

THE INFLUENCE OF THE WORK ENVIRONMENT, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT EMPLOYEES OF PT MANDIRI JOGJA INTERNASIONAL

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Abstract

This study examines the influence of the work environment, organizational culture, and organizational justice on organizational commitment. This study uses a quantitative method by involving all employees of PT Mandiri Jogja International, totaling 80 people, as the population and sample. The sampling technique used is saturated sampling, which is included in the category of non-probability sampling. Data collection is carried out through questionnaires, and data quality is guaranteed through validity, reliability, and classical assumption tests (including normality, multicollinearity, and heteroscedasticity). Data analysis was carried out using multiple linear regression, equipped with a T test, an F test, and a determination coefficient (R^2) calculation. The results of the study show that the work environment does not have a significant positive influence on organizational commitment. In contrast, organizational culture and organizational fairness have a significant and positive influence on organizational commitment. In addition, the combined influence of the work environment, organizational culture, and organizational fairness significantly affects the organizational commitment of PT Mandiri Jogja Internasional employees.

Keywords: Work Environment, Organizational Culture, Organizational Justice, Organizational Commitment.

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INTRODUCTION

Human Resource Management (HRM) encompasses a variety of important policies and practices related to aspects of human resource management in an organization, such as recruitment, selection, training, awards, and performance evaluation. ¹ explained that the workforce plays a central role in an organization because it has great potential to contribute.

¹ Suhartini and Nurmalasari, ‘Pengaruh Keadilan Organisasi, Budaya Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional Pegawai Pada Kantor Imigrasi Kelas 1 Non TPI Serang’, *Jurnal Manajemen Perusahaan*, 3 (1) (2024).

Human resources are seen as a very strategic element because they are responsible for various important activities within the company. Therefore, organizations need to have a qualified and solid workforce to ensure a solid commitment among their members.

Organizational commitment reflects a condition in which individuals see themselves as part of an organization and are bound to a goal that they want to achieve together.² stated that this commitment describes the emotional involvement of employees with the organization over a certain period of time. This is in line with the opinion of³, who revealed that employees with a high level of commitment are important assets that contribute greatly to the success of the organization. Some of the factors that influence this commitment include the work environment, organizational culture, and fairness in the workplace.

A supportive work environment is one of the key factors in maintaining employee commitment. According to⁴, the work environment includes various elements that affect employees in carrying out their duties, such as cleanliness, work atmosphere, and good relationships between employees. These factors have a positive impact on employee comfort and engagement with the organization. In addition, organizational culture is also an important element in strengthening employee commitment. Organizational culture includes shared values and norms that shape the way individuals work in a company⁵.⁶ added that organizational fairness is another significant factor, as it includes how companies treat employees fairly in various aspects of their operations.

PT Mandiri Jogja Internasional is a company that focuses on the production of leather goods such as bags, shoes, wallets, and various other accessories. Their trademark, BUCINI, has successfully penetrated international markets such as Europe and Australia, in addition to the local market in Indonesia.

² Cyntia Riskayana Situmorang and Awan Santosa, *Pengaruh Kepribadian, Employee Engagement Dan Keadilan Organisasi Terhadap Komitmen Organisasi Pada CVSanti Jaya Indonesia*, 2024, XXVIII.

³ Devi Yuliani and Suhana Suhana, 'Pengaruh Kepemimpinan Dan Keadilan Organisasi Terhadap Komitmen Organisasi (Studi Pada Karyawan Perusahaan Manufaktur Di Karawang)', *Jesya*, 6.1 (2023), pp. 61–78, doi:10.36778/jesya.v6i1.839.

⁴ Nursia Bala and others, 'Pengaruh Lingkungan Kerja Terhadap Komitmen Organisasional Pegawai Kantor Badan Kepegawaiandan Pengembangan Sumber Daya Manusia Kabupaten Luwu Utara', *Jurnal Ekonomi Dan Manajemen*, 3.4 (2023), pp. 65–72, doi:10.55606/optimal.v3i4.2298.

