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The Influence of Organizational Justice and Organizational Culture on Psychological Contracts with Work-Life Balance as A Mediating Variable

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Abstract

This study aims to determine the effect of organizational justice and organizational culture on the psychological contract, with work-life balance as a mediating variable among employees of CV Media Gravika Yogyakarta. Using a quantitative method with a survey approach, the research involved 45 permanent employees selected through a census technique. Data were analyzed using *Partial Least Square – Structural Equation Modeling* (PLS-SEM) to test the direct and indirect relationships between variables. The results show that organizational culture has a positive and significant effect on the psychological contract, indicating that a supportive and value-driven work environment strengthens employees' perceptions of mutual obligations with the organization. Organizational justice is also found to significantly influence work-life balance, suggesting that fair treatment and transparent policies contribute to employees' ability to manage work and personal life demands. However, work-life balance does not mediate the relationship between either organizational justice or organizational culture and the psychological contract, indicating that the psychological contract is shaped more strongly by direct organizational practices than by employees' perceptions of work-life harmony. These findings highlight the importance of fostering fairness and cultivating a constructive organizational culture to enhance employee commitment, trust, and psychological attachment, ultimately supporting a more harmonious, motivated, and productive organizational climate.

Keywords: organizational justice, organizational culture, work-life balance, psychological contract

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INTRODUCTION

The highly dynamic changes in the business landscape in the contemporary era have triggered a significant transformation in the paradigm of human resource management by organizations, given the ever-evolving complexity of changing business environments (Mattajang & Nasional, 2024). The massive digital revolution, the evolution of work patterns, and the intensification of competitive pressures are driving organizations to adopt a holistic approach that goes beyond just improving efficiency and productivity, with digitalization helping to significantly improve employee engagement and performance (Sulistianingtiyas & Djastuti, 2020). The approach emphasizes the significance of psychological factors that affect the dynamics of relationships between employees and organizations, where harmonious psychological relationships can contribute to work well-being and increased employee attachment (Che, 2022). In the

realm of modern human resource management, the success of an organization depends not only on the technical capabilities and structure of the organization, but also on the quality of the psychological relationships that are built in a healthy way between the individual and the organizational entity to which they contribute, which plays an important role in encouraging intrinsic motivation and optimal work outcomes (Azzahra et al., 2023).

Awareness of the importance of organizational sustainability is now increasingly emerging, where management's ability to build mutually beneficial working relationships between organizations and employees is a critical factor (Azzahra et al., 2023). Today, employees not only expect financial rewards, but also demand justice, harmony between work and personal life, and an inclusive work culture that rewards their contributions (Sulistianingtiyas & Djastuti, 2020). These factors form the foundation of the psychological contract, which is an individual's unwritten belief about a mutual obligation between the employee and the organization, which significantly affects employee work behavior and loyalty (Che, 2022).

In the context of this research, the company CV. Media Grafika which is located on Jl. Raya Piyungan Prambanan No, Km 03 Mungur, Srimartani, Piyungan Bantul, Yogyakarta. CV. Meida Grafika is an operating in the printing and graphic design industry in Yogyakarta which demands punctuality and high quality of work. CV. Media Grafika serves various printing needs such as brochures, books, packaging, and other promotional media. A dynamic and competitive work environment means that employees often face tight deadlines and high workload pressures. These conditions have the potential to affect work-life balance, the perception of organizational fairness, and the psychological relationship between employees and the company.

The phenomenon that appears in the CV. Media Grafika shows that some employees still feel an imbalance between work and personal life. Some employees complained about the unequal distribution of workload and too tight deadlines, which caused a sense of lack of appreciation for the effort that had been given. In terms of organizational culture, some employees feel that their achievements are not fully proportional to the resources and support provided by the company. This condition indicates a discrepancy in the fulfillment of psychological contracts, where employee expectations and realities are not fully aligned with the organization's treatment. This phenomenon is interesting to study more deeply because it can have an impact on decreasing employee commitment, loyalty, and work motivation.

In maintaining a solid psychological contract, organizational fairness is a crucial aspect that reflects employees' perceptions of fairness in resource distribution, decision-making processes, and interpersonal interactions, which has been shown to increase trust and affective commitment while minimizing stress and work conflicts (Rahayu & Sutisna, 2025). Perceived justice positively facilitates the formation of healthy psychological contracts and has a significant impact on constructive work behavior.

