The Influence of Organizational Justice, Organizational Culture and Job Satisfaction on Organizational Commitment of Employees of the Health Department of Gunungkidul District

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Keywords:	Abstract
Organizational Justice, Organizational Culture, Job Satisfaction, Organizational Commitment, Public Sector Employees	*This study examines the influence of organizational justice, organizational culture, and job satisfaction on organizational commitment among employees of the Gunungkidul Regency Health Office. Using a quantitative approach, data were collected from a saturated sample of 80 employees through structured questionnaires measured on a Likert scale. The research variables included organizational justice, organizational culture, job satisfaction, and organizational commitment, adopted from established measurement instruments. Data analysis was conducted using multiple linear regression with SPSS. The results demonstrate that organizational justice has a positive and significant effect on organizational commitment, indicating that fair treatment in terms of workload, income, and recognition enhances employees' willingness to remain dedicated to the organization. Similarly, organizational culture exerts a significant positive impact, suggesting that shared norms, values, and teamwork contribute to stronger commitment. Job satisfaction also positively influences commitment, showing that satisfied employees with supportive work environments are more likely to remain loyal. Furthermore, the simultaneous testing confirms that organizational justice, culture, and job satisfaction collectively explain 35.1% of the variance in organizational commitment, while the remaining 64.9% is attributed to other factors outside the study. The findings underscore the importance of promoting fairness, strengthening organizational culture, and ensuring job satisfaction to sustain employee commitment. This study contributes to the organizational behavior literature and provides practical recommendations for public institutions to enhance human resource management strategies in health sector organizations.*

1 Introduction

In today's era of increasingly stringent globalization, organizations or agencies need resources to achieve their goals. To create power, drive activities, and facilitate necessary actions, human resources serve as energy and power providers. Every organization is required to improve its performance effectively and efficiently in order to face dynamic economic changes and intense competition. In addition, Human Resources also aims to increase the useful contribution of employees to the agency by prioritizing responsibility, morals, and social.

The Gunungkidul Regency Health Office, which is tasked with assisting the Regent in carrying out government duties. Every company or agency must have goals to be achieved, be it short-term or long-term goals. The phenomenon of this research is that employees of the Gunungkidul Health Office partly show a positive role from both employees and their superiors.

So with good human resources, the Gunungkidul Health Office supports each other and shows commitment behavior according to applicable norms, in an effort to achieve the same goal. Human resources not only function as instruments of production, but also as the main driver and determinant in the course of the production process and all activities carried out by the organization. One of the strategies

that agencies can use to achieve goals is by utilizing their human (Octavianus dan Kadek, 2020). Human resources also need to be developed and improved so that they can make the maximum contribution and to be utilized as well as possible for employee welfare. Realizing the importance of the role of employees, there are various ways employees can contribute to the company where they work. One of the positive roles that can be carried out by members of agency employees is to show organizational commitment behavior (Triyanto, 2020), therefore agencies must have quality human resources which will become a force that allows the creation of organizational goals.

The agency will continue to progress and develop not only because it looks better and better, but an employee who has a high sense of organizational commitment. Commitment behavior towards the organization is not a matter of coercion from the organization, but a choice made by employees to improve organizational performance. Employees who show organizational commitment will be willing to work beyond their main duties for the progress of the organization.

According to Suhartini, (2024) Organizational commitment is the degree of psychological attachment to an organization and includes emotional ties, a sense of belonging to the organization, personal commitment to the organization, and a desire to remain a member of the organization. Organizational commitment is one of several factors that influence employee performance. This shows that commitment to the organization is more than just passive loyalty. It includes a positive relationship as well as the employee's desire to contribute to the organization (Tamam et al, 2023).

