of organizational commitment is caused by many employees who are often late to work and often ask for leave without considering the remaining workload. Inadequate compensation factors cause a decrease in employee organizational commitment. This study aims to examine whether compensation, organizational justice, and organizational culture can influence employee organizational commitment. This study involved 53 respondents who are employees of CV. Bhakti Astawira Sejahtera, the data collection method was carried out by distributing questionnaires directly at CV. Bhakti Astawira Sejahtera is located in Lendah, Kulon Progo, DIY. Data processing was used with SPSS 26. The results showed that the compensation variable had a negative and insignificant effect on organizational commitment. Meanwhile, the organizational justice and organizational culture variables had a positive and significant effect on organizational commitment. The implications of this research are expected to enable the implementation of a compensation system and create organizational justice and a good organizational culture that will influence employee organizational commitment to the company.

Keywords: Compensation, Organizational Justice, Organizational Culture, Organizational Commitment.

1 Introduction

Construction services companies are one of the most important sectors in the economic structure of various countries [1]. Construction services companies are businesses in the service sector related to the planning, implementation, and supervision of construction activities for the construction of buildings and similar structures. Human resources are the greatest asset in an organization. In a company, organizational commitment significantly influences the success of the company in achieving its goals. Organizational commitment is a system of identification of employee conditions in helping an organization or company, as well as the goals and objectives of employees in maintaining their existence in an organization or company [2].

CV. Bhakti Astawira Sejahtera is a construction company located in Jatisati, RT 40 RW 00, Jatirejo, Lendah, Kulon Progo Regency. CV. Bhakti Astawira Sejahtera has joined the Construction Services Association (GAPENSI), the oldest and largest

association in Indonesia, after conducting interviews with the owner of CV. Bhakti Astawira Sejahtera, it was shown that the organizational commitment of its employees is still less than optimal. The organizational commitment is less than optimal because many employees are often late to work and often apply for leave without considering their remaining work. The lack of return factors causes a decrease in employee organizational commitment.

The lack of coverage in previous research motivated this study. Progress is important for an employee because the amount of progress reflects the employee's work performance [3]. When an organization develops a well-designed and structured compensation system, it will attract employees who are willing to work in the organization. If employees are satisfied with the compensation given, they will be motivated to work harder to achieve the organization's goals [4]. However, [5] found that availability did not have a positive and significant impact on organizational commitment.

Organizational culture influences employee attitudes and behavior because the value system within the organizational culture serves as a guideline for behavior. Organizational culture is an important key and is used by managers to reflect the direction, values, and behavior of employees in an organization [6]. According to [7], organizational culture can improve employees in terms of the mix of values, beliefs, communication, and behavior that guide someone to increase their organizational commitment.

According to previous research conducted by [8], justice within an organization significantly influences its success. [9] found that organizational justice influences organizational commitment. Meanwhile, [2] found that organizational justice did not affect organizational commitment.

This research is expected to provide broader and deeper insights into compensation, organizational justice, and organizational culture. The purpose of this study is to determine the influence of compensation, organizational justice, and organizational culture on organizational commitment at CV. Bhakti Astawira Sejahtera.

2 Literature Review

Organizational commitment is the participation and contribution of employees in carrying out their work and achieving company goals. According to [10], organizational commitment refers to an employee's belief in the goals and values of the organization, as well as the desire to maintain membership and loyalty to the organization. Meanwhile, according to [11], organizational commitment is the level of individual involvement in an organization, including trust, support for the goals and values of an organization, as well as motivation to continue to contribute seriously to the interests of the organization, and also the desire to continue to maintain membership in the organization.

Compensation is a reward given by a company to its employees. According to [3], compensation is a reward given for an employee's contribution in carrying out the tasks, obligations, and responsibilities entrusted to him to achieve the company's goals. Meanwhile, according to [12], compensation is the total of all rewards received by

employees in exchange for their services. The value of a compensation plan in an organization is crucial [4].