In addition, a strong organizational culture with shared values, norms, and beliefs substantially favors the formation of psychological bonds between employees and the organization, reinforces a sense of belonging, and fosters loyalty, while a weak or non-adaptive culture can lower commitment as well as undermine the quality of psychological contracts (Sulistianingtiyas & Djastuti, 2020). Another important factor that links organizational fairness and organizational culture to psychological contracts is work-life

balance, which is related to an individual's ability to manage time and energy between work responsibilities and personal life in a balanced manner (Khasanah; et al., 2020).

Organizations that implement flexible policies, pay attention to employee well-being, and value their personal time are able to strengthen emotional attachment and improve the quality of employees' psychological relationships with the company (Harrop et al., 2025). Based on the theory of social exchange, the mutual interaction between the organization and employees through fair practices and a supportive work culture triggers a positive response in the form of commitment, loyalty, and performance improvement from employees (Ahmad et al., 2022), so that organizational justice and organizational culture contribute directly or through the role of mediating work-life balance to psychological contracts (H.-S. Yu et al., 2022).

However, a number of previous studies have shown findings that have not been uniform. Research by Snyman (2023) found that organizational fairness has a significant direct influence on employee psychological contracts, reflecting the perception of fairness in organization-employee interactions (Snyman et al., 2023). In contrast, another study states that this influence of justice becomes significant when mediated by work-life balance, suggesting the important mediating role of work-life balance in strengthening these relationships (H.-S. Yu et al., 2022). Similarly, the effects of organizational culture on psychological contracts show variation depending on the specific characteristics of the organization and its industry context, which signals the complexity of psychological dynamics in the organizational context (Sulistianingtiyas & Djastuti, 2020). This inconsistency indicates a research gap, especially in the context of the creative industry in Indonesia, which requires more in-depth exploration to understand the mechanisms of influence of these variables.

Based on this description, this study was directed to investigate the influence of organizational fairness and organizational culture on psychological contracts, with work-life balance as a mediating variable, on CV employees. Graphic Media. The research findings are expected to make a theoretical contribution to the development of human resource management science and provide applicative recommendations for companies in increasing employee loyalty, engagement, and welfare in a sustainable manner.

THEORETICAL STUDIES

The psychological contract is a crucial concept that explains an individual's belief regarding unwritten reciprocal obligations between employees and the organization, which is formed based on the perception of the mutual promises and expectations that the organization gives (Ermawati, 2017). These contracts are informal but have a significant impact on employee trust, loyalty, and commitment levels; Breach of psychological contract can lead to disappointment, decreased motivation, and weakened employee attachment to the organization (Rosita, 2019).

Organizational fairness plays an important role in the formation of psychological contracts by encompassing aspects of reward distribution, decision-making procedures, as well as fair interpersonal interactions, which give rise to positive perceptions of employees and encourage behaviors such as job satisfaction and loyalty (Ermawati, 2017). Organizational culture is a collection of shared values, beliefs, and norms that serve as guidelines for employee behavior. The Denison model outlines the four main dimensions of an organizational culture of engagement, consistency, adaptability, and

mission that contribute collectively to shaping positive attitudes, belongings, and employee commitment, while strengthening psychological contracts (Bogale & Debela, 2024; Petrova & Spatenka, 2025).

In addition, work-life balance is a major strengthening factor that helps employees manage the demands of work and personal life in harmony so as to reduce stress and improve emotional and psychological well-being. This condition strengthens the perception of fairness and quality of psychological contracts, thereby creating productive and sustainable working relationships (Khasanah; et al., 2020). Comprehensively, the integration of organizational fairness, a positive organizational culture, and support for work-life balance strengthen the psychological contract of employees, which in turn increases the overall commitment, loyalty and performance of the organization (Gusti Gede, et al., 2024).

HYPOTHESIS DEVELOPMENT

The Influence of Organizational Justice on Psychological Contracts

Organizational fairness reflects the extent to which employees assess the organization's treatment, policies, and decisions as a fair and transparent entity. When employees experience fairness in procedures, the distribution of results, and interpersonal interactions, these positive perceptions reinforce psychological contracts, beliefs about unwritten reciprocal obligations between employees and the organization (Rahayu & Sutisna, 2025). The perception of fairness also fosters mutual trust and loyalty, which encourages employees to make optimal contributions according to organizational expectations (Musannip et al., 2020).