Because without organizational commitment, employees lack the involvement of fellow coworkers' activities which results in a lack of cohesiveness in an agency (Khaliza et al., 2022). Lack of organizational commitment will also affect work efficiency and job effectiveness. An employee will feel satisfied to be responsible for his work if in an organization he is treated

fairly by his superiors. Good organizational justice in terms of responsibility, work, salary, and appreciation will make employees have a high sense of responsibility and love emotionally for the organization where they work (Teduh Riawan dan Sudibya, 2019). Organizational justice is one of the factors that influence commitment in an organization. Companies can create organizational justice by providing balanced rights and responsibilities to employees. This is important because organizational justice makes employees feel valued and accepted in the organization, which ultimately increases their commitment to the company. Organizational justice is an important factor that influences the organizational commitment of members in an organization (Anggun and Siti, 2021).

Another factor that can influence organizational commitment is organizational culture. Culture is a complex combination of assumptions, behaviors, stories, myths, metaphors, and other ideas that define what it means to be a member of a particular society. Corporate culture is often defined as values, symbols that are mutually understood and obeyed, which an organization has so that members of the organization always feel one family and create a condition for members of the organization to be different from other organizations (Tamam et al, 2023). Not only organizational justice and organizational culture need to be considered, but also job satisfaction is also something that must be considered.

According to Heridiansyah et al., (2024) Job satisfaction is related to individual feelings and attitudes towards the job itself, salary, opportunities for promotion and education, supervision, coworkers, and workload. Attitudes in this case include supervision, salary, working conditions, work experience, fair and impartial work appraisals, good relationships at work, quick resolution of complaints, and good treatment from management towards work-related employees.

The purpose of this study is to determine whether organizational justice, organizational

culture, and job satisfaction affect organizational commitment at the Gunungkidul Regency Health Office. Organizational justice such as good communication with superiors, rewards, good organizational culture, and supportive job satisfaction all contribute to employees' emotional engagement.

2 Literature Review
2.1 Work Organizational

Work Organizational justice is one of the factors that influence commitment in an organization. Companies can create organizational justice by providing balanced rights and responsibilities to employees. This is important because organizational justice makes employees feel valued and accepted in the company, which in turn increases their commitment to the company. Organizational justice is an important factor that influences the organizational commitment of members in an organization. (Anggun and Siti, 2021).

According to Suhartini, (2024) organizational justice is a gift from an organization or agency in the form of rewards, procedures fairly distributed to employees. In other words, if organizational justice is the entire perception of justice in the workplace, namely the extent to which individuals believe in the results or the way individuals are treated fairly, equally, or fairly at work in accordance with expected moral standards. According to Octavianus and Kadek's research, (2020) states that organizational justice has a positive and significant effect on organizational commitment variables. A fair attitude from the organization by providing appropriate rewards, recognition, and trust and care from the company can increase the commitment of employees to the company.

H1 : Organizational Justice has a Positive Effect on Organizational Commitment of Gunungkidul Health Service Employees.

2.2 Organizational Culture

The important role of organizational culture is to make it easier for organizational members to foster organizational commitment in their employees do not. Because a good organizational culture has a function for the organization to think and act according to the rules in order to achieve organizational goals (Ellys & Ie, 2020). Culture is a complex mix of assumptions, behaviors, stories, myths, metaphors, and many other ideas that define what it means to be a member of a particular society.

Corporate culture is often defined as values and symbols that are understood and obeyed together by an organization, thus creating conditions for members of the organization who always feel like a family of members of the organization in contrast to other organizations (Tamam et al, 2023). According to Heridiansyah et al, (2024) Experts understand organizational culture as a shared agreement on practical values that bind everyone in an organization that underlies the importance of understanding the corporate culture incorporated in it. With the existence of organizational culture in an agency, it will produce shared beliefs, norms, and values that become a characteristic in the organization, so that the existence of shared beliefs, norms, and values can be used as a guide by human resources in the organization.

Therefore, organizational culture can be used as a guide and can be understood and obeyed by all employees to achieve organizational goals (Suhartini, 2024). The results of research conducted by Suhartini, (2024) which states that organizational culture has a positive and significant effect on organizational commitment. So the better the organizational culture is, the higher the employee's commitment to organize in the agency (Ependi & Sudirman, 2021).