⁵ Siti Samsiah and Anggun Wahyu Winasis, 'Pengaruh Budaya Organisasi, Keadilan Organisasi DanLingkungan Kerja Terhadap Komitmen Organisasional Karyawan PT. Siegwerk Indonesia Surabaya', *Majalah Ekonomi*, 25.2 (2020).

⁶ Ni Nyoman Murasni and Ni Nyoman Sudyani, 'Pengaruh Keadilan Organisasi Budaya Organisasi Dan Kepuasan Kerja Pegawai Terhadap Komitmen Organisasional Pada Inspektorat Daerah Kabupaten Bangli', *Jurnal Manajemen Dan Bisnis Equilibrium* (Universitas Ngurah Rai, 2023), doi:10.47329/jurnal_mbe.v9i2.1276.

Previous research has given mixed findings. ⁷ mentioned that the work environment has a significant positive effect on organizational commitment. On the contrary, the research of ⁸ shows that the work environment does not have a significant influence on this aspect. ⁹ concluded that organizational culture has a positive and significant impact on employee commitment. However, ¹⁰ found that organizational culture does not always significantly affect commitment. Meanwhile, ¹¹ revealed a significant relationship between organizational fairness and employee commitment. However, the findings of ¹² suggest that the relationship between organizational justice and commitment is not entirely significant.

Based on this background, the author is interested in further exploring the influence of the work environment, organizational culture, and organizational justice on employee commitment at PT Mandiri Jogja International.

Hypothesis Development

The Influence of the Work Environment on Organizational Commitment

A comfortable, safe, and supportive work environment can increase a sense of home for employees so that they are more motivated to remain loyal to the organization. According to research conducted by ¹³, and supported by a study ¹⁴ work environment has a positive and significant relationship with employee commitment. Based on this, the hypothesis formulated in this study is:

⁷ Ary Meizary and Betty Magdalena, 'Pengaruh Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap Komitmen Organisasi Karyawan Hotel 21 Gisting Kabupaten Tanggamus', *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (Jemba)*, 4.1 (2024).

⁸ Mutiah Nurhalizah and Juftizen, 'Pengaruh Etika Kerja Dan Lingkungan Kerja Terhadap Komitmen Organisasi Melalui Kepuasan Kerja Pada Kantor Walikota Medan', *Jurnal Ekonomi & Ekonomi Syariah*, 3.1 (2020), doi:<https://doi.org/10.36778/jesya.v3il.66>.

⁹ Nur Haris Ependi and Sudirman Sudirman, 'Pengaruh Budaya Organisasi Dan Kepercayaan (Trust) Terhadap Komitmen Organisasi', *Jurnal Ilmu Pendidikan (JIP) STKIP Kusuma Negara*, 12.2 (2021), pp. 172–81, doi:[10.37640/jip.v12i2.858](https://doi.org/10.37640/jip.v12i2.858).

¹⁰ Khimatul Jazilah, *Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi Melalui Motivasi Kerja*, 2023.

¹¹ Cyntia Riskayana Situmorang and Awan Santosa, xxviii.

¹² Diny Atrizka and others, 'The Effect of Organizational Justice and Leader Member Exchange on Organizational Commitments in Employees', *Jurnal Psikologi*, 16.2 (2020), doi:[10.24014/jp.v14i2.9799](https://doi.org/10.24014/jp.v14i2.9799).

¹³ Mutiah Nurhalizah and Jufrizen, 'Pengaruh Etika Kerja Dan Lingkungan Kerja Terhadap Komitmen Organisasional Melalui Kepuasan Kerja Pada Kantor Walikota Medan', *Jurnal Ekonomi & Ekonomi Syariah*, Vol 3 No 1.1 (2020), doi:<https://doi.org/10.36778/jesya.v3il.66>.

