



The effect of organizational justice on the quality of work life through organizational commitment as a mediating variabel

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ABSTRACT

In this research is discussed the influence of organizational justice on organizational commitment through the quality of work life as a mediating variable among employees of PT Aristek Highpolymer. The research methodology used in this study is quantitative with a causal associative approach. Primary data was collected through questionnaires using the Likert scale. The sample consists of 75 employees selected from a population of 295 employees using the Slovin formula. The data was analyzed using validity tests, reliability tests, inner model tests, and hypothesis tests using SmartPLS 0.4. The results show that organizational justice has a positive influence on organizational commitment. However, there is no relationship between the quality of work life and organizational commitment. Employees who perceive organizational justice in their company are more motivated to work well and diligently, leading to an improvement in the quality of their work. This study emphasizes the importance of developing new ways of managing human resources, including organizational justice and organizational commitment, to make human resources a competitive advantage for the company.

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1. INTRODUCTION

From birth to death, conscious or unconscious, we become members of one or more social groups. Once we are born we become new members of a family group, husband and wife and children, or father, mother and brothers and sisters (Purwanti & Mardiana, 2019). Entering the school, we become members of the class group in the school. Beside's, we may enter dance groups, sports groups, school discussion groups, and so

on. Entering the world of craftsmanship, as a workforce, we become members of our working groups, besides being members of the groups that relate to our interests (sports, arts, etc.), to our dwellings (neighborhoods, villages and so forth), to our respective skills and professions. (Handayani et al., 2021).

In short, human beings are integrated from genetic organizations (families), neighborhood organizations, citizens' organisations, community organisations (school organizations), state organizations to world organizations. Even the physical structure of man itself is actually a system composed of subsystems of members of the body that are all as a system of bodies that have their respective functions and are perfectly organized to produce a perfect human figure (Volume 25 Issue 4 (2023) Pages 616-624 FORUM EKONOMI: Jurnal Ekonomi , Manajemen Dan Akuntansi ISSN: 1411-1713 (Print) 2528-150X (Online) Correlation of Non-Physically Work Environment , Employee and Work Engagement to Contract Employee Turnover I, 2023).

Humans will psychologically feel disliked when they are ill-treated by other individuals, no exception in an organization (Bektiarso, 2022). A form of injustice within the organization will have a negative impact and lead to dissatisfaction, poor performance, feelings of worthlessness, violation of rules and always thinking negatively about superiors. (Nis et al., 2020). Organizational justice is a significant predictor of employee performance. According to (Musannip et al., 2020) describes organizational justice as a level where individuals feel treated equally within the organization where they work. If the employee feels the organizational justice in the company where he works is enforced fairly and evenly, then the employees will be enthusiastic to work well and diligently so that the quality of the employees' work will be improved. (Novitasari et al., 2020)

Employees are an important element for the company in the overall operational of the resources it manages (Hermawanto et al., 2022). It is of course necessary for a company to develop the latest methods in the management of its resources so that the efforts made in improving the company's progress can be utilized well. One of them is to improve the quality of work for its employees (Mon, 2022). The quality of working life of employees for scientists and practitioners is seen as a topic that is considered important to an organization/company and is always interesting to review further (Darmawan & Mardikaningsih, 2021). The quality of work is considered to influence a company's overall path towards achieving its goals. It demonstrates the ability to improve the conditions and role of employees in the quality of working life towards their commitments in an organization/company (Novanda et al., 2021). The quality of work is another factor that is considered in predicting the commitment of an organization. The quality of work is a "major issue that deserves the attention of the organization (Ayal et al., 2019). It refers to the idea that the quality of working life is seen as capable of improving the role as well as the contribution of members or employees to the organization. As the times evolve, today's employees tend to pay more attention to the quality of working life than in previous years, so that consequences of issues relating to quality of work life become important issues for the development of human resources in the organization. (No et al., 2020)

As the population of Indonesia increases, the need for jobs increases. It's not apart from the basic human needs needed to satisfy the desires of stock, food and plates (Ejiroghene, 2023). The Central Statistical Agency (BPS) that there were 143.72 million workers in August 2022, with a labour force participation rate of 68.63% of the total working-age population. The data suggests that there are so many job-seekers in Indonesia, where it is likely to be the company's concern to secure a workforce that matches the needs of the company (Veress & Gavreliuc, 2018).

