JURNAL PAMATOR

Vol. 18, No. 4, 2025
https://journal.trunojoyo.ac.id/pamator
ISSN: 2654-7856 (Online)
ISSN : 1829 -7935 (Print)

The Influence of Organizational Fairness, Work-Life Balance, and Job Satisfaction on Organizational Commitment

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DOI: https://doi.org/10.21107/pamator.v18i4.32631
Manuscript received 03 December 2025, Revised 28 December 2025, Published 14 August 2026

Abstract

The rapid development of business competition and workforce dynamics in the industrial era requires organizations to strengthen employee commitment as a key factor in achieving sustainability. Organizational commitment is closely related to employees' perceptions of fairness, balance between work and personal life, and job satisfaction. This study aims to analyze the influence of organizational justice, work-life balance, and job satisfaction on organizational commitment among employees of CV. Media Grafika Yogyakarta. The research employed a quantitative approach with a census method involving 45 employees as respondents. Data were collected using a structured questionnaire and analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS version 3. The results reveal that organizational justice and work-life balance do not have a significant effect on organizational commitment, while job satisfaction has a positive and significant effect. Simultaneously, the three independent variables have a positive effect on organizational commitment, with an R-square value of 0.561, indicating that 56.1 percent of the variance in organizational commitment is explained by these factors.

Keywords: Organizational Justice, Work-Life Balance, Job Satisfaction, Organizational Commitment.

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INTRODUCTION

The development of an increasingly competitive world of work requires organizations to have human resources who are not only competent, but also highly committed to the company. Organizational commitment is a reflection of employees' attitudes or behaviors towards the company in the form of loyalty and actions to achieve the organization's vision, mission, and goals. A strong commitment plays an important role in maintaining stability, increasing productivity, and creating a harmonious working relationship between employees and the organization (Raharjo et al., 2023).

Organizational fairness is one of the important factors that affect employee commitment levels. Organizational fairness is defined as an employee's perception of the extent to which fairness is applied in various organizational processes, including the division of duties, awards, and applicable policies. When employees feel that the organization treats them fairly, there will be a greater sense of ownership and responsibility for their workplace (Yuliani & Suhana, 2023).

In addition to organizational fairness, work-life balance is also an important aspect in creating a healthy work environment. Work-life balance is needed to maintain the balance of employees' lives so that they do not experience excessive pressure, while the implementation of work flexibility can help improve performance while strengthening commitment to organizational goals. With this balance, employees can work optimally without sacrificing personal and family needs (Khaerunnisa, 2025).

Another factor that affects organizational commitment is job satisfaction. When employees feel satisfied with their work, they tend to show support for the organization in a form of reciprocal exchange for the treatment they receive. High job satisfaction can also foster a sense of pride and emotional attachment, making employees more motivated to contribute to the achievement of organizational goals (Seema et al., 2021).

Based on this description, this study aims to analyze the influence of organizational fairness, work-life balance, and job satisfaction on organizational commitment to CV employees. Media Grafika Yogyakarta. This research is expected to provide empirical evidence and practical input for management in increasing employee commitment through fair, flexible, and satisfactory management for all employees.

RESEARCH METHODS

This study uses a descriptive quantitative method to analyze the influence of organizational fairness, work-life balance, and job satisfaction on organizational commitment in CV employees. Media Grafika Yogyakarta. The quantitative approach was chosen because this study aims to test the relationship between variables and measure how much influence each independent variable exerts on the bound variable in a measurable and objective manner.

This research focuses on understanding how the perception of organizational fairness, the level of work-life balance, and the job satisfaction felt by employees can affect their level of commitment to the company. The researcher seeks to describe the actual conditions in the CV work environment. Media Grafika by assessing the tendency and pattern of relationships between these variables through data obtained from employees.

Data collection was carried out through the distribution of questionnaires to all CV employees. Media Grafika as many as 45 respondents. The questionnaire was compiled based on indicators that had been adjusted to previous theory and research, with a five-point Likert measurement scale (1 = strongly disagree to 5 = strongly agree). Before use, the research instrument is consulted with the supervisor to ensure the clarity and suitability of the content of each statement item.