¹⁴ Lisda L Asi, Achmad Gani, and S T Sukmawati, 'Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja Terhadap Komitmen Organisasional Dan Kinerja Dosen Universitas Negeri Gorontalo', *Journal of Management Science (JMS)*, 2.1 (2021).

H1 : The work environment has a positive effect on the organizational commitment of PT Mandiri Jogja Internasional employees.

The Influence of Organizational Culture on Organizational Commitment

Organizational culture consists of values, beliefs, and habits applied in an organization, which affect the way employees work and behavior patterns. ¹⁵ explained that a good organizational culture is able to create a productive work atmosphere, so that employees are more emotionally attached to the organization. Research by Suhartini ¹⁶ shows that organizational culture has a positive and significant impact on employee commitment. Based on these findings, the hypotheses in the study are:

H2 : Organizational Culture Has a Positive Effect on the Organizational Commitment of PT Mandiri Jogja Internasional Employees.

The Effect of Organizational Justice on Organizational Commitment

Harmony in the work environment can be influenced by a number of factors, including the organization's culture and the level of fairness perceived by employees. Improving fairness in the organization is an important strategy to strengthen employee commitment to the company. When employees feel treated fairly, they tend to have a greater attachment to still contribute to the organization¹⁷. This sense of justice also fosters a sense of belonging, which is often followed by pride in the organization and the encouragement to continue working in it¹⁸. Research conducted¹⁹ shows that organizational justice has a significant positive influence on employee commitment. Based on these findings, the hypothesis proposed is:

H3 : Organizational Justice has a positive and significant effect on the organizational commitment of PT Mandiri Jogja Internasional employees.

The Influence of Work Environment, Organizational Culture and Organizational Justice on Organizational Commitment

The work environment, organizational culture, and organizational fairness are important factors that play a key role in the success of a company. These three aspects

¹⁵ Sinta Sundari Heriyanti and Richnie Zayanti, 'Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi Yang Di Mediasi Kepuasan Kerja', *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4.1 (2020), pp. 267–77, doi:10.36778/jesya.v4i1.319.

¹⁶ Suhartini and Nurmalasari.

¹⁷ Joseph Marvelous Wattimena, Elsina Huberta Aponono, and Join Rachel Luturmas, 'Pengaruh Keadilan Organisasi Terhadap Komitmen Organisasi Pegawai Pada Jurusan Administrasi Niaga Politeknik Negeri Ambon', Vol 3.1 (2024).

¹⁸ Karolus Wulla Rato, 'Pengaruh Keadilan Organisasi Terhadap Komitmen Organisasi Dengan Kepuasan Kerja Sebagai Variabel Mediasi', *Efisiensi - Kajian Ilmu Administrasi*, 17.2 (2020), pp. 171–86, doi:10.21831/efisiensi.v17i2.31233.

¹⁹ Suhartini and Nurmalasari.

complement each other and help increase employee organizational commitment.²⁰organizational commitment refers to a positive attitude that includes acceptance and strong belief in the organization's vision and mission, accompanied by motivation to continue to contribute to the achievement of common goals.²¹ Found that the work environment, organizational culture, and organizational justice collectively have a significant positive influence on organizational commitment. Thus, the hypothesis proposed in this study is:

H4 : Work Environment, Organizational Culture and Organizational Justice have a positive effect on the organizational commitment of PT Mandiri Jogja Internasional employees.