Organizational commitment is the condition in which an employee stands in favour of an organization for its respective purposes and intends to maintain its membership status in that organization (Özgenel, 2021). High employee involvement indicates that someone supports their own work, while employees who have high

organizational commitment mean that the person supports the company that employs them. Organizational commitment is a force of identification of a person to his or her involvement in a company or organization. (Sundari & Utam, 2022)

There is a need for good and maximum work quality of employees and human resource management, which is organizational justice and organizational commitment included in it, to make human resources a benefit for companies underlying this research is important to do (Helmy & Bangsa, 2021).

The implications of research for the decision-making process are significant. Conducting research allows organizations to gather data and information that can inform their decisions. In the case of the research on the influence of organizational justice on organizational commitment through quality of work life, the findings suggest that organizational fairness has a positive and significant impact on employee commitment. This means that organizations can enhance employee commitment by promoting fairness in their practices and policies.

Additionally, the research found no significant relationship between quality of work life and organizational commitment. This finding suggests that organizations should focus more on promoting fairness in the workplace rather than solely improving the quality of work life in order to increase employee commitment.

These research findings have several implications for decision-making. Firstly, organizations can use the findings to assess and improve their current practices and policies related to organizational justice. By ensuring fairness in areas such as reward allocation, decision-making processes, and interpersonal treatment, organizations can enhance employee commitment and ultimately improve overall organizational performance. Secondly, the research findings highlight the importance of considering multiple factors in decision-making processes. While quality of work life is often seen as an important aspect of employee satisfaction and engagement, this research suggests that it may not directly influence organizational commitment. Therefore, decision-makers should not solely rely on improving quality of work life to increase organizational commitment and should instead focus on creating a fair and just work environment.

In conclusion, the implications of this research for the decision-making process emphasize the importance of organizational justice in enhancing employee commitment. By taking the findings into account, organizations can make informed decisions regarding their practices and policies, leading to more engaged and committed employees.

Based on the above explanation, the author is interested to re-research the impact of Organizational Justice on Organizational Commitment Through Quality of Work Life as a Mediation Variable (Case Study on PT. Aristek Highpolymer Employees) and make employees at PT. ARISTEK as the object of research this time. So the title of this study is "The impact of organizational justice on organizational commitment through quality of work life as a mediation variable" (Surya et al., 2023).

2. RESEARCH METHOD

Quantitative research is research based on the philosophy of positivism, used to research on a particular population or sample, data collection using research instruments, data analysis of a quantitative/statistical nature with the aim of testing the hypothesis that has been established (Organisasi et al., 2019) It is based on the title that will be studied: "The impact of Organizational Justice on Organizational Commitment Through Quality of Work Life as a Mediation Variable (Case Study on Employees of PT. Aristek Highpolymer)".