Organizational justice is an employee's perception of the treatment they receive in their workplace. According to [2], organizational justice is the employee's perception of the justice that occurs in an organization. Every employee desires fairness in their work environment, such as fairness in reward distribution and interactions [13]. Employees who are treated fairly perform better and have a stronger sense of responsibility.

Organizational culture is the set of habits that become the identity of an organization or company. Organizational culture is the shared meaning among members, which distinguishes one organization from another [6]. Meanwhile, organizational culture consists of values, beliefs, ideas, and ways of interacting between employees that shape the social environment of an organization [14].

2.1 Hypothesis Development

Compensation can be defined as the reward provided by a company to employees for their services in carrying out the duties, obligations, and responsibilities assigned to them in achieving company goals [3]. Compensation must be fair and equitable to create a conducive and productive work environment for the company. Employee morale can also be influenced by the amount of compensation provided by the company. If employees do not receive compensation commensurate with the sacrifices they have made, they tend to be lazy and unmotivated to work. Therefore, providing appropriate compensation will certainly have a positive impact on commitment. Appropriate compensation will reduce employee turnover, which is characterized by high employee commitment [15].

The amount of compensation provided by a company to employees reflects the employee's work performance. Research conducted by [11] indicates that compensation has a positive and significant effect on organizational commitment. The research results from [12] also show that compensation has a positive and significant effect on organizational commitment.

H1: Compensation Has a Positive and Significant Influence on Organizational Commitment.

Organizational justice is an employee's perception of fairness, whether they are treated fairly or unfairly within an organization [16]. If organizational justice is provided by a company fairly, it will indirectly influence their tasks. A sense of job satisfaction is evident in employees' work ethic, demonstrating a sense of responsibility. Organizational justice shapes employee organizational commitment due to the fairness provided by an organization or company. Participation in the distribution of organizational resources is perceived as fair by employees, thus fostering desirable outcomes.

attitudes and behaviors, such as feelings of satisfaction and increased commitment to their work [17]. Organizational justice is crucial for effective organizational commitment. Research by [18] demonstrates that organizational justice has a positive

and significant impact on organizational commitment. Research by [19] also shows that organizational justice has a positive and significant effect on organizational commitment.

H2: Organizational Justice Has a Positive and Significant Effect on Organizational Commitment.

Organizational culture is the ideas, beliefs, values, and ways of interacting that shape the social environment within an organization [14]. Organizations with a strong organizational culture can influence the attitudes and behaviors of their members. Understanding organizational culture among employees fosters loyalty and organizational commitment.

A positive organizational culture will also produce a positive corporate identity. Research by [20] indicates that organizational culture has a positive and significant effect on organizational commitment. Research by [6] also shows that, in general, organizational culture has a positive and significant effect on organizational commitment.

H3: Organizational Culture Has a Positive and Significant Effect on Organizational Commitment.

When these variables are optimally met, employees tend to feel valued, have fairness, and have a strong sense of culture in their work, which ultimately strengthens their commitment to the organization. The synergy between peace, organizational justice, and a positive work culture will encourage employees to be more committed and willing to continue contributing to the company's long-term success.

H4: Compensation, organizational justice, and organizational culture simultaneously have a positive and significant effect on organizational commitment.

3 Methodology

The research used is quantitative, that is, research that draws on primary data. In other words, this data is obtained through observations by distributing questionnaires to employees who can provide data or information relevant to the study. Quantitative research is a method used to test theories by analyzing the influence between the variables being studied. The population in this study was all 53 employees of CV. Bhakti Astawira Sejahtera. In this study, the respondents were all 53 employees of CV. Bhakti Astawira Sejahtera. In this study, the researcher chose the probability sampling technique, which provides an equal opportunity for each element of the population to be selected as a sample member.

Compensation is all income in the form of money or goods, whether direct or indirect, received by employees for services rendered to an organization or company [11]. Organizational justice is defined as employees' perceptions of fairness within an organization or company [18]. Organizational culture is defined as the values, beliefs, and norms shared by members of an organization that serve as guidelines for organizational behavior [21]. Organizational commitment is employees' belief in their

choice to support the success of the organization they work for by demonstrating their willingness to remain with the organization [22].

