



## Organizational Culture, Distributional Justice, And Procedural Justice

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### ABSTRACT

The aim of this study is to investigate the relationships between organizational culture, distributive justice, and procedural justice. Employees at Armor Kopi Bandung made up the study's target group, and incidental sampling was used for the sampling process. The study makes the following assumptions: there is employee churn; employee absenteeism varies; and some employees work part-time. 92 respondents completed a questionnaire to gather information, which was then examined using multiple linear regression analysis. The study's conclusions show that organizational culture, distributive justice, and procedural justice all significantly and favorably influenced organizational commitment. The findings have implications for business executives by assessing factors including organizational culture, distributive justice, and procedural justice, all of which are still low as indicated in the discussion section. This will help to encourage increased organizational commitment..

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### Introduction

Today's company organizations have developed so widely that the majority of them are extending their operations and hiring more staff to keep up with fierce competition. In addition to hiring more people, organizations need to consider how to increase the loyalty of their existing workforce to the company. This is because the organization's employees are a crucial resource that it needs to survive. The issue then becomes how to create workers that have a strong sense of commitment to the company.

Coffee Armor Bandung is a shop outlet that provides a selection of food and drink items at

a cost that is reasonably low. Business security services are provided to clients with amenities like internet, cooler air, and appealing room designs that may be used for meetings, informal gatherings, and working on schoolwork. Based on data from Coffee Armor Bandung obtained data on employee turnover and absenteeism for one year in the 2022 period, Coffee Armor Bandung has successfully developed by having several branches in Bandung. The majority of its employees in Bandung are young adults who are able to contribute with support from the organization. From January to December 2022, there were peaks and valleys in the number of employees who were absent. However, the figures presented do not go over the cap of 20% that the corporation has set for monthly staff absences. Although there have been ups and downs in the rate of staff turnover at Armor Kopi, fewer people left the company from January to December than came in. Additionally, part-time workers are not often examined for organizational commitment; only permanent employees are. Part-time employees typically have shorter time commitments than full-time employees, so that employers must manage their staff members to ensure that they can develop organizational commitment in a shorter amount of time. There is a difference between this study and prior studies in terms of employee part-time employee attrition and attendance levels.

The goal of the study is to better understand how organizational culture, distributive justice, and procedural fairness affect organizational commitment. This is a culture organization that has an organizational impact on hope and bento coffee. Does distributive justice have an impact on organizational commitment to bento Coffee? Does the legal system's operation affect an organization's dedication to Bento Kopi? Are there any effects of corporate culture, distributive justice, and fairness on organizational commitment in bento coffee? It is clear from the context and problem formulation that the goal of the study is to understand how organizational culture influences commitment inside an organization. having knowledge of the beneficial effects of distributive justice on commitment organization. Understanding how procedural justice positively affects organizational commitment. Understand how to organize commitment through distributive fairness, procedural justice, and positive culture.

## **Base Theory And Development Hypothesis**

### ***Culture Organization***

According to Baraweri & Suharnomo (2015), organizational culture is the shared system among employees and a characteristic that sets the organization apart from other organizations. According to Dewi and Surya (2017), organizational culture may be thought of as a fundamental ideology that gives employees guidance. Organizational culture acts as a unifying culture that exists in individuals to create actionable accepted deep organization (Baraweri & Suharnomo, 2015). Organizational culture is environment internal something organization because diversity culture the there is deep something there are as many organizations as there are individuals in the organization. A distinctive set of shared values, opinions, and behaviors is referred to as an organization's culture. Effectiveness may be influenced by culture (Taurisa & Ratnawati, 2012). Culture organizations must be established, strengthened, and introduced to employees through process socialization in order for them to operate in the best possible way (Dewi & Surya, 2017). Employees are introduced to company goals, tactics, values, and standards of behavior through this socialization, along with information about relevant job.