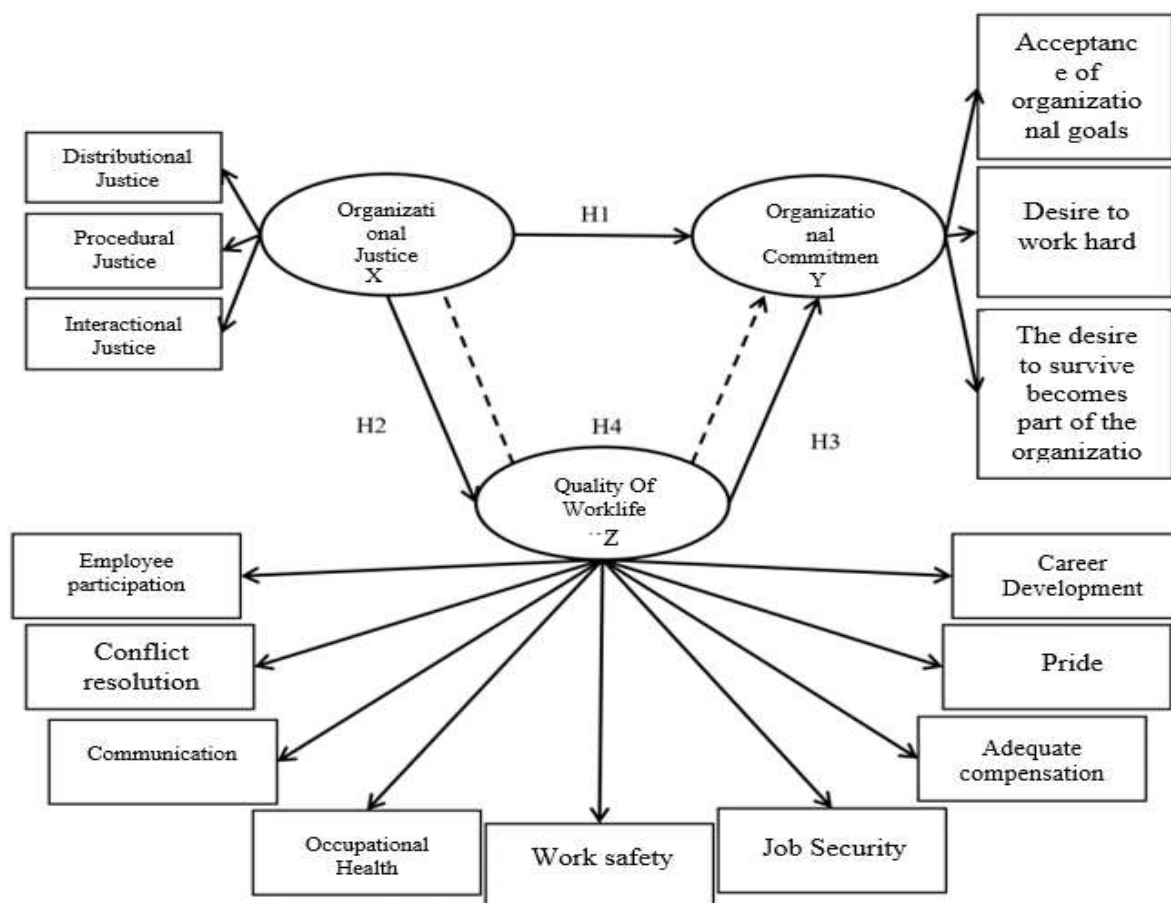


Figure 1. Conceptual Framework
 Source: Researchers in 2023

This research design is associative (relationship) which aims to determine the relationship between three or more variables. (Bisnis, 2022) This research uses causal relationships, namely relationships that are cause and effect. Based on the series of hypotheses that have been created, a relationship can be made between the independent variable (which influences) and the dependent variable (which is influenced) (Nis et al., 2020). In this research, the population used by researchers is the population as research subjects. This research was conducted at PT ARISTEK HIGHPOLYMER, so the population in this study was PT ARISTEK HIGHPOLYMER employees, totaling 295 people. large sample to be taken using Slovin formula (Nis et al., 2020). In this study the number of samples is determined by the Slovin formula with the error rate limit of 10% So the number of respondents surveyed was 75 respondents. Primary data collection techniques obtained directly through the completion of questionnaires that will be carried out by employees at PT. ARISTEK HIGHPOLYMER (Hadi & Johan, 2023). The method of field research used by the researchers is as follows: 1. The dissemination of the questionnaire is focused on the employees of ARISTEK HIGHPOLYMER. 2. Observation is a technique of collecting data by performing direct observations on the object studied. 3. In the study of this library the author collects data and studies various theories and basic concepts related to the problem studied. The theory and basic concept the author obtains by exploring a variety of sources such as books, prior relevance, and relevant reading materials. (Qurbani & Solihin, 2021) Outer model analysis is done to test the validity and reliability of the data, this analysis will produce the output of the relationship between

the latent variable and other indicators. An internal model analysis is performed to test determination coefficients or to test causality relationships between latent variables. Calculation Analysis Inner Model can be seen from large R square values (Trimurni & Ie, 2021)