4 Result

This study assessed 53 respondents. These insights revealed diverse levels of gender, age, educational attainment, and length of service, enhancing understanding of how peace, organizational justice, and organizational culture can influence employee organizational commitment. This may lead to the development of factors that can enhance employee organizational commitment.

4.1 Demographic

Demographic analysis 53 of respondents' gender: 98.1% male, 1.9% female. Age: 3.8% aged 25-30 years, 60.4% aged 31-45 years, 28.3% aged 46-55 years, 5.7% aged 56-60 years, 1.9% aged above 61 years. Last education: 5.7% elementary school/equivalent, 34% junior high school/equivalent, 60.4% high school/equivalent. Length of service: 35.8% worked for 6-10 years, 35.8% worked for 11-15 years, 28.3% worked for over 16 years.

Table 1. Demographic Factors

Demographic Factor	Total	Percentage
Gender		
Male	52	98.1%
Female	1	1.9%
Total	53	100%
Age		
25-30	2	3.8%
31-45	32	60.4%
46-55	15	28.3%
Total	53	100%
Last Education		
Elementary School/Equivalent	3	5.7%
Junior High School/Equivalent	18	34%
Senior High School/Equivalent	32	60.4%
Total	53	100%
Years of service		
6-10	19	35.8%
11-15	19	35.8%
> 16	15	28.3%
Total	53	100%

4.2 Validity and Reliability

The validity test results presented in Table 2 show that the corrected item-total correlation value is greater than the r-table (0.288), indicating validity. The Cronbach's alpha value based on standard deviation is greater than 0.07, indicating reliability.

Table 2. Validity and Reliability

Indicators	Compensation	Organizational Justice	Organizational Culture	Organizational Commitment	Description
CP1	0.489				Valid
CP2	0.532				Valid
CP3	0.530				Valid
CP4	0.597				Valid
CP5	0.547				Valid
CP6	0.544				Valid
KO1		0.524			Valid
KO2		0.541			Valid
KO3		0.487			Valid
KO4		0.450			Valid
KO5		0.540			Valid
BO1			0.491		Valid
BO2			0.411		Valid
BO3			0.467		Valid
BO4			0.445		Valid
BO5			0.435		Valid
BO6			0.559		Valid
BO7			0.480		Valid
KM1				0.559	Valid
KM2				0.423	Valid
KM3				0.426	Valid
KM4				0.581	Valid
KM5				0.532	Valid
<i>Cronbach's Alpha Std.</i>	0.788	0.745	0.756	0.741	Reliable

4.3 Classical Assumption Test

Table 3 shows that the regression model meets multicollinearity (VIF and tolerance), heteroscedasticity (Glejser test), and normality (Kolmogorov-Smirnov test).

Table 3. Classical Assumption

Dependent Variable	Independent Variable	Multicollinearity	Heteroscedasticity	Normality
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		Tolerance	VIF	Sig	Asymp Sig. (2- tailed)
CP	KM	0.618	1.618	0.189	
OJ	KM	0.680	1.471	0.872	0.200 e,d
OC	KM	0.846	1.182	0.723	

4.4 Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Analysis

Dependent	Independent	Standardised Coefficients Beta
Organizational Commitment	Compensation	-0.276
	Organizational Justice	0.358
	Organizational Culture	0.426

From the multiple linear regression equation above in Table 6, it can be concluded that:

The regression coefficient for the compensation variable (X1) is -0.276, which is negative. This means that if respondents perceive the compensation in the CV. If Bhakti Astawira Sejahtera is inadequate, then the level of employee organizational commitment will also be poor. This research aligns with previous research conducted by [5], which showed that compensation has a negative and significant effect on organizational commitment.

The regression coefficient on the organizational justice variable (X2) is 0.358, which is positive. This means that if respondents assess high organizational justice at CV. Bhakti Astawira Sejahtera, the level of employee organizational commitment will also increase. This research aligns with previous research conducted by [19] and [18], which showed a positive and significant influence between organizational justice and organizational commitment.

