

Job Satisfaction Mediates Organizational Justice on Employee Organizational Commitments

Komang Ayu Triska Anandita¹, Anak Agung Ayu Sriathi²
Faculty of Economics and Business, Udayana University (Unud), Bali, Indonesia

ABSTRACT : The research objective is to determine the role of job satisfaction in mediating the effect of organizational justice on organizational commitment. This research conducted at the Om Ham Retreat and Resort Hotel. The number of samples taken are 72 employees, with a saturated sampling method. Data collection collected through interviews and questionnaires, analyzed using path analysis. Based on the results , Organizational justice has a positive and significant effect on job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. Organizational justice has a positive and significant effect on organizational commitment. Job satisfaction mediates positively and significantly the effect of organizational justice on organizational commitment. Hotel management is advised that employees' organizational commitment is increasingly loyal to the company by increasing the level of employee job satisfaction by meeting employee needs. Employee organizational fairness is further enhanced by giving a fair attitude to all employees and listening to employee aspirations so that employees do not have the desire to leave the company.

KEYWORDS : *organizational justice, organizational commitment, job satisfaction*

I. INTRODUCTION

Indonesia's tourism reputation has skyrocketed again, Condé Nast Traveler 2019 Middle East gave awards to Bali, as Favorite Adventure Destination for tourists from the Middle East 2018-2019. This selection was compiled from readers of magazines and digital media which have 20 brands and are headquartered in New York, United States. This award adds to the collection of awards for Indonesian tourism in the eyes of the world. Condé Nast Traveler is a magazine website that features various tourist destinations around the world. Condé Nast Traveler is also a guide for travel, photography. This company often gives awards for favorite tourist spots (Putri, 2019)

Quality human resources are needed in Bali, which is one of the world's tourist destinations. Having qualified human resources is an important thing in determining the success of a company. To support tourism in Bali, of course, open up business opportunities including business services, namely hospitality. Hotel is one of the supporting tourism which is very important in tourism in Bali. hotels are service providers, lodging, food and beverage providers and other services for the general public that are managed commercially (Durachim & Hamzah, 2017)

The services provided by the company are determined by human resources. Human resources or employees at the company can provide good service if the employees have the desire to continue working in the company. This requires company employees to start paying attention to how to minimize employee reluctance to leave the company. One of the company's strategies to retain employees is to continue to increase high commitment to the organization that will support the success of the organization in achieving the goals that have been set

Organizational commitment is an important factor in achieving organizational goals (Praditya & Putra, 2016). Indrayanti & Riana (2016)state that organizational commitment is a condition in which an employee feels comfortable with the job and place where he works, so that he has the desire to remain in the organization. Organizational commitment is built on the basis of individual belief in organizational values, individual willingness to help realize organizational goals and loyalty to remain a member of the organization (Sentana & Surya, 2017)

Companies in increasing the organizational commitment of their employees need to consider their organizational fairness. Kristanto (2015)defines organizational justice as individual perceptions of the fairness of decisions made by their superiors. Employees who have high job satisfaction can increase organizational commitment. Job satisfaction is a person's perspective, both positive and negative about their work. Dissatisfied

employees tend to shy away from duties and responsibilities, so that it can interfere with the process of achieving company goals. Job satisfaction is an emotional state that is not pleasant or pleasant when employees view their work

Hotel Om Ham Retreat and Resort is one of the hotels in Bali which is located in Ubud, Gianyar. This 4-star hotel has 42 rooms and is equipped with various facilities such as a gym, restaurant, infinity pool, yoga pavilion and spa. The service and performance of employees at this hotel is very good seen from the review score found on Tripadvisor.com. The Om Ham Retreat Hotel review score is one of the best hotels in Bali with a total score of 5 out of 5. The score of Hotel Om Ham Retreat and Resort with a perfect or excellent level of 95 percent is of course strongly influenced by the performance and performance of its employees. However, not many people know that Hotel Om Ham Retreat and Resort is experiencing a high turnover problem for its employees. Currently the Om Ham Retreat and Resort hotel has a total of 72 employees.