H2 : Organizational Culture has a Positive Effect on Organizational Commitment of employees of the Gunungkidul Health Service

2.3 According Job Satisfaction

According to Teduh Riawan dan Sudibya, (2019) states that "Job satisfaction is related to individual feelings and attitudes towards the job itself, salary, opportunities for promotion

and training, supervision, coworkers, and workload," he said. This refers to work-related systems, such as supervision, salary, working conditions, skill experience, fair and non-discriminatory job appraisals, good social relations at work, prompt resolution of complaints, and good treatment of employees by superiors. Job satisfaction has three dimensions, namely the instrinsic dimension, the extrinsic dimension, and the general satisfaction dimension. Job satisfaction concerns a person's attitude towards the environment in which he works which is positive about work in accordance with the assessment of each worker (Heridiansyah et al, 2024).

In an organization, every employee member who has a high level of job satisfaction tends to feel positive about his job, while those who feel dissatisfied tend to have a negative view of their work. According to research conducted by Erninawati, (2021) it is found that job satisfaction has a significant influence in shaping and increasing organizational commitment, besides that in the present time organizations can strengthen employee commitment to the organization by trying to create a healthy organizational climate and work environment so that employees feel satisfied in doing their work so that employees can work more calmly and productively.

H3 : Job Satisfaction has a Positive and Significant Effect on Organizational Commitment of employees of the Gunungkidul Health Office.

2.4 Organizational commitment

Organizational commitment is very important in an organization. Organizational commitment describes more about employee dedication and loyalty to the agency. Organizational commitment can be interpreted as the attitude and behavior that most encourage one another. Employees who are committed to the organization will show positive attitudes and behaviors towards their institution. Employees will have a soul to continue to defend their organization, try to

improve their achievements and have certain beliefs to help realize organizational goals (Heridiansyah et al., 2024).

Robbins and Judge (2018) define Organizational Commitment as a condition where employees identify an organization, its goals, and expectations to remain a member of the company / agency. In other words, organizational commitment is related to employees' high desire to share and sacrifice for the company. organizational commitment is an individual's treatment of an organization or job that is loyal and loves and is even willing to sacrifice time for his job to achieve a company target.

Organizational commitment itself relates to strong beliefs, beliefs, and acceptance of organizational goals and values (Angel and Edalmen, 2022). Employee organizational commitment can be formed properly if organizational justice, organizational culture, and job satisfaction with their own jobs and perceptions of positive and good things will increase employee organizational commitment to their place of work (Suhartini, 2024). Anggun and siti, (2021) added that good organizational justice, good organizational culture, and good job satisfaction can encourage employees to have high organizational commitment to their organization.

H4 : Organizational Justice, Organizational Culture, and Job Satisfaction have a positive effect on Organizational Commitment of employees of the Gunungkidul Health Office.

3 Research Methods

The method in this research is quantitative. The sampling technique used a saturated sampling technique with a population of 80 respondents taken from employees of the Gunungkidul Regency Health Office. In this study, it was obtained from respondents, where in the process of filling out the questionnaire on a Likert scale measurement scale using the adoption of organizational justice variables (Anggun and Siti, 2021), organizational culture (Tamam et al, 2023), job satisfaction (Heridiansyah et al., 2024) and organizational

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commitment (Triyanto, 2020). The data analysis technique used is multiple linear regression analysis.

4 Results and Discussion
4.1 Research Results
a. Respondents Characteristics

Table 1 Respondents Characteristics

Category		F	%
Gender	Man	34	42,5
	Woman	46	57,5
Age	20 – 30 Years	37	46
	31 – 40 Years	23	29
	41 – 49 Years	15	19
	>50 Years	5	6
Last Education	High School	9	11
	Bachelor	40	50
	Diploma	19	24
	Postgraduate	12	15
Length of Service	1 - 5 Years	32	40
	6 -10 Years	28	35
	11 - 15 Years	12	15
	>15 Years	8	10

Source: SPSS output processed 2025

Based on table 1 above, it can be seen that the characteristics of respondents show more female respondents (57.5%) than men (42.5%). The majority of respondents aged 20-30 years as much as (46%). The majority of respondents have a Bachelor's degree (50%). The majority of the length of work 1-5 years as much as (40%).