Research by (Rahayu & Sutisna, 2025) showed the significant influence of distributive justice and interactional justice on psychological contracts in private bank employees in Jakarta, indicating that fairness is not only related to outcomes, but also the quality of interactions experienced by employees. Consistent with this, another study by (Musannip et al., 2020) A study conducted on employees of private companies states that the higher the perception of organizational fairness, the stronger the psychological contract formed, supporting positive work behaviors such as commitment and job satisfaction. Thus, it can be concluded that the perception of organizational fairness is a key determinant in strengthening the psychological contract of employees and generating a positive impact on employment relationships within the organization.

H1: Organizational fairness has a positive effect on psychological contracts.

The Influence of Organizational Culture on Psychological Contracts

Organizational culture is a collection of shared values, beliefs, and norms that distinguish one organization from another and guides the behavior of organizational members in achieving common goals (Astra et al., 2022). A positive culture, which promotes openness, collaboration, and appreciation for individual contributions, builds a supportive work environment and strengthens employees' perception of fairness and trust in the organization (Hayes & Keyser, 2022). This reinforcement contributes to the formation of a strong psychological contract, which is a relationship of trust and unwritten mutual obligations between employees and the organization (Business & Tangerang, 2025). Research by (De Clercq, 2025) reveals that organizational cultures that encourage collaboration and innovation have a significant positive influence on the psychological

contracts of employees in the public sector, where the values of trust and social responsibility mediate these relationships.

Another study by Hasan and Ibrahim also found that a strong organizational culture enhances the perception of psychological contracts by fostering a sense of shared responsibility and an employee's emotional attachment to the company (Wijaya, 2022). Therefore, a positive organizational culture not only builds a supportive work climate, but also strengthens employee commitment and loyalty through solid and mutually beneficial psychological contracts.

H2**:** Organizational culture has a positive effect on psychological contracts.

The Influence of Organizational Justice on Work-Life Balance

Organizational fairness that is consistently applied in an organization allows employees to feel fair treatment regarding the division of time, workload, and career development opportunities, thus creating a better work-life balance because employees do not experience excessive emotional or physical burdens (Azkarni Kamal & Azmen Kahar, 2025). Research by (Tobias & Novani, 2022) demonstrated a significant positive relationship between organizational fairness and work-life balance, where equitable policies in workload distribution and the provision of flexible working hours contribute to improved employee well-being. Similar results were revealed by other studies that prove that organizational fairness can improve work-life balance through psychological security and job satisfaction, so that the higher the perception of fairness will promote optimal work-life balance in employees (Azkarni Kamal & Azmen Kahar, 2025; Prayuda & Herminingsih, 2024). Thus, the consistent application of organizational justice plays a fundamental role in supporting the creation of a healthy and productive work-life balance.

H3: Organizational fairness has a positive effect on work-life balance.

The Influence of Organizational Culture on Work-Life Balance

A healthy organizational culture instills the values of balance, collaboration, and employee well-being as the main foundation in the work environment. This kind of culture favors work flexibility and open communication, which in turn improves employees' ability to manage dual roles between work and personal life more effectively and harmoniously (Galih et al., 2025). Research by (Hadi et al., 2023) It shows that an organizational culture that prioritizes work flexibility and open communication significantly improves employees' work-life balance, with a positive impact on their well-being and productivity. Other studies by (Evendi et al., 2025) Supporting these findings, it states that a strong organizational culture, characterized by the value of togetherness and social support in the workplace, contributes significantly to improved work-life balance that impacts motivation and job satisfaction. Thus, it can be concluded that a positive and supportive organizational culture plays an important role in improving employees' work-life balance in a sustainable manner.

H4: Organizational culture has a positive effect on work-life balance.

The Effect of Work-Life Balance on Psychological Contracts

Work-life balance allows employees to carry out their professional and personal roles in a balanced manner, which contributes significantly to increased employee satisfaction and loyalty to the organization. Organizations that actively support this balance, for example through flexible policies and attention to employee well-being can strengthen

the psychological contract by fostering the perception that the company is fulfilling its social and moral responsibilities (Khasanah; et al., 2020). Research by Khasanah (2022) found that work-life balance has a positive effect on psychological contracts in employees in the insurance sector, where employees who manage to balance these roles show a stronger sense of trust and commitment to the organization. Consistent findings were also found in other studies that stated that employees with a high work-life balance had stronger levels of trust and psychological attachment to the organization, strengthening loyalty and work engagement (Savitri et al., 2024). Thus, organizational support for work-life balance is a key factor in strengthening the psychological contract and improving the psychosocial aspect of workers.

H5: Work-life balance has a positive effect on psychological contracts.