The collected data was then analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with the help of SmartPLS software version 3. This analysis includes two stages, namely testing the measurement model (outer model) to assess the validity and reliability of the instrument, and testing the structural model (inner model) to test the relationship between variables and their level of significance through bootstrapping techniques. The results of this analysis are expected to provide an empirical picture of the factors that affect organizational commitment, as well as be the basis for formulating strategies to increase employee loyalty and engagement.

RESULTS OF RESEARCH AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents observed in this study were gender, employment status, marital status, age, last education, and working period.

Table 1. Description of Respondent Characteristics

Yes	Characteristic	Category	Sum	Percentage
1.	Gender	Man	17	37,8%
		Woman	28	62,2%
2.	Employment Status	Permanent Employees	30	66,7%
		Non-Permanent Employees	15	33,3%
3.	Marital Status	Marry	28	62,2%
		Unmarried	12	26,7%
		Widow/Doubter	5	11,1%
4.	Age	19–29	13	28,9%
		30–39	16	35,6%
		40–49	11	24,4%
		≥50	5	11,1%
5.	Final Education	Elementary–Junior High School (Elementary Education)	6	13,3%
		High School/equivalent (Secondary Education)	35	77,8%
		Diploma–S1 (Higher Education)	4	8,9%
6.	Tenure	1-5	20	44,4%
		6-10	12	26,7%
		11-15	6	13,3%
		≥16	7	15,6%

Source: Primary data processed, 2025

Based on Table 1 above, it can be seen that out of a total of 45 respondents in CV. Grafika media, most of them are women as many as 28 people (62.2%), while male respondents are 17 people (37.8%). This shows that the workforce at CV. Grafika Media is dominated by women. Based on employment status, the majority of respondents were permanent employees as many as 30 people (66.7%), while non-permanent employees amounted to 15 people (33.3%). Based on marital status, 28 married respondents (62.2%), while unmarried 12 people (26.7%) and widows/widowers (11.1%) were widows/widowers. Judging from age, the most respondents were in the age range of 30-39 years as many as 16 people (35.6%), which shows that the majority of employees are in productive age. Based on the latest education level, the majority of respondents had a high school education/equivalent as many as 35 people (77.8%), while higher education (Diploma-S1) was 4 people (8.9%), and basic education (SD-SMP) was 6 people (13.3%). Meanwhile, when viewed from the working period, the majority of respondents have worked for 1-5 years as many as 20 people (44.4%), followed by 12 people (26.7%) for 6-10 years of service. Thus, it can be concluded that the employees of CV. Media Grafika is dominated by women with secondary education and has a relatively new working period of between one and five years.

Quantitative Analysis

After obtaining an overview of the respondents' characteristics, the next stage is to conduct a quantitative analysis using the Partial Least Square (PLS) data analysis technique. The PLS analysis in this study was carried out through two main stages, namely measurement model testing (outer model) and structural model testing (inner model) which aims to assess the validity, reliability, and relationship between research variables.

a. Outer Model Test Results

External model testing is carried out to assess the quality of the relationship between the indicator and the construct through a series of tests, namely convergent validity, discriminant validity, Average Variance Extracted (AVE), Cronbach's Alphaand Composite reliability. All of these tests were obtained from the results of analysis using the PLS method Algorithm on the SmartPLS program.

1) Convergent Validity

Table 2. Convergent Validity

Instruments	Justice Organization	Balance Working Life	Satisfaction Work	Commitment Organization
KO1	0.713			
KO2	0.653			
KO3	0.670			
KO4	0.882			
KO7	0.712			
KO9	0.753			
KO10	0.665			
KHK2		0.822		
KHK3		0.732		
KHK4		0.807		
KHK5		0.514		
KK2			0.804	
CD4			0.690	
KK5			0.829	
KK6			0.804	
KOM1				0.863
KOM3				0.700
KOM5				0.640
KOM6				0.817

Source: Data output processed with SmartPLS 4.0, 2025

Based on Table 2. it can be seen that each indicator in each variable in this study has a loading factor value of > 0.50. This shows that all indicators have met the minimum criteria for convergent validity, so that they can be declared valid in measuring their constructs. Although there are several indicators with loading factor values between 0.50 – 0.70, these values are still acceptable because this research model is still in the development stage and still shows a significant contribution to its latent variables.