b. Instrument Test
1) Validity Test

Table 2 Validity Test

Variable	Correlation Coefficient	Note
Organizational Justice	0.591	Valid
	0.557	Valid
	0.583	Valid
	0.436	Valid
	0.508	Valid
	0.543	Valid
	0.441	Valid
Organizational Culture	0.641	Valid
	0.806	Valid
	0.819	Valid
	0.791	Valid
	0.845	Valid
	0.797	Valid

Variable		Note
	0.809	Valid
	0.845	Valid
	0.813	Valid
	0.881	Valid
Job Satisfaction	0.871	Valid
	0.815	Valid
	0.852	Valid
	0.779	Valid
	0.746	Valid
	0.818	Valid
Organizational commitment	0.760	Valid
	0.882	Valid
	0.857	Valid
	0.874	Valid

Source: SPSS output processed 2025

Based on the results of the data validity test carried out as described above, it is known that all question items have r counts greater than r table (df = 80-2, df = 78), namely 0.2199. So all the question items in this study are declared valid and all the question items in the research instrument can be declared feasible as an instrument for measuring research data.

2) Reliability Test

Table 3 Reliability Test

Variable	Cronbach's Alpha	Note
Organizational Justice	0.794	Reliable
Organizational Culture	0.935	Reliable
Job Satisfaction	0.952	Reliable
Organizational commitment	0.941	Reliable

Source: SPSS output processed 2025

Based on Table 3 above, the reliability test results show that the Cronbach's alpha value for organizational justice is 0,794. for organizational culture is 0.935, for job satisfaction is 0,952 and for organizational commitment is 0,941. The reliability of measuring instruments in this study can be proven by the Cronbach's alpha value which is more than 0,70 for each variable.

c. Assumptions Classic Test

1) Normality Test

Table 4 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		80
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.50030017
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.056
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200[c.d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS output processed 2025

Based on table 4 above, the data is declared normally distributed. This is indicated by the Kolmogrov-Smirnov value of 0.200, which is greater than the alpha value, which is 0.05. From the normality test of the Kolmogrov-Smirnov test, it can be concluded that there is consistency of normality.

2) Multicollinearity Test

Table 5 Multicollinearity Test

Variable	Tol.	VIF	Note
Organizational Justice	.950	1.053	Free
Organizational Culture	.952	1.051	Free
Job Satisfaction	.911	1.098	Free
Organizational Commitment			

Source: SPSS output processed 2025

Based on table 5 above, it shows that the independent variables have a tolerance value greater than 0.100 and there are also no independent variables that have a VIF value smaller than 10. Thus it can be concluded that there are no symptoms of multicollinearity between the independent variables and the regression model.

3) Heteroscedasticity Test

Table 6 Heterocedasticity Test

Variable	T	Sig.	Note
Organizational Justice	-1.585	.117	Free
Organizational Culture	-1.758	.083	Free
Job Satisfaction	-.304	.762	Free
Organizational Commitment			

Source: SPSS output processed 2025

Based on table 6, it can be seen that the glejser heteroscedasticity test states that the significant value of the independent variable is above or greater than 0.05. So it can be concluded that there is no heteroscedasticity in this model.

d. Multiple Linear Regression Analysis

Table 7 Multiple Linear Regression Analysis

Variable	B	Sig.
Constant	-12.221	.052
Organizational Justice	.602	.001
Organizational Culture	.339	.000
Job Satisfaction	.284	.008
Organizational commitment		

Source: SPSS output processed 2025

Based on the results from table 7, it can be concluded:

Organizational justice has an influence on organizational commitment. The results of testing hypothesis 1 show that the t value is 3.391. Based on the calculation results, it is known that t count> t table, namely 1.665 with sig. 0,001 < 0,05. Therefore, hypothesis 1 which states that organizational justice has an effect on organizational commitment is accepted.

Organizational culture has an influence on organizational commitment. The results of hypothesis testing show that the t value is 3.667. based on the calculation results it is known that t count> t table, namely 1.665 with sig. 0,000 < 0,05. Therefore, hypothesis 2 which states that organizational culture has an effect on organizational commitment is accepted.