The Influence of Organizational Justice on Psychological Contracts through Work-Life Balance

Organizational fairness that is consistently applied plays an important role in shaping the psychological relationship between employees and organizations. According to research (Estreder et al., 2020), organizations that demonstrate fairness in policies and treatment of employees increase job satisfaction and security. In the context of work-life balance, studies by (Galih et al., 2025) found that a high perception of fairness is able to create a healthier work environment and lower work pressure, so employees can better balance work and personal life responsibilities. Justice also plays a role in building mutual trust between employees and the organization. Studies from (Ebrahimzadeh et al., 2024) affirms that when employees feel they are treated fairly, the potential for psychological contract violations will decrease because employees value the organization for their contributions and well-being. In addition, research by (New, 2023) It shows that work-life balance has an important mediating role in linking organizational fairness to psychological outcomes such as work attachment and loyalty. Thus, strong organizational fairness not only strengthens psychological contracts directly, but also through improved work-life balance of employees.

H6: Organizational justice affects psychological contracts through work-life balance.

The Influence of Organizational Culture on Psychological Contracts through Work-Life Balance

Organizational culture has a central role in forming psychological contracts directly or through work-life balance as a mediating variable (J. Yu, 2024). Organizations that foster a culture oriented towards openness, social support, and employee well-being create a positive and harmonious work environment, allowing employees to maintain a work-life balance without excessive pressure (Dumitriu et al., 2025). This healthy organizational culture increases the sense of psychological security and perception of fairness, strengthens employees' mutual trust, loyalty, and psychological commitment to the organization (Gusti Gede Avant Senkliawan Rahmandani, Tamriatin Hidayah, 2024).

Findings from (Rosalina Deviana, 2024) It shows that organizational culture factors that are consistent and support employee well-being significantly form healthy psychological contracts, strengthening the reciprocal relationship between employees and the organization. Furthermore, a study by (Hadafi, 2018) affirms that good work-life balance practices serve as an important bridge that strengthens the relationship between organizational culture and psychological contracts, helping to reduce burnout as well as increase organizational belonging.

H7: Organizational culture has a positive effect on psychological contracts through work-life balance.

RESEARCH METHODS

This study uses a type of quantitative research with a survey approach. This approach was chosen because it is in accordance with the research objective of testing the hypothesis that has been formulated and obtaining statistically measurable data. The research was conducted at CV Media Gravika in October 2025, with a focus on analyzing the relationship between intrinsic motivation, organizational culture, leader-member exchange, and employee performance. The population in this study is all permanent employees at CV Media Gravika, which is 45 people. Because the population is relatively small, this study uses the census method, where all members of the population are made respondents in research.

Data collection in organizational research generally uses the questionnaire method that is distributed directly to respondents as an efficient and effective way to obtain primary data related to the variables being studied. Questionnaires are typically designed using a Likert scale of 1-5 to measure respondents' level of approval of statements related to research variables, thus allowing for structured quantitative analysis. The census method can be applied by involving the entire population as respondents to get a comprehensive and representative picture, especially in studies of organizations with limited populations. In terms of measuring variables such as organizational fairness, work-life balance, organizational culture, and psychological contracts, questionnaire items are usually adapted from instruments that have been validated in previous studies to ensure the validity and reliability of the data.

RESULTS AND DISCUSSION

Respondent Characteristics

This section provides an overview of the demographic profiles of the respondents involved in the study. Based on the results of data collection on 45 respondents, the following characteristics were obtained.

Table 1. Characteristics of Respondents

Category	Ket	Sum	Percentage
Gender	Man	17	37,8%
	Woman	28	62,2%
Age	20-30 th	14	31,1%
	31-40 th	15	33,3%
	41-50 th	16	35,6%
Final education	SD	2	4,4%
	SMP	5	11,1%
	SMA	35	77,8%
	D1/D2/D3/D4/S1	2	4,4%
	S1/S2/S3	1	2,2%

Judging from gender**,** the majority of respondents were women, namely 28 people or 62.2%, while male respondents amounted to 17 people or 37.8%. This proportion suggests that women's participation was more dominant in the study, which may reflect the real distribution of the research population in the field.

From the aspect of age groups, respondents are dominated by productive age groups. A total of 14 respondents (31.1%) were in the age range of 20–30 years, 15 respondents (33.3%) were in the age range of 31–40 years, and 16 respondents (35.6%) were in the age range of 41–50 years. This composition indicates that most of the respondents are at a relatively stable stage of working age maturity in terms of work experience and behavior.