2) Discriminant Validity

Table 3. Discriminant Validity

Instruments	Justice Organization	Balance Working Life	Satisfaction Work	Commitment Organization
KO1	0,747	0,353	0,377	0,358
KO2	0,685	0,373	0,395	0,473
KO3	0,659	0,420	0,208	0,277
KO4	0,880	0,606	0,544	0,445
KO7	0,706	0,536	0,509	0,369
KO9	0,740	0,712	0,687	0,555
KO10	0,651	0,540	0,438	0,266
KHK2	0,511	0,824	0,800	0,586
KHK3	0,466	0,699	0,426	0,507
KHK4	0,578	0,847	0,548	0,493
KHK5	0,593	0,528	0,291	0,199
KK2	0,697	0,508	0,813	0,626
CD4	0,468	0,558	0,790	0,623
KK5	0,513	0,800	0,810	0,582
KK6	0,329	0,596	0,881	0,564
KOM1	0,562	0,584	0,765	0,860
KOM3	0,226	0,251	0,381	0,637
KOM5	0,442	0,595	0,461	0,729
KOM6	0,463	0,528	0,579	0,878

Source: Data output processed with SmartPLS 4.0, 2025

Based on Table 3. It can be seen that the cross loading value of each indicator against its construct is greater than the loading value of other constructs. Thus, all indicators in this study were declared to have met the criteria of discriminant validity.

3) Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE)

Variable	AVE	Criterion	Information
Organizational Justice	0.530	> 0.5	Valid
Work-Life Balance	0.541	> 0.5	Valid
Job Satisfaction	0.679	> 0.5	Valid
Organizational Commitment	0.612	> 0.5	Valid

Source: Data output processed with SmartPLS 4.0, 2025

Based on Table 4. It can be seen that all variables in this study have an AVE value of > 0.5 so that all variables can be declared valid and meet the Average Variance Extracted (AVE) criteria.

4) Cronbach's Alpha

Table 5. Cronbach's Alpha

Variable	Cronbach's Alpha	Criterion	Information
Organizational Justice	0.851	> 0.7	Reliable
Work-Life Balance	0.718	> 0.7	Reliable
Job Satisfaction	0.842	> 0.7	Reliable
Organizational Commitment	0.787	> 0.7	Reliable

Source: Data output processed with SmartPLS 4.0, 2025

Based on Table 5, it can be seen that all variables in this study have a Cronbach's alpha value > 0.7 so that all variables can be declared reliable and meet the Cronbach's alpha criteria.

5) Composite Reliability

Table 6. Composite Reliability

Variable	Composite Reliability	Criterion	Information
Organizational Justice	0.886	> 0.7	Reliable
Work-Life Balance	0.821	> 0.7	Reliable
Job Satisfaction	0.894	> 0.7	Reliable
Organizational Commitment	0.861	> 0.7	Reliable

Source: Data output processed with SmartPLS 4.0, 2025

Based on Table 6, it can be seen that all variables in this study have a composite reliability value > 0.7 so that all variables can be declared reliable and meet the composite reliability criteria.

b. Inner Model test results

According to Subhaktiyasa (2024), inner modelIn the PLS-SEM approach, it is used to test a hypothesis regarding the relationship between constructs or latent variables in a research model. In other words, this structural model serves to assess the magnitude of the influence and relationship between independent variables and dependent variables. In this study, the inner model test was carried out through the analysis of the R-Square (determination coefficient) and F-Square (effect size) values. The R-Square value is used to see how much independent variables are able to explain the dependent variables, while F-Square is used to find out how strongly each independent variable influences the dependent variables in the research model.