Hotel Om Ham Retreat and Resort has an employee turnover which tends to increase. From the results of the calculation of turnover in 2015 to 2018, respectively 7.22 percent, 10.20 percent, 12.17 percent, and 14.84 percent. The employee turnover rate is said to be normal if it is in the range of 5-10 percent per year. If the employee turnover rate is more than 10 percent per year, the employee turnover is said to be high. High turnover can identify a high desire to leave. In 2018 the employee turnover rate at Om Ham Retreat and Resort hotel was more than 10 percent and from year to year the turnover rate continues to increase, so the turnover of Om Ham Retreat and Resort hotel employees is said to be high.

Based on initial interviews with HRD (Human Resource Development), the types of turnover that occur in the company are mostly voluntary turnover caused by low employee job satisfaction and HRD employees often listen to conversations between employees about many employees who want to find other job vacancies. This is reinforced from the results of initial interviews with 15 hotel employees at Om Ham Retreat and Resort, it is known that 5 employees are interested in other organizations that may be better than their current place of work, 6 employees do not feel loss if they leave the organization and 4 employees feel emotionally attached to his place of work. So from the results of the initial interview above, it can be said that there is a lack of commitment from employees to the hotel.

The purpose of this study are to explain the effect of organizational justice on employee job satisfaction at Hotel Om Ham Retreat and Resort, to explain the effect of job satisfaction on organizational commitment of employees at Hotel Om Ham Retreat and Resort, to explain the effect of organizational justice on organizational commitment of employees at Hotel Om Ham Retreat and Resort and to explain the effect of organizational justice on organizational commitment through mediating job satisfaction for employees at Hotel Om Ham Retreat and Resort.

II. HYPOTHESIS DEVELOPMENT

The theory that connects the concept of organizational commitment with organizational justice is the theory of justice (equity theory). The theory of justice is a situation that appears in a person's mind if he feels that the ratio between effort and reward is balanced with the ratio of the individuals he is compared to. Equity theory examines how employees behave or react to fairness or injustice in the organization (for example, job satisfaction) and the types of behavior that will result from that justice or injustice. This theory is based on the assumption that people are motivated by a desire to be treated fairly at work. Organizational justice is concerned with the way in which employees feel that they have received fair treatment in their work and this will affect other jobs concerned

Job satisfaction can be created in a person, if someone feels that there is justice in what that person does and receives. This research is also supported by research conducted by Altahayneh *et al.* (2015) on public schools in Jordan involving 166 physical education teachers showed that there is a positive and significant correlation between all dimensions of organizational justice and teacher job satisfaction. Research by Bilal *et al.* (2015) proved that "the three types of organizational justice (distributive justice, procedural justice, and interactional justice) have a positive and significant effect on job satisfaction." In the research of Indahyati & Sintaasih (2019), Rivai *et al.* (2019), Indrayani (2016), Haryono *et al.* (2019). Based on the results of previous research, the following hypothesis can be formulated.

H1: "Organizational justice has a positive and significant effect on job satisfaction"

Employees who have high satisfaction can increase their organizational commitment. Indrayanti & Riana (2016) found a strong relationship between job satisfaction and organizational commitment, which states that employees with high levels of job satisfaction will also have a high commitment to the company. Eliyana *et al.* (2019) proved that "job satisfaction has a positive and significant effect on organizational commitment." Lumley *et al.* (2015) concluded that job satisfaction affects people's attitudes towards work and various aspects of their work, job satisfaction is influenced by personal which causes emotional reactions that affect organizational commitment. The same research results from Vitaloka & Netra (2019), Candra & Riana (2017), also stated that "job satisfaction has a positive and significant effect on organizational commitment." Based on several previous studies, the following hypothesis can be formulated.