Based on the results of literature reviews and studies from various previous studies, as well as the development of hypotheses that have been formulated, the following research thinking framework is presented:

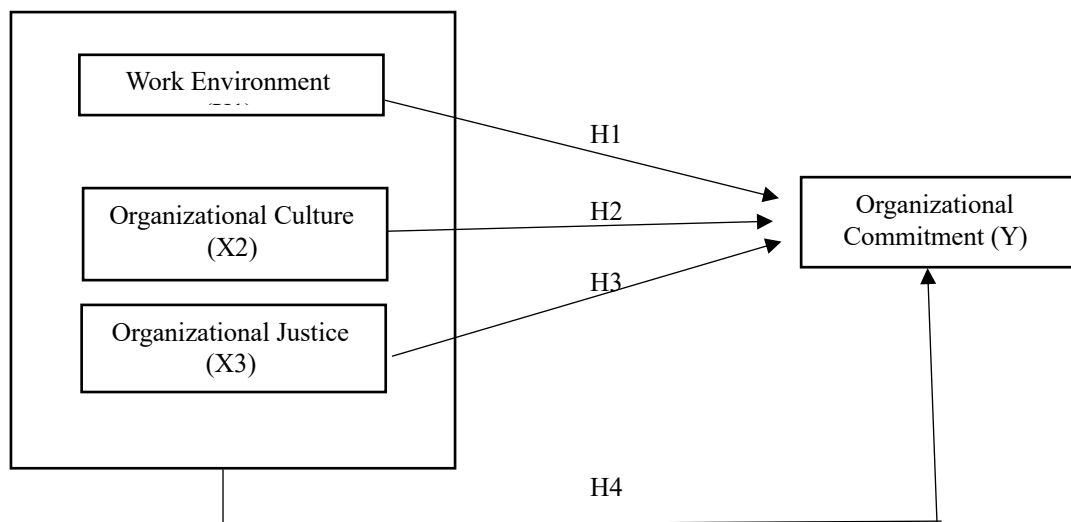


Figure 1. Framework of Thought

RESEARCH METHODS

This study aims to explain the influence of one, two, to three independent variables, namely Work Environment (X1), Organizational Culture (X2), and Organizational Justice (X3), on the bound variable, namely Organizational Commitment (Y), through hypothesis testing.

²⁰ Anas Triyanto and Jaenab, *Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi Pada Pegawai Kantor Camat, Terakreditasi Nasional JIM UPB*, 2020, VIII <<http://ejournal.upbatam.ac.id/index.php/jim>>.

²¹ Siti Samsiah and Anggun Wahyu Winasis.

This research method is quantitative, where the analysis process is carried out using statistically processed data. Data was obtained from primary sources by distributing questionnaires directly to employees of PT Mandiri Jogja International. This study covers the entire population of employees working at PT Mandiri Jogja International, with a total of 80 people. The sampling technique was carried out using the *Non-probability Sampling method* with a saturated sample approach. This means that the entire population is used as a research sample. To ensure the accuracy of the measurements, this study also conducted validity and reliability tests. The analysis process includes testing classical assumptions, such as normality, multicollinearity, and heteroscedasticity, as well as multiple linear regression. The results of the data were further analyzed by the T test, the F test, and the calculation of the determination coefficient (R^2) value.

RESULT AND DISCUSSION

Validity Test Results

The following are the results of testing the validity of research tools on variables of the work environment, organizational culture, organizational justice, and organizational commitment, as seen in the table below:

Table 1. Results of the validity test of work environment variable

Indicators	Grain	r-count	r-table	Information
Temperature	LK1	0.607	0,2199	Valid
	LK2	0.703		
Lighting	LK3	0.511		
	LK4	0.439		
Noise Level	LK5	0.564		
	LK6	0.368		
Working Conditions	LK7	0.523		
	LK8	0.535		
Workability	LK9	0.721		
	LK10	0.701		
Employees' Relationship with Superiors and Other Employees	LK11	0.538		
	LK12	0.478		

Source: primary data processed, 2024

Table 1 presents the results of the validity test of the variables of the work environment. Based on the test, all statements from point 1 to point 12 have a calculated r value that is greater than the table r value, which is 0.2199. Therefore, it can be concluded that all of these statements are declared valid.