Judging from the last education**,** the majority of respondents had a high school education, which was 35 people or 77.8%. Respondents with junior high school education amounted to 5 people (11.1%), while respondents with elementary education were 2 people (4.4%). The respondents with vocational education D1-D4 amounted to 2 people (4.4%) and only 1 respondent (2.2%) had a bachelor's degree (S1-S3). This distribution shows that most respondents have a middle-level educational background, which can affect their perception of working conditions and psychological factors in the organization.

Construct Validity and Reliability Test

Construct validity and reliability tests are performed to ensure that each indicator used in the study is able to accurately and consistently measure latent variables. The test was carried out through loading factor analysis**,** Cronbach's Alpha**,** Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE). In general, the criteria used included a loading factor value of ≥ 0.70, Cronbach's Alpha ≥ 0.70, Composite Reliability ≥ 0.70, and AVE ≥ 0.50. The results of the analysis show that all variables meet these criteria so that they can be declared valid and reliable.

Validity and reliability analysis is performed to ensure that each indicator is able to measure constructs consistently and accurately, through factor loading assessments, Cronbach's Alpha, Composite Reliability, and AVE. The Organizational Culture variable (BO1–BO5) had loading 0.763–0.881, Cronbach's Alpha 0.879, rho_c 0.908, and AVE 0.664, indicating strong convergent reliability and validity. The Organizational Justice variable (KO1–KO5) showed loading 0.742–0.852, Cronbach's Alpha 0.867, rho_c 0.899, and AVE 0.664, so it was considered reliable and valid.

The Work-Life Balance variable (KKK1–KKK5) obtained high loading of up to 0.907, Cronbach's Alpha 0.886, rho_c 0.917, and AVE 0.690, indicating consistency and good explanatory ability. The Psychological Contract variable (KP1–KP5) had a loading of 0.741–0.907, Cronbach's Alpha 0.882, rho_c 0.914, and AVE 0.681, thus meeting the criteria of validity and reliability in accurately describing constructs.

Table 2. Validity and Reliability

Variable	Indicators	Loading Factor	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Organization Culture	BO1	0,763	0.879	0.939	0.908	0.664
	BO2	0,794				
	BO3	0,812				
	BO4	0,881				
	BO5	0,818				
Organizational fairness	KO1	0,852	0.867	0.910	0.899	0.664
	KO2	0,832				
	KO3	0,809				
	KO4	0,758				
	KO5	0,742				
Working Life Balance	KKK1	0,907	0.886	0.888	0.917	0.690
	KKK2	0,790				
	KKK3	0,763				
	KKK4	0,860				
	KKK5	0,825				
Contract Psychological	KP1	0,741	0.882	0.894	0.914	0.681
	KP2	0,812				
	KP3	0,838				
	KP4	0,819				
	FP5	0,907				

Test Model Fit

Based on the results of the fit model test, an SRMR value of 0.099 which is below the tolerance limit of 0.10 indicates that the model is fit, as well as the d-ULS value of 2.079 and the d-G value of 1.441 which is above the critical value of 0.05 so that both are declared to meet the model fit criteria. However, the Chi-Square test yielded a value of 271,839 which was greater than the Chi-Square value of table 30,144, so this criterion was not met and the model was declared unfit based on that size. Meanwhile, an NFI value of 0.616 which is close to the number 1 can be categorized as quite fit, and a GoF value of 0.337 which is above the threshold of 0.336 indicates that the model has a strong level of suitability. In the Q^2 Predictive Relevance test, the Work-Life Balance variable obtained a value of -0.035 (<0) which indicates a weak predictive, while the Psychological Contract variable has a value of 0.087 (>0) which indicates a strong predictor. Overall, the model can be said to be a fairly good fit as most of the indicators already meet the criteria, although there are still some unmet measures, such as Chi-Square and Q^2 on the Work-Life Balance variable.

Table 3. FIT Model Test Results

Paramater	Role of Thumb	Paramater Values	Information
SRMR	Less than 0.10	0.099	FIT
d-ULS	>0.05	2.079	FIT
D-G	>0.05	1.441	FIT
Chi Square	X2 statistics ≥ $Z^{2\ tables}$ Chi-square / df ≤ 3	271,839 ≥ 30,144	FIT
NFI	Close to value 1	0.616	Quite FIT
GoF	0.1 (small GOF), 0.25 (GOF moderator), 0.336 (strong GOF)	0.337	FIT
Q2 Predictive Relevance	Q2>0; Have predictive relevance	Q2Balance Working Life -0.035>0	Weak predictive
		Q2Psychological Contract 0.087>0	Strong predictive

R Square (R2)

R-Square (R^2) is used to see the extent to which independent variables are able to explain variations in dependent variables. The greater the R^2 value, the higher the model's ability to explain changes in dependent variables.