3. RESULTS AND DISCUSSIONS

3.1 Validity test

a. Convergent validity Indicator criteria to be determined validity is by using SmartPLS, done by looking at two things namely, of convergence validity and discriminatory validity(Muraga et al., 2019). First, if the convergence validity result is more than 0.70 loading factor and also the result of AVE above 0.5 with the measured construction can be declared valid.

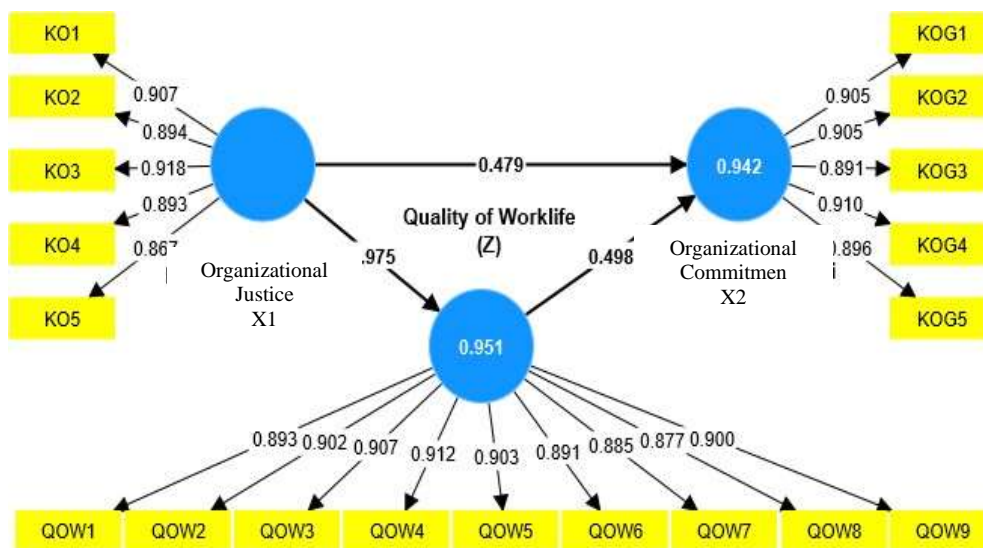


Figure 2. Loading factor result
Source: SmartPLS4

b. discriminant validity

In the testing of discriminating validity, it can be seen from the comparison of the value of the square root of the AVE with the influence of the interconstructions(Organisasi et al., 2019). Results of AVE and latent variable correlation of the PLS algorithm are as follows:

Table 1. Output AVE

VARIABLE	Average Variance Extracted (AVE)
Organizational Justice (X)	0,803
Quality of Work Life (Z)	0,804
Organizational Commitment (Y)	0,812

Source: SmartPLS4

Table 1. Cronbach's Alpha

Variable	Cronbach's Alpha	Description
Organizational Justice (X)	0,939	Reliabel
Quality of Work Life (Z)	0,970	Reliabel
Organizational Commitment (Y)	0,942	Reliabel

Source: SmartPLS4

Based on table 2 above, it can be concluded that the cronbach's alpha value of all constructions is >0.60 which means that all structures meet cronbach's alfa criteria and each structure in this study has a high reliability value (Ratnawati & Putranti, 2018).

Table 2. R Square

Variabel	R Square	R Square Adjusted
Quality of Work life (Z)	0,951	0,950
Purchase Decision (Y)	0,942	0,940

Source: SmartPLS4

Based on table 3 above, the R-Square Quality of Work Life value of 0.951 is obtained, it can be explained that the influence of the variable quality of work life (Z) has the value 0.951, which can be interpreted as that the structural variability of the quality of working life can explain as 95.1% whereas 4.9% is described by other variables outside this study ("The Effect of Quality of Work-Life and Work-Family Conflict on Organizational Commitment and Employee Performance in Indonesia," 2022). The R-square Organizational Commitment value is 0.942, it may be described that the impact of the organizational commitment variable (Y) has a value 0.942.