Table 2. Results of the validity test of organizational culture variable items

Indicators	Grain	r-count	r-table	Information
Aggressiveness	BO1	0.726		
	BO2	0.322		
Self-Awareness	BO3	0.556		
	BO4	0.641		

Team	BO5	0.403	0,2199	Valid
Onboarding	BO6	0.602		
Pride	BO7	0.648		
	BO8	0.583		
Performance	BO9	0.610		
	BO10	0.543		

Source: primary data processed, 2024

Table 2 lists the results of the validity test of organizational culture variables. Based on the tests carried out, all statements from items 1 to 10 have a calculated r value higher than the table r value of 0.2199. Therefore, it can be concluded that all declarations about these variables are declared valid.

Table 3. Results of the validity test of organizational justice variable items

Indicators	Grain	r-count	r-table	Information
Procedural Justice	KO1	0.601		
	KO2	0.694		
Distributive Justice	KO3	0.621	0,2199	Valid
	KO4	0.568		
Interactive Justice	KO5	0.700		
	KO6	0.622		

Source: primary data processed, 2024

Table 3 shows the results of the validity test of the items for the organizational fairness variable. The test results show that statement items 1 to 6 have a calculation value greater than the table r, which is 0.2199. Therefore, all statements on this variable are declared valid.

Table 4. Results of the validation test of the organizational commitment variable item

Indicators	Grain	r-count	r-table	Information
Affective Commitment	KOO1	0.607		
	KOO2	0.697		
Normative Commitment	KOO3	0.710	0.2199	Valid
	KOO4	0.601		
Sustainable Commitment	KOO5	0.728		
	KOO6	0.628		

Source: primary data processed, 2024

Table 4 displays the results of the validity test of the items for the organizational commitment variable. Based on the test results, all statements from point 1 to point 6 have a higher calculation r value than the table r value of 0.2199. Therefore, all statements on this variable can be declared valid.

Reliability Test Results

The following are the results of the reliability test of the instrument for the variables of the work environment, organizational culture, and organizational justice:

Table 5. Reliability Test Results

N			80	
Normal Parameters ^{a,b}			.000000	
			1.94993461	
Most Differences	Extreme	Absolute	.089	
		Positive	.081	
		Negative	-.089	
Test Statistic			.089	
Asymp. Sig. (2-tailed) ^c			.186	
a. Test distribution is Normal				
b. Calculated from data				
c. Lilliefors Significance Correction				
Source: Primary Data Processed, 2024				
Variable		<i>Cronbach's Alpha</i>	Critical Value	Information
Work Environment		0.870	0.60	Reliable
Organizational Culture		0.856	0.60	Reliable
Organizational Justice		0.850	0.60	Reliable
Organizational Commitment		0.866	0.60	Reliable
Source: primary data processed, 2024				

As seen in Table 5, all statements used to measure the variables of this study were declared valid. The results of the reliability test show the value *Cronbach's Alpha* the work environment variable (X1) was 0.870, the value of the organizational culture variable (X2) was 0.856, the value of the organizational justice variable (X3) was 0.850, and the value of the organizational commitment variable (Y) was 0.856. Because the whole value *Cronbach's Alpha* >0.60, it can be concluded that all variables in this study are reliable.

Classical Assumption Test

Normality Test

Table 6. Normality test results

As seen in Table 6, the influence of work environment factors, organizational culture and organizational justice on organizational commitment is asymmp sig. The asymmp value of the sig is $0.186 > 0.05$ which indicates that the data is normally distributed.

Multicolonality Test

Table 7. Multicolonality test

	Tolerace	Model	VIF	Results
1	Work Environment	0.347	2.879	Non Multicolonality
	Organizational Culture	0.283	3.536	
	Organizational Justice	0.328	3.050	

a. Dependent Variable: Organizational Commitment
 Source: Attachment to the VIF Test Data Test Results, 2024

Based on Table 7, the results of the multicollinearity test show that there is no multicollinearity problem in the research data. For the work environment variable (X1), the tolerance value is $0.347 > 0.10$ and the VIF value is $2.879 < 10$. The tolerance value of the organizational culture variable (X2) was $0.283 > 0.10$ and the VIF value was $3.536 < 10$. Meanwhile, the tolerance value of the organizational justice variable (X3) was $0.328 > 0.10$, and the VIF value was $3.050 < 10$. It can be seen that there is no multicollinearity between variables in this study.