H2: "Job satisfaction has a positive and significant effect on organizational commitment"

Research conducted by Kristanto (2015) on 38 employees at CV. Tanaya Fiberglass found that "organizational justice has a positive effect on organizational commitment." The results of a similar study conducted by Nurmaladita & Lucy (2015) stated that organizational justice has a positive and significant effect on organizational commitment. Where the positive effect means that if organizational justice increases, then organizational commitment will increase in reverse. Research conducted by Cagliyan et al. (2017) obtained the results that "organizational justice has a positive and significant effect on organizational commitment, where organizational justice has an important role in the process of increasing employee commitment in the company." Similar research conducted by Cabral & Suprapti (2017) obtained the same results, "organizational justice has a positive and significant effect on organizational commitment." Research results from Khan et al. (2018), Celik et al. (2015), found that there is a significant influence between perceptions of organizational fairness on organizational commitment. Based on several previous studies, the following hypothesis can be formulated.

H3: "Organizational justice has a positive and significant effect on organizational commitment."

Respecting individuals for their work and their presence in the company shows that the company has implemented organizational justice, because by creating organizational justice, job satisfaction arises in employees and later creates high commitment in employees (Muqadas et al., 2017). Indrayani (2016) found "the effect of organizational justice on organizational commitment mediated by job satisfaction variables." Ibrahim & Perez (2015) also found that job satisfaction plays a role in organizational justice affecting organizational commitment. According to Veress & Gavreliuc (2018), found that "job satisfaction was able to significantly mediate the influence relationship between organizational justice (distributive, procedural, and interactional) on organizational commitment." Research conducted by Suifan (2019), "the relationship between organizational justice, job satisfaction, and organizational commitment show that job satisfaction mediates the effect of organizational justice on organizational commitment." Based on the results of previous studies, the following hypothesis can be formulated.

H4: "Job satisfaction mediates the effect of organizational justice on organizational commitment."

III. METHODS

The research design is a causality research design. A causality research design is a research design designed to examine the possibility of a cause-and-effect relationship between variables. This research was conducted to determine the relationship between job satisfaction variables, organizational justice and organizational commitment. The objects examined in this research are organizational justice, job satisfaction, and organizational commitment. The endogenous variable in this study is organizational commitment (Y). The mediating variable in this study is job satisfaction (M). The exogenous variable used in this study is organizational justice (X). Qualitative data in this study is a general description of the object of research, including: the history of the company, vision and mission, organizational structure, hotel conditions and employee conditions. The quantitative data in this study is the number of hotel employees. The primary sources in this study were respondents who were employees and managers of the Om Ham Retreat and Resort Ubud hotel who provided initial data. The secondary source in this study is the company Om Ham Retreat and Resort Ubud. The population in this study were all 72 employees of the Om Ham Retreat and Resort Ubud hotel. The number of population is 72, so this study uses a saturated sampling method where all members of the population are used as research samples. The number of samples in this study were 72 employees. Data collection in this study was carried out using interviews and questionnaires. The data obtained during the field data collection were analyzed using descriptive statistical analysis, path analysis, and single test.

IV. RESULTS AND DISCUSSION

This study used 72 respondents as employees of the Om Ham Retreat and Resort Hotel. The characteristics of the respondents are seen from 4 aspects, namely gender, age, department, and years of service. The percentage of male respondents are 56 percent and female respondents are 44 percent. This shows that male respondents dominate more than women, in hospitality it takes more male employees for night shifts. The dominant age of respondents is 20-30 years old with a percentage of 64 percent, while for the lowest age group is those aged ≥ 50 years with a percentage of 7 percent. This happens because the age of 20-30 years is the age where someone has high morale. The dominant respondents are in the house keeping department with a percentage of 18 percent, while the lowest is executive and resort manager with a percentage of 1 percent. The house keeping department has the most employees because the number of rooms at Om Ham Retreat and Resort Hotel is quite a lot. The working period is classified into two, namely less than the same as 5 years with a percentage of 67 percent, and more than 5 years with a percentage of 33 percent. Employees who have a working period of less than 5 years are dominated by employees aged 20-30 years, which is the working productive age.