Table 4. R Square Test Results (R2)

Var. Dependent	R Square	R Square Adjusted
Psychological Contract	0.339	0.291
Work-Life Balance	0.092	0.048

Based on the results of the R^2 calculation, the R^2 value for the Psychological Contract was 0.339 with an adjusted value of 0.291. This means that the independent variables in the model are able to explain 33.9% of the variation in the Psychological Contract. This percentage shows that the model has sufficient explanatory ability for these variables. Meanwhile, the R^2 value for Work-Life Balance is 0.092 with an adjusted 0.048. This value shows that independent variables are only able to explain 9.2% variation in Work-Life Balance, so the power of explanation is relatively weak.

HYPOTHESIS TEST

The significance test in PLS-SEM was used to assess whether the relationships between latent variables in the model are statistically significant. The test process is carried out through *the bootstrapping* method, which is a resampling technique that produces an estimate of the path coefficient value and the standard error of each parameter.

The test result values are displayed in the form of t-statistic and p-value. A relationship is considered significant if the p-value is below 0.05, according to the significance level used in this study. A significant path coefficient indicates that there is an actual influence between the free variable and the bound variable in the model.

Table 5. Path Coefficient Bootstrapping Direct Effect Results

Path coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P values	Ket.
Organizational Culture -> Working Life Balance	0.150	0.169	0.181	0.827	0.204	Unproven
Organizational Culture -> Psychological Contract	0.289	0.287	0.148	1.945	0.026	Evident
Organizational Justice -> Working Life Balance	0.270	0.317	0.135	1.999	0.023	Evident
Organizational Justice -> Psychological Contract	0.236	0.245	0.160	1.474	0.071	Unproven

Based on the results of the direct effect analysis, Organizational Culture was shown to have no significant effect on Work-Life Balance with a coefficient value of 0.150, T statistically 0.827, and P value 0.204, but had a significant effect on Psychological Contracts with a coefficient of 0.289, T statistically 1.945, and P value 0.026. In addition, Organizational Justice showed a significant influence on Work-Life Balance with a coefficient of 0.270, a statistical T of 1.999, and a P value of 0.023. On the other hand, the influence of Organizational Justice on Psychological Contracts was declared insignificant because it had a coefficient of 0.236, a statistical T of 1.474, and a P value of 0.071. These results indicate that organizational culture and perceived fairness by employees have different roles in influencing work-life balance and the formation of psychological contracts.

Table 6. Path Coefficient Bootstrapping Specific Direct Effect Results

Path coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P values	Ket.
Organizational Culture -> Work Life Balance -> Psychological Contract	0.054	0.070	0.084	0.649	0.517	Unproven

Organizational Justice -> Work Life Balance -> Psychological Contract	0.098	0.115	0.064	1.521	0.129	Unproven

The results of the *specific direct effect* test showed that the Organizational Culture towards Work-Life Balance through Psychological Contracts had a coefficient value of 0.054, a statistical T value of 0.649 (<1.96), and a P value of 0.517 (>0.05). Meanwhile, Organizational Justice for Work-Life Balance through Psychological Contracts has a coefficient value of 0.098, a statistical T value of 1.521 (<1.96), and a P value of 0.129 (>0.05). Thus, it can be concluded that the two relationships do not have a significant effect, so that the Psychological Contract is not able to be a mediating variable in the relationship between Organizational Culture and Organizational Justice and Work-Life Balance.

Effect Size (F2)