Table 3. Path Coefficient

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice -> Organizational Commitment	0,479	0,469	0,104	4,603	0,000
Organizational Justice -> Quality of Work Life	0,975	0,972	0,015	64,606	0,000
Quality of Work Life -> Organizational Commitment	0,498	0,504	0,104	4,799	0,000

Source: SmartPLS4

Based on the result of p values of 0.849 shows that the hypothesis submitted is not accepted, because the condition of P values must be less than 0.05. Conclusion The Organizational Justice has no significant effect on the Organizational Commitment to PT. Aristek Highpolymer employees. Based upon the p value of 0.000 Values indicates that the hypothetical value of P Values is acceptable, since the P Value condition must be smaller than 05. Conclusions The Quality of Work Life has a positive and significant impact on the Quality of Life Work in Company.

The results and discussions of the document indicate the findings of the research conducted on the influence of organizational justice on organizational commitment through the mediating variable of quality of work life among employees of PT Aristek Highpolymer.

Influence of Organizational Justice: The research results show that organizational justice has a positive and significant impact on organizational commitment. Employees who perceive organizational justice in their company are more likely to be motivated to work diligently and improve their job quality.

Influence of Quality of Work Life: However, the study did not find a significant impact of quality of work life on organizational commitment. This means that the quality of work life does not have a direct effect on the commitment of employees in the organization.

Based on these findings, it is important for organizations to focus on promoting organizational justice to enhance employee commitment. This can be achieved by

implementing fair policies, equal opportunities for growth and development, and transparent decision-making processes. Moreover, further research can be conducted to explore other factors that may contribute to organizational commitment, besides organizational justice and quality of work life.

4. CONCLUSION

Organizational equity (X) has no positive and significant impact on Organizational commitments (Y). Organizational fairness (x) has a positive and meaningful impact on Quality of Work Life (Z). Quality of working life has a significant and positive impact on the Organizational Commitments (y). Organizational justice mediated by Quality of work life (Z) positively and significantly influences the Organization's commitments. (Y).

In conclusion, the research findings indicate that organizational justice positively influences organizational commitment among employees of PT Aristek Highpolymer. However, the quality of work life does not directly impact organizational commitment. Organizations should focus on promoting fairness and justice within the workplace to enhance employee commitment and overall job satisfaction.

The research implications and contributions of the study on the effect of organizational justice on organizational commitment through the quality of work life at PT. Aristek Highpolymer are: Practical implications: The findings suggest that fostering a sense of organizational justice can positively influence employees' commitment to the organization. Organizations can focus on implementing fair and just practices in areas such as reward allocation, decision-making procedures, and interpersonal treatment. By doing so, they can increase employees' motivation and dedication to their work, leading to improved job performance and organizational outcomes.

Theoretical implications: The research contributes to the existing literature by examining the mediating role of quality of work life in the relationship between organizational justice and organizational commitment. This study adds to our understanding of the mechanisms through which organizational justice affects employees' commitment. It highlights the importance of considering employees' perceived quality of work life as a significant factor in shaping their commitment to the organization.

Methodological implications: The study employs a quantitative research design with a causal associative method. It collects primary data through questionnaires with the Likert scale and uses various statistical analysis techniques, such as validity tests, reliability tests, inner model tests, and hypothesis tests. The research methodology and analysis techniques used can serve as a reference for future studies investigating similar research questions.

Overall, this study provides valuable insights into the relationship between organizational justice, quality of work life, and organizational commitment. The findings have practical implications for organizations seeking to enhance employee commitment and theoretical implications for advancing our understanding of the underlying mechanisms in this relationship.

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