### ***Justice Distributive***

Payroll, training, promotion, and dismissal issues are among the bottom-level justice issues that are addressed by distributive justice (Atmojo & Tjahjono, 2016). Due to organizational updates to mission and procedure, these policies change frequently (Budiarto & Wardani, 2005). It is assumed that distributive justice refers to how all employees view the distribution of benefits and expenses to be fair. Distributive justice encompasses more than just rewards and penalties. According to the employee's undesirable behavior, punishment must be administered in an equitable manner in the workplace (Abiworo & Triwijayanti, 2016). Employees who feel they are not being treated fairly will exhibit behaviors that are detrimental to the organization (Tumbelaka et al., 2016), such as being uncooperative until they commit theft or damage, being absent, and keeping to themselves at work. Therefore, it is expected of the company to be able to continually uphold the dedication of its workers in a way that does flavor justice in staff distribution.

### ***Justice Procedural***

Procedural justice is defined by Budiarto & Wardani (2005) as justice that is experienced individually based on the determination of the outcome that was received. Employees in the psychology field and in organizations have the freedom to voice their opinions and seek justice. In accordance with Atmojo & Tjahjono (2016), when someone works on organization, the organization's distribution and practices have an impact on their well-being. The approach resources (resource-based models) is the name given to this viewpoint. Employee participation in the decision-making process will increase the perceived fairness of procedures, and employees are more likely to support decisions that have been made jointly (Sutrisana & Rahyuda, 2014). The issue of fairness in the workplace must also be addressed because it is frequently neglected or even violated, which allows discrimination to occur in the workplace (Hwei & Santosa, 2012).

### ***Commitment Organizational***

According to Irawan and Sudarma (2016), commitment is a way of thinking that expresses how much someone knows and is devoted to the organization. Employees who are dedicated to the company can be counted on to put their best efforts forward (Novriyadhi & Riana, 2015). According to Paskauli & Andreani (2019), organizational actions are a sense of affiliation, involvement, and loyalty displayed by a worker to the organization. Employees who have a strong organizational commitment are particularly interested in the organization's values, aims, and goals. The term "commitment to the organization" refers to more than simply legal membership; it also refers to behavior, such as organization and willingness. the greater the effort level, the taller the interests organization by purpose of achievement (Sari & Witjaksono, 2013).

### ***Development Hypothesis***

Having a positive organizational culture, including effective leadership and management execution Powerful individual with organizational dedication. According to Tumbelaka et al. (2016), a strong culture will exhibit high agreement about objective organization among its members, further elucidating the relationship between organizational culture and organizational commitment. A positive work environment is created by agreement mark culture for employees

to perform their duties. cultural structure Whichever environment can strengthen employee engagement to the organization (Baraweri & Suharnomo, 2015). According to Dewi & Surya's (2017) study, organizational culture has a favorable impact on organizational commitment. This study was conducted at PT PLN (Persero) Rayon Denpasar. According to research findings by Taurisa & Ratnawati (2012), organizational commitment is positively influenced by culture. According to Tumbelaka et al. (2016), sustaining employee work happiness, boosting group commitment, and paying attention to employee salary provision are all ways to promote organizational commitment.

H1: Organizational culture has a favorable influence on organizational commitment.

Employees will give positive feedback to the company as it boosts commitment to the organization if they are treated fairly, which will make them feel comfortable working for the company and not content with how they are treated (Atmjo & Tjahjono, 2016). system deployment Employees will feel loyal to a firm if it is founded on justice, or in other words, employees will have a commitment to the place where they work (Budiarto & Wardani, 2005). An effective system of distributive justice will boost worker commitment. According to research done by Budiarto & Wardani (2005), distributive justice has a favorable impact on organizational commitment. Matter This is consistent with the 2014 study by Sutrisna & Rahyuda, which found that distributive justice significantly increases organizational commitment. According to Sutrisna & Rahyuda (2014), human resource management must distribute, procedurally, and interactively control direct with practice justice company in order to retain an employee's commitment to the organization.

H2: Distributive justice has a favorable influence on organizational commitment.

Justice procedure is connected to results perception. Matter This reflects how much the person believes that a choice about the distribution of proceeds has been made fairly. Fair practices are used to demonstrate that the employee is a valued member of the organization (Irawan & Sudarma, 2016).