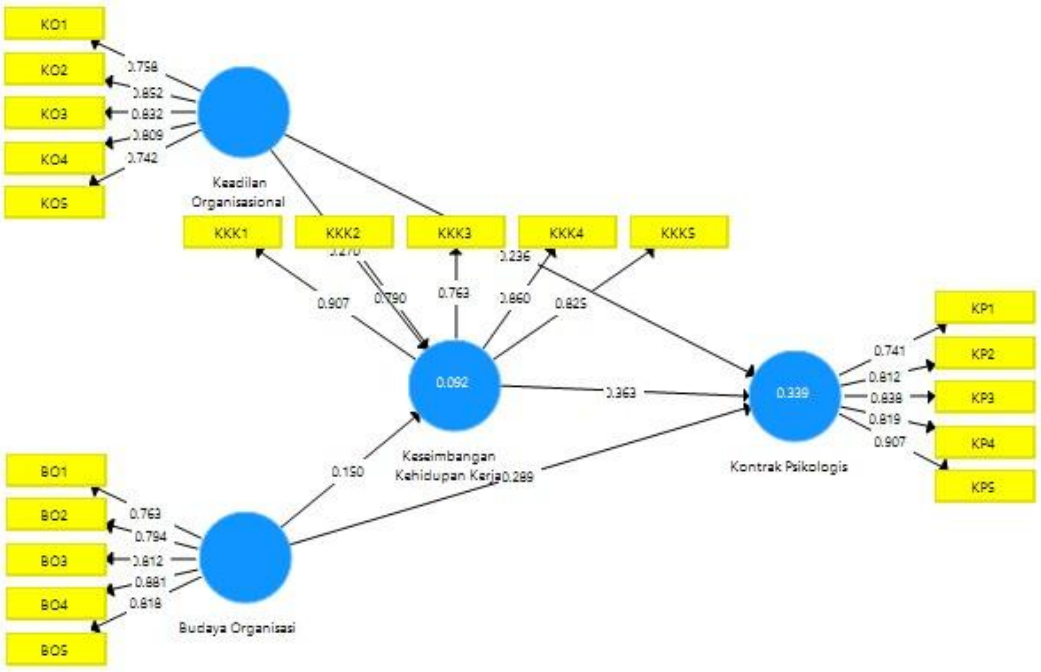
Effect size (f^2) is used to assess how much contribution each independent variable has in influencing the dependent variable. This measurement is done by comparing the change in the value of R^2 when a variable is freely excluded from the analysis model. The value of f^2 is categorized as small when it is below 0.02, including medium when it is in the range of 0.02 to 0.15, and large if it is above 0.35. Through this calculation, the researcher can identify which independent variables exert the strongest influence on the dependent variables, thus clarifying the relationships between latent variables in the research model.

Table 7. Effect Size Test Results (f2)

Variable	Culture organization	Organizational Justice	Balance Life Work	Psychological Contract
Organizational Culture			0.025	0.123
Justice Organizational			0.080	0.078
Balance Working Life				0.181
Psychological Contract				

The results of the effect size (f^2) test showed that Organizational Culture (BO) towards Work-Life Balance (KKK) had a value of 0.025 or 2.5% which was included in the small category. The influence of BO on Psychological Contracts (KP) is also relatively low with a value of 0.123 or 12.3%, which is still in the small to medium category. Furthermore, Organizational Justice (KO) for the KKK has a value of 0.080 or 8%, and for the KP of 0.078 or 7.8%, both are in the small category. Meanwhile, the Work-Life

Balance (KKK) on KP showed a value of 0.181 or 18.1% which was in the medium category, making it the variable with the most dominant influence in the model.



Picture 1. Results After Factor Analysis Test

DISCUSSION

The Influence of Organizational Culture on Work-Life Balance

The results of the H1 test showed that organizational culture had a positive but not significant influence on work-life balance. These findings are in line with research by (Lantsoght, 2025; W Casper et al., 2025) who found evidence that a strong organizational culture can improve work-life balance through the values of togetherness and social support in the workplace. In this study, the lowest average score was found in the indicator "I feel that my achievement is not proportional to the resources that have been given" (average = 3.36), and the highest in the indicator "I am able to achieve results that exceed the resources available to me" (average = 3.47). Thus, a positive organizational culture is expected to improve the work-life balance of employees through increased sense of community and social support.

The Influence of Organizational Culture on Psychological Contracts

The results of the H2 test showed that organizational culture had a positive and significant effect on psychological contracts, in accordance with research by Christopher & Edwinah (2022) which showed a similar relationship. In this study, the lowest average score was found in the indicator "I feel that my achievement is not proportional to the resources that have been given" (average = 3.36), and the highest in the indicator "I am able to achieve results that exceed the resources available to me" (average = 3.47). Study by (Wonda et al., 2024) It also supports these findings, suggesting that organizational culture plays an important role in strengthening the perception of psychological contracts

through the value of mutual trust and responsibility. Thus, a good organizational culture contributes significantly to strengthening employees' psychological contracts.