The regression coefficient on the organizational culture variable (X3) is 0.426, which is positive. This means that if respondents perceive the organizational culture at CV. If Bhakti Astawira Sejahtera is high, the level of employee organizational commitment will also be higher. This research aligns with previous research conducted by [20] and [7] which showed a positive and significant influence between organizational culture and organizational commitment.

Table 5. Adjusted R-Square

Model	R	Model Summary ^b		
		R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.511 ^a	0.261	.216	2.433
a. Predictors:	(constans),	BO, KO, KP		
b. Dependent	Variable: KM			

The organizational commitment variable in this study can be explained by 0.216 (21.6%), influenced by the variables of peace, organizational justice, and organizational culture. The remaining 0.784 (78.4%) is influenced by other variables not covered in this study.

4.5 Hypothesis Testing

Table 6 Hypothesis Testing

Dependent Variable	Independent Variable	t-test	F Test	Coefficient of Determination (R²)
		Sig	Sig	Adjusts R ²
Compensation	KM	0.084		
Organizational Justice	KM	0.020	0.002 ^b	0.216
Organizational Culture	KM	0.002		

Based on the partial t-test in Table 7 above, it can be concluded that:

The t-test results for compensation on organizational commitment were conducted by comparing the test results' significance level with the target significance level (determined) of 5% = 0.05. The compensation significance level was 0.084 > 0.05; thus, it can be concluded that compensation has a negative and insignificant effect on organizational commitment and is rejected.

The t-test results for organizational justice on organizational commitment were conducted by comparing the significance level of the test results with the target significance level (determined) of 5% = 0.05. The significance level of the organizational justice was 0.020 < 0.05; thus, it can be concluded that organizational justice has a positive and significant effect on organizational commitment.

The t-test results for organizational culture on organizational commitment were conducted by comparing the significance level of the test results with the target significance level (determined) of 5% = 0.05. The significance level for work culture was 0.002 < 0.05; it can be concluded that organizational culture has a positive and significant effect on organizational commitment.

Based on Table 6 above, a significance level of 0.002 < 0.05 was obtained. It is known from the F test (simultaneous) that the variables of compensation, organizational justice, and organizational culture have a simultaneous (together) influence on the organizational commitment variable.

Based on Table 6 above, it can be seen that the calculation result of the Adjusted R Square value is 0.216, which means that 21.6% of the organizational commitment variable is influenced by compensation, organizational justice, and organizational culture. In contrast, the remaining 0.784 or 78.4 means that it is influenced by other variables that were not covered in this study.

4.6 Discussion

Compensation is a reward provided to employees by a company for their services in helping the company achieve its goals. Compensation affects employee satisfaction with their contributions. Compensation must be carefully considered to ensure that it is appropriate, correct, and beneficial to all. The results of the H1 test in Table 8 show that compensation has a t-value (-1.765) with a probability of $0.084 > 0.05$, indicating that Hypothesis 1 (H1) states that compensation has a negative and insignificant effect on organizational commitment. The two highest-ranking respondents on the compensation item were "I feel highly valued by the total compensation I receive for the work I do" (mean = 4.32) and "My compensation is commensurate with my performance" (mean = 4.28). The lowest-ranking respondent was "I can influence my total compensation by working harder" (mean = 4.13). Poor compensation alignment will impact employees' organizational commitment to their work. This finding is in accordance with the results of the research conducted. Conceição [5] which stated that compensation does not have a positive and significant effect on organizational commitment.

Compensation has a negative and insignificant effect on organizational commitment at CV. Bhakti Astawira Sejahtera. This may be due to the fact that the total compensation regulations do not align with employee working hours, which makes employees less committed to their organization. It could also be due to the unfair compensation provided. However, if salaries and bonuses are fair among employees in the same position, it will certainly increase employee commitment to the organization. In an organization, several factors can influence organizational commitment, one of which is organizational justice. Good organizational justice in an organization is one where superiors treat all employees equally, without discriminating based on their position. Therefore, organizational justice is crucial in a company. Organizational justice encompasses distributive justice, procedural justice, and interactional justice. The results of the H2 test in Table 8 show that organizational justice has a t-value (2.403) with a probability of $0.020 < 0.05$, indicating that Hypothesis 2 (H2) states that Organizational justice has a significant positive effect on organizational commitment. The highest response to the organizational justice item was "The work program provided by my manager is fair" (mean = 4.25). Meanwhile, the lowest response was "I feel my authority and responsibilities are fair" (mean = 4.08). A good fit of organizational justice is one that can increase organizational commitment in a company. This finding aligns with research conducted by [19] and [18] which found that organizational justice has a positive and significant effect on employee organizational commitment.