Organizational commitment variable is denoted by Y. The measurement of this variable uses 15 statements which are measured according to the 5 point Likert scale. Distribution of respondents' answers to organizational commitment with the highest score of 2.58 on the statement "I feel a loss if I leave this hotel" and the lowest score of 2.42 on the statement "I have the view that it is better for someone to keep working in one place throughout his career." The total score for the organizational commitment variable of 2.47 is included in the low criteria. Om Ham Retreat and Resort Hotel employees have a low commitment to the organization.

The organizational justice variable is denoted by X. The measurement of this variable uses 12 statements which are measured according to the 5-point Likert scale. Distribution of respondents' answers to organizational justice with the highest score of 2.53 on the statement "my boss is transparent in communicating", and for the lowest score of 2.25 on the statement "I feel this hotel treats employees the same". The total score for the organizational justice variable of 2.36 is included in the low criteria. Hotel employees at Om Ham Retreat and Resort feel that fairness in their organization is low.

The job satisfaction variable is denoted by M. The measurement of this variable uses 15 statements which are measured according to the 5-point Likert scale. Distribution of respondents' answers to job satisfaction with the highest score of 2.46 on the statement "I prefer to do other work outside the main duties assigned by the hotel", and for the lowest score of 2.31 in the statement "Career development system in this hotel. not clear". The total score for the job satisfaction variable of 2.37 is included in the low criteria. Om Ham Retreat and Resort Hotel employees have low job satisfaction.

Table 1. Path Analysis 1

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.630	.950		2.768	.007
	X	1.165	.033	.973	35.037	.000

Source: Processed Data

The result of the error term is 0.23, meaning that 23 percent of job satisfaction is influenced by factors outside of organizational justice.

Table 2. Path Analysis 2

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.898	.538		1.668	.100
	M	.758	.064	.736	11.796	.000
	X	.324	.077	.778	4.210	.000

Source: Processed Data

The result of the error term is 0.12, meaning that 12 percent of organizational commitment is influenced by other factors outside of organizational justice and job satisfaction. The total determination value of 0.99 means that 99 percent of the variation in organizational commitment is influenced by variations in organizational justice and job satisfaction, while the remaining 1 percent is explained by other factors outside the model.

Hypothesis testing on the effect of organizational justice on job satisfaction found a positive effect of organizational justice on job satisfaction with the Sig. ≤ 0.05 and a beta coefficient of 0.973 which indicates that organizational justice has a positive and significant effect on job satisfaction. Based on the descriptions of the respondents' answers, it was found that the average level of organizational justice felt by employees was low, and the average result of the level of employee job satisfaction was low, so the lower the organizational justice felt by employees, the lower the job satisfaction was. These results support previous research by Indahyati & Sintaasih (2019), Rivai et al. (2019) showing that organizational justice has a positive and significant effect on job satisfaction. This research is also supported by research conducted by Altahayneh *et al.* (2015) on public schools in Jordan involving 166 physical education teachers showed that the justice received by all teachers from these schools will affect teacher job satisfaction, so there is a positive and significant correlation between all dimensions of organizational justice and job satisfaction.

Hypothesis testing on the effect of job satisfaction on organizational commitment found a positive effect of job satisfaction on organizational commitment with the Sig. ≤ 0.05 and a beta coefficient of 0.736 which indicates that job satisfaction has a positive and significant effect on organizational commitment. Based on the descriptions of the respondents' answers, it was found that the average level of job satisfaction felt by employees was low, and the average result of employees' organizational commitment levels was low as well. This means that employees who have low job satisfaction in their organization have a desire to leave the organization, so the lower the employee's job satisfaction, the lower the employee's organizational commitment. This is supported by

the results of research by Candra & Riana (2017), Vitaloka & Netra (2019), Tarigan & Ariani (2015), Celik et al. (2015), also stated that job satisfaction has a positive and significant effect on organizational commitment.