1) R-Square Test (R2)

Table 7. R-Square Test

Var. Dependent	R-Square	R-Square Adjusted
Organizational Commitment	0.561	0.529

Source: Data output processed with SmartPLS 4.0, 2025

The R-Square test or coefficient of determination is used to find out how much independent variables are able to explain the dependent variables in the research model. Based on Table 7., the R-Square value in the Organizational Commitment variable is 0.561, while the R-Square Adjusted value is 0.529. This shows that the variables of Organizational Fairness, Work-Life Balance, and Job Satisfaction are simultaneously able to explain the variables of Organizational Commitment of 56.1%, while the remaining 43.9% are influenced by other factors outside of this research model.

2) F-Square Test (F2)

Table 8. F-Square Test

Variable	Organizational Justice	Work-Life Balance	Job Satisfaction	Organizational Commitment
Organizational Justice				0.008
Work-Life Balance				0.031
Job Satisfaction				0.264

Source: Data output processed with SmartPLS 4.0, 2025

The F-Square or effect size test is used to see the magnitude of the influence of each independent variable on the dependent variable. Based on the test results in Table 8., it is known that the Organizational Justice variable has an f^2 value of 0.008, which shows the influence in a small category on the Organizational Commitment. This means that changing employee perceptions of fairness have not had a significant impact on increasing their commitment to CVs. Graphic Media. Furthermore, the Work-Life Balance variable has an f^2 value of 0.031, which also falls into the subcategory. This means that a balance between personal and work life has a relatively low impact on employee commitment, although a good balance can still help employees feel more comfortable and attached to the company. Meanwhile, the Job Satisfaction variable has an f^2 value of 0.264, which is included in the medium category. These results show that the higher the level of job satisfaction that employees feel, the higher their commitment to the organization. Good job satisfaction encourages a sense of loyalty, appreciation, and a desire to contribute more to the company.

3) Path Coefficient Test and Hypothesis Test Results

In the analysis using the SmartPLS 4.0 program, hypothesis testing is carried out through a procedure Bootstrappingto determine the influence relationship between independent variables and dependent variables in the research model. A hypothesis is declared acceptable and significant if it has a valuep-value < 0.05 and a valuet-statistic > T-Table (1.96). The test results Path Coefficientand the hypothesis test in this study is presented in the following table:

Table 9. Path Coefficient Bootstrapping Direct Effect Results

Path coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic	P values
Organizational Justice - > Organizational Commitment	0.086	0.076	0.231	0.371	0.355
Work-Life Balance->Organizational Commitment	0.195	0.172	0.157	1.245	0.107
Job Satisfaction -> Organizational Commitment	0.528	0.584	0.190	2.777	0.003

Source: Data output processed with SmartPLS 4.0, 2025

Based on the results shown in Table 9., it can be seen that the hypothesis test on each variable shows the following results:

a) Hypothesis 1

The path coefficient value between Organizational Justice to Organizational Commitment is 0.086, with a t-statistic of 0.371 and a p-value of 0.355. The t-value of the statistic is smaller than the t-table (1.96) and the p-value is greater than 0.05, so it can be concluded that Organizational Fairness does not have a significant effect on the Organization's Commitment. Thus, the first hypothesis is neither proven nor admissible.

b) Hypothesis 2

The path coefficient value between Work-Life Balance and Organizational Commitment is 0.195, with a t-statistic of 1.245 and a p-value of 0.107. Just like before, the t-statistic is smaller than 1.96 and the p-value is greater than 0.05, which means Work-Life Balance does not have a significant influence on Organizational Commitment. Therefore, the second hypothesis is unproven.

c) Hypothesis 3

The path coefficient between Job Satisfaction and Organizational Commitment is 0.528, with a t-statistic of 2.777 and a p-value of 0.003. A t-statistic value greater than 1.96 and a p-value smaller than 0.05 indicate that Job Satisfaction has a positive and significant effect on Organizational Commitment. Thus, the third hypothesis is acceptable.

d) Hypothesis 4

Based on the overall results of the model, the simultaneous relationship between independent variables and dependent variables showed influential and significant results. This can be seen from the R-Square value of 0.561, which means that the variables Organizational Fairness, Work-Life Balance, and Job Satisfaction together are able to explain the Organizational Commitment of 56.1%, while the remaining 43.9% is influenced by other factors outside this research model. Thus, the fourth hypothesis that independent variables simultaneously affect the Organization's Commitment is acceptable.