Organizational justice has a significant effect on employee organizational commitment at CV. Bhakti Astawira Sejahtera. This is due to the good organizational justice at CV. Bhakti Astawira Sejahtera. With good organizational justice, employees will increase their organizational commitment. Organizational culture is the shared values and beliefs shared by all employees within a company. A strong organizational culture will also improve the quality of its members because organizational culture can influence employee attitudes and behavior. Furthermore, the value system within the organizational culture serves as a guide for their behavior. The results of the H3 test in Table 8 show that organizational culture has a t-value (3.193) with a probability of

0.002 < 0.05, indicating that Hypothesis 3 (H3) states that organizational culture has a significant positive effect on organizational commitment. The two highest-scoring respondents' responses to the organizational culture item were "This company has long-term goals and direction" (mean = 4.49) and "The majority of employees in this company have a voice in decisions that concern them" (mean = 4.11). The lowest response was "This organization is responsive and changes easily" (mean = 3.60). A good organizational culture fit, characterized by a clear vision and supportive leaders, will increase employees' organizational commitment to their work. This finding aligns with research conducted by [20] and [7], which found that organizational culture has a positive and significant effect on employee organizational commitment.

Organizational culture significantly influences employee organizational commitment at CV. Bhakti Astawira Sejahtera, this is due to the strong organizational culture at CV. Bhakti Asrawira Sejahtera. A supportive organizational culture encourages employees to increase their organizational commitment.

Compensation, organizational justice, and organizational culture from the results are jointly proven to have a positive and significant influence simultaneously on employee organizational commitment at CV. Bhakti Astawira Sejahtera.

5 Conclusion

Based on the analysis and research conducted at CV. Bhakti Astawira Sejahtera, it can be concluded that compensation has a negative and insignificant effect on organizational commitment. This means that the lower the compensation provided, the lower the organizational commitment of employees at CV. Bhakti Astawira Sejahtera.

Organizational justice is proven to have a significant positive influence on organizational commitment. This means that the better the organizational justice, the better the organizational commitment of employees at CV. Bhakti Astawira Sejahtera. Organizational culture is proven to have a significant positive influence on organizational commitment. This means that the better the organizational culture, the better the organizational commitment of employees at CV. Bhakti Astawira Sejahtera. Compensation, organizational justice, and organizational culture from the results together are proven to have a positive and significant influence simultaneously on the organizational commitment of employees at CV. Bhakti Astawira Sejahtera. The implications of this research are expected to enable the implementation of a compensation system and create organizational justice and a good organizational culture that will influence employee organizational commitment to the company.

Based on the research findings above, compensation has a negative impact on organizational commitment. Steps that organizations need to take include providing higher compensation, increasing transparency, and conducting regular salary audits. These recommendations are expected to improve the organizational commitment of CV. Bhakti Astawira Sejahtera employees. Based on the research findings, the variables of organizational justice and organizational culture have a positive and significant influence on organizational commitment. Many employees assess organizational justice and organizational culture at CV. Bhakti Astawira Sejahtera is good. Organizations can also implement several aspects of organizational justice, such as always treating employees with respect and dignity, and maintaining effective

communication. Furthermore, within the organizational culture, they can implement a clearer vision and mission, strengthen communication with employees, and priorities employee well-being. By implementing these factors, employees will further strengthen their organizational commitment. Further suggestions for future researchers include examining compensation variables in more depth, using other methods such as intervening, or incorporating variables other than compensation.

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