Heteroscedasticity Test

The heteroscedasticity test is designed to test whether there is a difference in residual variance between one observation and another in a regression model. One of the methods used to detect heteroscedasticity is the Glacier test. In this test, decision-making is based on the significance value, and if the significance value is 0.05, it can be concluded that there is no heteroscedasticity problem. On the other hand, a significance value of 0.05 indicates the existence of heteroscedasticity problems. Table 8 shows the results of the heteroscedasticity test in the study.

Table 8. Heteroscedasticity test results

Type	Unstandardized Coefficients		Standardizd Coefficients		t	Sig
	B	Std. Error	Beta			
1 (Constant)	3.394	1.285			2.641	.010

Work Environment (X1)	-0.095	.040	-.439	-	.021
Organizational Culture (X2)	.031	.058	.109	.529	.599
Organizational Justice (X3)	.051	.068	.144	.749	.456

a. Variable Dependent ABS_RES1

Source: Attachment of Heteroscedasticity Test Data Processing Results

Based on Table 8, it can be concluded that the results of the Park test show that the significance value of the independent variable is greater than 0.05. Therefore, it can be concluded that the regression model used in this study does not experience heteroscedasticity problems.

Hypothesis Testing

Multiple Linear Regression Analysis

Table 9. Multiple Linear Regression

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig
	B	Std. Error	Beta			
1	(Constant)	.989	1.966		.503	.616
	Work Environment (X1)	.045	.062	.078	.726	.470
	Organizational Culture (X2)	.310	.089	.417	3.484	.001
	Organizational Justice (X3)	.365	.104	.392	3.522	.001

Dependent Variable: Organizational Commitment

Source: Primary Data Appendix, 2024

Based on Table 9, the equation for multiple linear regression is as follows:

$$Y = 989 + 0.045X1 + 0.310X2 + 0.365X3 + 0.104$$

Based on the results of the multiple regression analysis test shown in Table 9, the regression coefficient of the work environment variable (X1) was obtained of 0.045. This shows that if other variables are considered constant and the work environment improves, then the organization's commitment will increase and vice versa. The regression coefficient of the organizational culture variable (X2) is 0.310. This means that assuming other variables are fixed, the improvement of organizational culture will have an impact on increasing organizational commitment and vice versa. Meanwhile, the regression coefficient of the organizational justice variable (X3) is 0.365. This shows that if organizational fairness increases if other variables are considered constant, then organizational commitment will also increase and vice versa.

Partial Test (T-Test)

The purpose of a statistical test known as a t-test is to evaluate how much each independent variable affects the dependent variable individually. To determine the nilai of the table can be determined using the formula: ($df=80-4$, $df=76$) which results in a ttable value of 1.991.

Table 10. Test Results T

Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig
	B	Std. Error	Beta			
1	(Constant)	.989	1.966		.503	.616
	Work Environment (X1)	.045	.062	.078	.726	.470
	Organizational Culture (X2)	.310	.089	.417	3.484	.001
	Organizational Justice (X3)	.365	.104	.392	3.522	.001

a. Variable Dependency: Organizational Commitment
 Source: Primary Data Processed, 2024

Testing the Influence of the Work Environment on Organizational Commitment

Examining the impact of the work environment on organizational commitment The impact of variables related to the work environment on organizational commitment was evaluated through a t-test, where the p-value was compared to the α significance level set at 5%. This analysis was carried out using IBM SPSS Statistics 27 software, with the findings presented in Table 4.19. The results show that the work environment variable has a calculated t-value of 0.726, which is smaller than the t_{table} of 1.991, and a significance value of 0.470, which exceeded 0.05 ($\alpha = 5\%$). As a result, the first hypothesis is not supported, which suggests that the work environment variable does not significantly affect the employee's organizational commitment.