Discussion

This study aims to analyze the influence of organizational fairness, work-life balance, and job satisfaction on organizational commitment in CV employees. Media Grafika Yogyakarta. Each variable is measured through a number of dimensions and indicators that are compiled based on theory and previous research to comprehensively describe the relationship between variables. The research data was obtained through the distribution of questionnaires to all employees and processed using Partial Least Squares (SmartPLS 4) analysis. The results of the analysis obtained are then used as a basis for interpreting the relationship between research variables. The following is a discussion of the results of the research that has been processed and analyzed by the researcher:

a. The Influence of Organizational Justice on Organizational Commitment

Based on the results of the hypothesis 1 test, it shows that there is a positive but insignificant influence between the variables of organizational justice on organizational commitment. This shows that the perception of fairness felt by CV employees. Media Grafika Yogyakarta has not been a dominant factor in increasing commitment to the company. This condition can occur because formal fairness, such as load sharing and rewards, has not been fully consistently felt by all employees. The results of this study are not in line with those who found that organizational fairness has a significant effect on organizational commitment. However, these results are in line with those that explain that organizational fairness can have a positive but insignificant effect because it is influenced by individual perceptions of organizational fairness and the company's internal conditions (Hardcore Hidayat et al., 2024; Waljiyanti et al., 2023).

b. The Influence of Work-Life Balance on Organizational Commitment

Based on the results of the test hypothesis 2, it shows that there is a positive but insignificant influence between the variables of work-life balance on organizational commitment. This shows that although employees are trying to balance work and personal life, these conditions have not had a direct impact on increasing organizational commitment. This insignificance can be caused by a high workload as well as a lack of flexibility in working time that makes work-life balance difficult to achieve. The results of this study are not in line with and which found that (Hasal et al., 2021; Astuti and Respati, 2021).Work-life balance has a positive and significant influence on organizational commitment. These differences in results indicate that structural factors and work culture may influence the relationship between work-life balance and organizational commitment.

c. The Effect of Job Satisfaction on Organizational Commitment

Based on the results of testing hypothesis 3, it proves that there is a positive and significant influence between job satisfaction variables on organizational commitment. This shows that the higher the level of satisfaction that employees feel with their work, work environment, and relationship with their superiors, the higher the commitment they have to the organization. Job satisfaction plays an important role in building a sense of belonging, loyalty, and responsibility towards the organization. The results of this study are in line with and which states that job satisfaction has a positive and significant influence on organizational commitment.

Both studies reinforce the view that job satisfaction is a key factor in building and maintaining employee commitment (Christover and Iw, 2021; Ellys and Ie, 2020).

d. The Influence of Organizational Fairness, Work-Life Balance, and Job Satisfaction on Organizational Commitment

Based on the results of hypothesis 4 testing, it shows that simultaneously organizational fairness, work-life balance, and job satisfaction have a positive effect on organizational commitment with an R^2 value of 0.561. This means that the three variables together were able to explain 56.1% of the variation in organizational commitments, while the rest were explained by other factors outside the research model. These results are in line with Kadek et al., (2024) and Nugramemi et al., (2023) found that a combination of organizational fairness, work-life balance, and job satisfaction has a positive effect on organizational commitment. Thus, this study reinforces the empirical evidence that applying the principles of fairness, role balance, and increased job satisfaction at the same time can be an effective strategy to strengthen employee commitment to the organization.

CONCLUSION

Based on the results of the research that has been conducted, it can be concluded that organizational fairness and work-life balance have a positive but insignificant effect on organizational commitment, while job satisfaction has a positive and significant effect on organizational commitment in CV employees. Media Grafika Yogyakarta. Simultaneously, the three variables were able to explain 56.1% variation in organizational commitment, with job satisfaction as the most dominant factor. These results confirm that increasing employee commitment can be achieved by creating a fair work environment, maintaining a work-life balance, and increasing job satisfaction through rewards and support for employee performance. Further research is suggested to add other variables such as work motivation, leadership, or organizational culture in order to provide a more comprehensive understanding of the factors that influence employee commitment in various organizational contexts.

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