Job satisfaction has an influence on organizational commitment. The results of hypothesis testing show that the t value is 2.741 based on the calculation results it is known that t count> t table, namely 1.665 with sig. 0,008 <

0,05. Therefore, hypothesis 3 which states that job satisfaction has an effect on organizational commitment is accepted.

e. Hypotesis Test
1) F Test

Table 8 F Test

Model	Sum of squares	F	Sig.
Regression	581.634	15.223	.000[b]
Residual	967.916		
Total	1549.550		

a. Dependent Variable: Komitmen Organisasi
b. Predictors : (Constant), Kepuasan Kerja, Keadilan Organisasi, Budaya Organisasi
Source: SPSS output processed 2025

From table 8 above, a significance level of 0.000 <0.05 is obtained, so that the F test can describe that organizational justice, organizational culture and job satisfaction on commitment have a simultaneous effect.

2) Determination Result (R^2)

Table 9 Adjusted R^2

Model	R Square	Adjusted R Square
	0.375	0.351

a.Predictors: (Constant), Keadilan Organisasi (X1), Budaya Organisasi (X2), Kepuasan Kerja (X3)
b. Dependent Variable: Komitmen Organisasi
Source: SPSS output processed 2025

Based on table 9, it shows that the Adjusted R Square value is 0.351 or 35.1%. From this data it can be concluded that the independent variable affects the dependent variable by 35.1%, the rest is influenced by other variables of 64.9% which are not examined in this study.

4.2 Discussion
a. Effect of Organizational Justice on Organizational Commitment

Based on the results of statistical tests, it can be seen that the first hypothesis proves that organizational justice has a positive and significant effect on organizational commitment. The results of this study are in line with research conducted by Erninawati, (2021) which reports that organizational justice has a

positive effect on employee organizational commitment because with the existence of organizational justice on organizational commitment, employees who have the intention to stay in the job for a reasonable period of time are more likely to work to their full potential.

The results of this study state that organizational justice on organizational commitment of employee members at the Gunungkidul Regency Health Office is suspected that employee members have been treated fairly by the agency in terms of job responsibilities, income, and rewards that have been given to employee members so that employees have a strong commitment in carrying out their duties at the Gunungkidul Health Office well.

In accordance with the statement of Heridiansyah et al., (2024) which states that organizational justice is related to the way in which employees determine whether the agency has treated its employees fairly at work, if employees have been treated fairly such as working hours, rest hours, income and others, this will make employees feel treated fairly and choose to stay in the company.

b. Effect of Organizational Culture on Organizational Commitment

Based on the results of statistical tests, it can be seen that the second hypothesis proves that organizational culture has a positive and significant effect on organizational commitment. The results of this study are in line with research conducted by Suhartini, (2024) which states that the organizational culture variable has a positive and significant effect on the employee organizational commitment variable, which means that the higher the implementation of organizational culture, the higher the level of organizational commitment of employee members of the Gunungkidul Health Office.

The results of this study state that organizational culture on organizational commitment of employee members at the Gunungkidul Health Office is thought to be

because organizational culture has functioned very well as an adhesive between all employee members which provides organizational identity for members and forms the stability of the social system in the organization at the Gunungkidul Regency Health Office. Thus it can be seen that the better the organizational culture implemented by the organization, the higher the organizational commitment of the employee members of the Gunungkidul Regency Health Office.

In accordance with the statement of Kurniawan I dan Andre, (2022) which explains that to increase employee organizational commitment, organizational culture must be improved by increasing organizational norms, beliefs, values and improving coworker conditions and team conditions so that employee performance runs well.

c. The Effect of Job Satisfaction on Organizational Commitment

In line with the results of research conducted by Tamam et al, (2023) which states that job satisfaction has a positive and significant effect on employee organizational commitment, meaning that someone with a high level of job satisfaction has positive feelings about his job, then a situation where an employee sides with a particular organization and its goals and wishes to maintain his membership in that organization.