The Influence of Organizational Justice on Work-Life Balance

The results of the H3 test show that organizational fairness has a positive and significant effect on work-life balance. The findings are in line with research (Ansari et al., 2025; Zulkarnain et al., 2014) who found a similar relationship, where organizational fairness improves employees' work-life balance through increased psychological security and job satisfaction. In this study, the lowest average score was found in the indicator "I was given the opportunity to express my opinions and feelings during the implementation of the procedure" with an average of 3.33, while the highest score was in the indicator "Is the procedure applied based on ethical and moral values" with an average of 3.49. In addition, a study by (Zulkarnain et al., 2024) It also reinforces the finding that organizational fairness contributes directly to improved work-life balance. Thus, organizational fairness is an important factor that supports work-life balance through the creation of a fair and psychologically safe work environment.

The Influence of Organizational Justice on Psychological Contracts

The results of the H4 test showed that organizational fairness had a positive and significant effect on employee psychological contracts. These findings are consistent with research showing similar relationships, where organizational fairness is an important factor in strengthening psychological contracts. In the study, the lowest average score was found in the indicator "I was given the opportunity to express my opinion and feelings during the implementation of procedures" with an average of 3.33, while the highest score on the indicator "Is the procedure applied based on ethical and moral values" with an average of 3.49, indicating the employee's perception of ethical aspects and participation in organizational procedures. Other research has also shown that the dimensions of interactional and distributive justice significantly increase employee satisfaction and commitment, which directly strengthens the psychological contract within the organization (Zarish et al., 2020). Thus, organizational justice plays a strategic role in strengthening the psychological relationship between employees and the organization.

The Effect of Work-Life Balance on Psychological Contracts

The results of the H5 test showed that work-life balance had a positive and significant influence on the psychological contract of employees. These findings are supported by research showing a similar relationship, in which improved work-life balance has an impact on strengthening psychological contracts (Khasanah; et al., 2020) In the study, the lowest average score was found in the indicator "I can share my work with my colleagues in case of an emergency" with an average of 3.47, while the highest score on the indicator "I am often given work deadlines that are too short and difficult to achieve" with an average of 3.56, reflecting the challenges in managing working time that affect the perception of balance and psychological contract. These findings underscore the importance of work-life balance as a factor that supports healthy psychological relationships between employees and organizations.

The Influence of Organizational Culture on Psychological Contracts through Work-Life Balance

The results of the H6 test showed that work-life balance did not mediate the relationship between organizational culture and psychological contracts, as the path of

influence of organizational culture on work-life balance was not significant. Thus, the influence of organizational culture on psychological contracts is more direct without going through the role of mediating work-life balance. These findings are in line with research from (Rogozińska-Pawełczyk, 2023) which states that the influence of organizational culture on psychological contracts is not always mediated by work-life balance, and that other organizational factors such as management and leadership support also play an important role in strengthening psychological contracts. In addition, the research (Gusti Gede Avant Senkliawan Rahmandani, Tamriatin Hidayah, 2024) It found that organizational culture has a direct effect on employee psychological commitments and contracts, with other factors within the organization also significantly influencing this relationship. Thus, organizational culture has a strong direct impact on employees' psychological contracts, while work-life balance does not play a significant role as a significant mediator in that context.

The Influence of Organizational Justice on Psychological Contracts through Work-Life Balance

The results of the H7 hypothesis test showed that work-life balance did not mediate the relationship between organizational justice and psychological contracts, because the path of influence of organizational justice on work-life balance was not significant. In other words, organizational justice has a direct impact on psychological contracts without the mediating role of work-life balance. These findings are consistent with research (Musannip et al., 2020) which confirms that the perception of organizational fairness is more closely related to the formation of trust and commitment of employees compared to work-life balance. Other studies have also shown that job satisfaction and employee commitment are more effective mediators in linking organizational fairness to psychological outcomes than work-life balance (Putra et al., 2025). Thus, organizational justice directly strengthens psychological contracts through increased employee trust and loyalty without mediating work-life balance.

CONCLUSION

Based on the results of research conducted on CV Media Gravika employees, it can be concluded that organizational justice and organizational culture have a positive influence on employees' psychological contracts, both directly and through work-life balance as a mediating variable. The results show that the higher the level of justice applied in the organization, such as fairness in the division of tasks, evaluation processes, and awards, the stronger the psychological relationship between employees and the company. In addition, a positive organizational culture, characterized by the values of openness, collaboration, and appreciation for individual contributions, helps create a supportive work environment and increases a sense of belonging to the organization. Work-life balance has also proven to play an important role in strengthening psychological contracts, as organizational support for employee well-being helps them manage work roles and personal lives in harmony. Thus, work-life balance serves as a bridge that strengthens the influence of organizational justice and organizational culture on employee psychological contracts, resulting in healthy, productive, and sustainable working relationships within the organization.

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