Hypothesis testing on the effect of organizational justice on organizational commitment found a positive effect of the variable organizational justice on organizational commitment with the $\text{Sig.} \leq 0.05$ and a beta coefficient of 0.778 which indicates that job satisfaction has a positive and significant effect on organizational commitment. It can be seen from the descriptions of respondents' answers, the average result of the level of organizational justice felt by employees is low, and the average result of the level of employee organizational commitment is also low. This means that employees' organizational justice that is not fulfilled in the company will result in a high desire for employees to leave the organization, employees feel that they are not treated the same as other employees by this organization which results in decreased company performance. Research results from Celik et al. (2015), found that there is a significant influence between perceptions of organizational justice on organizational commitment.

Hypothesis testing on the effect of organizational justice on organizational commitment through mediation of job satisfaction using the single test. The Sobel test results show that job satisfaction positively and significantly mediates organizational commitment with the result $M = 11.18 > 1.96$. It can be seen from the descriptions of respondents' answers, the average result of the level of organizational justice and job satisfaction felt by employees is low, and the average result of the level of employee organizational commitment is low, meaning that organizational justice has a positive and significant effect on organizational commitment, organizational justice has a positive effect and significant on job satisfaction, job satisfaction has a positive and significant effect on organizational commitment, so it can be said that job satisfaction mediates the effect of organizational justice on organizational commitment. The results of this study are consistent with previous research according to Veress & Gavreliuc (2018) found that job satisfaction was significantly able to mediate the influence relationship between organizational justice (distributive, procedural, and interactional) on organizational commitment.

The results of this study prove that organizational commitment is influenced by organizational justice and job satisfaction. Management needs to increase employee commitment by paying attention to levels of organizational justice and job satisfaction. The management of Hotel Om Ham Retreat and Resort should be able to improve the organizational fairness of the company for one employee to another, such as treating employees in a polite manner, providing appropriate rewards for employees equally among other employees, providing benefits based on the personal needs of employees, the company respects employees based on their contribution. If the level of organizational fairness of this company is getting higher, it will reduce employees' thoughts to leave the company. Various policies regarding achievement recognition, interaction between superiors and subordinates also need to be improved to increase employee job satisfaction.

The management of Hotel Om Ham Retreat and Resort needs to increase employee organizational commitment by paying attention to employee job satisfaction, listening to employee aspirations by holding recreational activities for employees so that employees feel that their work is valued, and making employees committed to the company. If employees have a high level of organizational commitment, it will reduce the employee's thinking to leave the company. The management of Hotel Om Ham Retreat and Resort needs to prevent its employees from having the desire to leave the company, because this can later lead to employees actually leaving the company, which can be detrimental in the future. Maintaining job satisfaction and employee organizational commitment to stay high is a way that companies can do to change the mindset of employees so they don't have the desire to find work elsewhere.

Based on the results of the organizational justice variable, there is an indicator whose value is low, this hotel treats employees equally to improve this indicator, the company should treat employees fairly, based on the results of the job satisfaction variable there is an indicator whose lowest score is the career development system in this hotel is not clear to improve the indicator. This company should improve the employee career development system so employees will feel satisfied in carrying out their work, based on the results of the organizational commitment variable there are indicators with the lowest score, namely I am of the view that it is better for someone to continue working in one place throughout their career to increase employee organizational commitment so the company should make employees become part of the company.

This research is limited to examining organizational justice, job satisfaction, organizational commitment. The issue of injustice is a factor that causes dissatisfaction and if it is not resolved immediately, it will lead to deviant behavior in the workplace, and employee organizational commitment will decrease. Future studies are expected to add other variables because this study only examines organizational commitment which is influenced by organizational justice and job satisfaction, but does not rule out the emergence of other factors outside of this study.

V. CONCLUSION

Organizational justice has a positive and significant effect on job satisfaction. This shows that the lower the level of organizational fairness of the company for employees, the lower the level of job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. This shows that the lower the

employee's job satisfaction, the lower the employee's organizational commitment. Organizational justice has a positive and significant effect on organizational commitment. This shows that the lower the level of employee organizational justice, the lower the employee's organizational commitment. Organizational justice has a positive and significant effect on organizational commitment through mediating employee job satisfaction. This shows that the lower the employee's organizational justice, the lower the job satisfaction and thus the lower the organizational commitment.

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