Testing the Influence of Organizational Culture on Organizational Commitment

The t-test was used to analyze the influence of organizational culture on organizational commitment, by comparing the p-value with the significance level of α at 5%. This analysis was conducted using IBM SPSS Statistics 27 software, with the findings shown in Table 4.19. The calculated t-value for the organizational culture variable was 3.484, exceeding the table's t-value of 1.991, and the significance value was 0.001, which was below the threshold of 0.05 ($\alpha = 5\%$). Thus, these findings support the acceptance of the second hypothesis, which shows that organizational culture variables significantly affect the organizational commitment of employees at PT Mandiri Jogja International.

Testing the Influence of Organizational Justice on Organizational Commitment

The analysis of the relationship between organizational justice and organizational commitment was carried out using the t-test, by comparing the p value with the α significance level of 5%. This analysis uses IBM SPSS Statistics 27 software as shown in

Table 4.19. The t-value of the Organizational Justice variable was 3.522, greater than the t-value of the table of 1.991, and the significance value was 0.001, smaller than 0.05 ($\alpha = 5\%$). Thus, the third hypothesis is accepted which shows that organizational justice has a significant effect on the organizational commitment of PT Mandiri Jogja Internasional employees.

Simultaneous Test (Test F)

The F test is used to test the joint influence of independent variables on dependent variables in a regression model. If the significance value (sig) is less than 0.05, then the hypothesis that the independent variable has simultaneous influence is accepted. On the other hand, if the significance value (sig) > 0.05, then the hypothesis is considered unacceptable. Table 11 shows the test results obtained using a regression model.

Table 11. Test Results F

Type		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	.989	1.966		.503	.616
	Work Environment (X1)	.045	.062	.078	.726	.470
	Organizational Culture (X2)	.310	.089	.417	3.484	.001
	Organizational Justice (X3)	.365	.104	.392	3.522	.001

a. Variable Dependency: Organizational Commitment
 Source: Primary Data Processed, 2024

Based on Table 11, the calculated F value of 56.808 is greater than the table F value of 2.72 and the significance value of $0.000 < 0.05$. The results show that the variables of work environment, organizational culture, and organizational justice simultaneously have a significant influence on organizational commitment. Therefore, the fourth hypothesis is accepted.

Coefficient of Determination (R²)

Table 12. Determination test results (R²)

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832a	.692	.679	1.988

a. Predictors: (Constant), Organizational Justice (X3), Work Environment (X1), Organizational Culture (X2)

b. Dependent Variable: Organizational Commitment (Y)

Source: Siolah Primary Data, 2024

The test results in Table 12 show that the R-squared value obtained is 0.679 or 67.9%. This means that the variable of organizational commitment is influenced by factors such as

the work environment, organizational culture, and organizational fairness by 67.9%. While the remaining 33% was influenced by other variables that were not studied in this study.

Discussion

The Influence of the Work Environment on Organizational Commitment

The results of the study found that the work environment did not have a significant effect on organizational commitment to PT Mandiri Jogja Internasional employees. This is indicated by the value of sig. $0.470 > 0.05$ and the tcount value ($726 < 1.991$) ttable. Therefore, it can be concluded that the level of comfort of the work environment does not have a direct effect on the level of organizational commitment at PT Mandiri Jogja Internasional. This finding is not in accordance with the research of²² which states that the work environment has a positive and significant effect on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

The findings of the study show that organizational culture has a positive and significant effect on the organizational commitment of PT Mandiri Jogja Internasional employees. This is significant at $0.001 < 0.05$ or from the tcal value ($3.484 > 1.991$) of the table. Therefore, it can be concluded that the better or stronger the organizational culture, the greater the impact on increasing the company's organizational commitment. The results of this study are in line with the research of²³ which shows that organizational culture has a significant positive effect on organizational commitment. ²⁴ believes that organizational culture can be used as a tool to unite employees' views on various problems, so that it becomes a force to achieve company goals. Furthermore, ²⁵ stated that when employees are committed to the organization, their work habits will increase.