The results of this study state that job satisfaction on organizational commitment of employee members at the Gunungkidul Regency Health Office is thought to be due to employee members who are satisfied with the work they have done so that employee members have a positive attitude towards work and will maintain their membership in the organization, namely as employee members of the Gunungkidul Regency Health Office.

In line with the statement of Septyarini et al, (2024) which states that employees who are satisfied with their jobs tend to be more loyal to their organizations so that they will maintain their membership in the organization, therefore they are unlikely to change their jobs and will

consider their current job better than other jobs.

d. Effect of Organizational Justice, Organizational Culture, and Job Satisfaction on Organizational Commitment

Based on the results of statistical tests, it can be seen that the fourth hypothesis proves that organizational justice, organizational culture, and job satisfaction together (simultaneously) have a positive and significant effect on organizational commitment. The results of this study are in line with research conducted by Octavianus and Kadek, (2020) which reports that the variables of organizational justice, organizational culture and job satisfaction have a positive and significant effect on the organizational commitment variable because an increase in organizational justice, organizational culture and job satisfaction will have a positive impact on the organization.

From this explanation, it can be concluded that organizational justice, organizational culture and job satisfaction together have a positive, significant and simultaneous influence on organizational commitment. Therefore, if the organizational justice in the Gunungkidul Regency Health Office is high, it will have an impact on organizational commitment itself. The organizational culture variable shows a sig value. Therefore, if the Gunungkidul Regency Health Office continues to provide a good organizational culture, it will have a good impact on organizational commitment itself. The job satisfaction variable has a sig value. Therefore, if job satisfaction at the Gunungkidul Regency Health Office is increased, it will affect the organizational commitment of the employees themselves and cause employees to feel comfortable in their workplace.

5 Conclusions and Suggestions
5.1 Conclusion

Based on the results of research that has been conducted on organizational justice, organizational culture and job satisfaction on organizational

commitment, it can be concluded that organizational justice has a positive and significant effect on organizational commitment. This is because leaders are able to make employees feel fair in accordance with existing justice, in this case employees feel valued in their work which makes them provide good performance for the agency.

Organizational culture has a positive and significant effect on organizational commitment. This means that the better the organizational culture at the Gunungkidul Health Office, it will encourage good teamwork and create a supportive work environment in the organization. Job satisfaction has a positive and significant effect on organizational commitment. This shows that the job satisfaction of employees at the Gunungkidul Health Office is satisfied and comfortable in working with their colleagues, creating a harmonious work atmosphere and supporting a high level of job satisfaction. organizational justice, organizational culture and job satisfaction together have a positive, significant and simultaneous influence on organizational commitment. With this research, it can be concluded that based on the analysis method, descriptive, namely Organizational commitment is well formed if organizational justice, organizational culture, and job satisfaction will their own work and perceptions with positive and good things so that it will increase organizational commitment in employee members of the Gunungkidul Regency Health Office.

5.2 Limitations

During the data collection process, there were several limitations that could affect the smoothness and quality of the research results. One of the main limitations is access to internal data, which is often confidential or sensitive, so not all information can be obtained in full. In addition, time constraints are also a challenge, given the bureaucratic processes in agencies that tend to take a long time to get approval or access to the data needed. The available data is often poorly structured, requiring additional time for processing and analysis, which in turn can affect the validity of the research results.

5.3. Suggestions

The suggestions in this study are relevant to the conclusion that there is a positive and significant influence between the variables of organizational justice, organizational culture, and job satisfaction on organizational commitment where this shows that organizational justice, organizational culture, and job satisfaction are very important to increase organizational commitment in employee members, so organizations should continue to pay good attention to organizational justice, organizational culture and job satisfaction so that employee organizational commitment continues to increase.For future researchers who want or continue this research, it is recommended to be able to study or develop this research by expanding the scope of a wider research area and also the research sample to be used must be more than previous studies as well as by looking for other variables that can increase organizational commitment such as Work Environment (Yoyano & Ridlwan Muttaqin, 2023) Compensation (Maria Yunita et al, 2024) and Job Training (Lutfiana et al., 2023).

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