The Effect of Organizational Justice on Organizational Commitment

The results of the study show that the perception of organizational justice has a positive and significant influence on the organizational commitment of PT Mandiri Jogja Internasional employees. This is indicated by the value of sig. $0.001 < 0.05$ and the tcount value ($3.522 > 1.991$) ttable. Therefore, it can be concluded that fair treatment of employees by organizations significantly increases organizational commitment. These results are in

²² Asi, Gani, and Sukmawati. Pengaruh Budaya Organisasi, Motivasi Kerja, Lingkungan Kerja Terhadap Komitmen Organisasional Dan Kinerja Dosen Universitas Negeri Gorontalo

²³ Suhartini and Nurmalasari. Pengaruh Keadilan Organisasi, Budaya Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasional Pegawai Pada Kantor Imigrasi Kelas 1 Non TPI Serang

²⁴ Ary Meizary and Magdalena. Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap KoPengaruhmitmen Organisasi Karyawan Hotel 21 Gisting Kabupaten Tanggamus

²⁵ Heriyanti and Zayanti. Pengaruh Budaya Organisasi Terhadap Komitmen Organisasi yang di Mediasi Kepuasan Kerja

line with the research of ²⁶which shows that organizational justice has a significant positive influence on organizational commitment. When employees feel treated fairly, their commitment to staying in the organization increases ²⁷. This positive impact brings enormous benefits to the organization because the greater the level of fairness felt by employees, the stronger their commitment to the organization, including their sense of responsibility for the work they do.

The Influence of Work Environment, Organizational Culture, and Organizational Justice on Organizational Commitment

The results of this study show that the work environment, organizational culture and organizational justice simultaneously have a positive and significant influence on organizational commitment. This can be seen from the F test, where the value of $F_{cal} (56.808 > 2.72) F_{tabel}$ and the value of $sig. 0.000 < 0.05$ so it is known to be significant. This research is in line with the findings of ²⁸ which states that the work environment, organizational culture, and organizational justice together have a positive and significant influence on organizational commitment. Therefore, the hypothesis (H4) is established and it can be concluded that the three variables affect the organization's commitment simultaneously.

CONCLUSION

Based on the results of previous research and analysis, it can be concluded that the work environment does not have a positive and significant influence on organizational commitment. This is shown by a t_{cal} value of $726 < 1.991$ and a significance value of $0.470 > 0.05$. Therefore, the level of comfort of the work environment has no effect on the commitment of the employee organization of PT Mandiri Jogja International.

Organizational culture has proven to have a positive and significant influence on organizational commitment. This is based on a t_{cal} value of $3.484 > a$ table of 1.991 and a significance value of $0.001 < 0.05$. These findings show that a strong and positive organizational culture at PT Mandiri Jogja Innasional can increase employee commitment to the company. In addition, organizational justice also has a positive and significant influence on cooperation.

In addition, the sense of organizational justice also has a significant positive influence on organizational commitment, with a t -value of $3,522 > 1,991$ and a significance value of $0.001 < 0.05$. This shows that PT Mandiri Jogja Internasional employees feel positive benefits from the sense of organizational justice because the higher the sense of justice received by employees, the greater their commitment to the organization.

²⁶ Suhartini and Nurmalasari. Ary Meizary and Magdalena. Budaya Organisasi Dan Kualitas Kehidupan Kerja Terhadap KoPengaruhmitmen Organisasi Karyawan Hotel 21 Gisting Kabupaten Tanggamus

²⁷ Joseph Marvelous Wattimena, Elsin Huberta Aponono, and Join Rachel Luturmas.

²⁸ Siti Samsiah and Anggun Wahyu Winasis.

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