By concentrating on the formal processes that are utilized to make decisions, procedural justice can be understood. procedural component of justice Organizational justice is significant in workplace communication because it involves fair procedures, the opportunity for employees to participate in decision-making processes, the provision of fair treatment to employees, and the opportunity for employees to contribute significantly to process evaluation (Sutrisana & Rahyuda, 2014). Employees who work for a company that makes decisions fairly will be more loyal and committed to their workplace. According to a study by Hwei & Santosa (2012), companies who treat customers fairly will follow through on their pledge to improving the business. Similarly, Sutrisna & Rahyuda (2014) and Fitriani & Purwanto (2019) find that the justice system's procedural aspects are favorable to organizational commitment.

H3: Organizational commitment is boosted by procedural justice.

## **Method Study**

Methodology of the Study This is in conjunction with a survey that was distributed to respondents and a sample that was chosen. Whereas the population in this study includes all of Armor Kopi Bandung's 123 employees across its several branches (Branch Cibiru, UNISBA, Siliwangi, UNPAR, Arcamanic, gegerkalong, Dipatiukur, Kiaracandong, and Jatinangor). The



sample used in this study was retrieved using the incidental sampling approach with a sample size of 92 employees. Scaling ranges The summated Likert rating, which employs five alternative answers with the following criteria: 1 = Very No Agree, 2 = No Agree, 3 = Neutral, 4 = Agree, and 5 = Very Agree, is used to measure data. Characteristics In this study, respondent information included gender, age, final educational attainment, and length of employment with the organization. The test that is run is a data quality test, which includes tests for reliability and validity as well as for conventional assumptions and hypotheses. Study indicator culture organization Use the engagement, consistency, ability to adapt, and mission indicators from Denison & Mishra (1992), which are the four most frequently utilized in research. Salary, training, promotion, and award are examples of indicators of distributive fairness from Niehoff & Moorman (1993). According to Cropanzano, Bowen, and Gilliland (2007), there are six procedural justice indicators: consistency, avoid bias, information that is true, can be corrected, representational, and ethical. Indicators of organizational commitment, according to Lincoln & Kalleberg (1996), include employee pride in the company, employee loyalty, and employee will. The number of samples is calculated using the Slovin formula (Slovin, 1960).

$$= \frac{n}{1 + ()^2}$$

Note: n = sample size / number of respondents; N = Population size; e = Percentage error sampling can tolerated, e = 5%.

Total population in this research is 123 employees. So sample size Which will taken is as the following.

$$\begin{aligned} & \frac{123}{1+123(0.05)} \\ &= \frac{123}{1+123(0.0025)} \\ &= 92 \text{ employees} \end{aligned}$$

Based on the above calculations, the sample is the respondent in this study is as much 92 employees.

## Results Analysis And Discussion

### *Test Quality Data*

Results of reliability and validity tests are shown in Table 1. When the Pearson correlation value exceeds the r-table cutoff of 0.2017 (two tailed 5%), items are deemed acceptable. The t-count values for organizational commitment (0.861 to 0.916), distributive justice (0.737 sd 0.825), procedural justice (0.794 to 0.898), and culture organization (0.701 sd 0.800) > r-table 0.2017 or all items are valid. Cronbach's alpha values on standardized measures of organizational culture (0.885), distributive justice (0.815), procedural justice (0.930), and organizational commitment (0.928) are all greater than 0.6, indicating that all of the variables are reliable.

**Table 1. Results Test validity And Reliability**

	<b>BO</b>	<b>KDS</b>		<b>KPR</b>		<b>KO</b>		
	BO 1	0.748	KDS 1	0.825	KPR 1	0.873	KO 1	0.861
	BO 2	0.800	KDS 2	0.821	KPR 2	0.898	KO 2	0.916
	BO 3	0.793	KDS 3	0.822	KPR 3	0.837	KO 3	0.896
	BO 4	0.710	KDS 4	0.737	KPR 4	0.886	KO 4	0.863
	BO 5	0.715			KPR 5	0.879	KO 5	0.869
	BO 6	0.758			KPR 6	0.794		
	BO 7	0.701						
	BO 8	0.725						
	<i>Cronbach</i>							
	<i>Alpha on</i>		0.815		0.930		0.928	
	<i>Standard</i>	0.885						
	<i>ized</i>							

Sumber: Data Primer diolah, 2023. Note: BO=Organizational Culture; KDS = Distributive Justice; KPR = Justice Procedural; KO = Commitment organizational.  
Source: Data Primary processed, 202 3

### **Characteristics Respondents**

Characteristics of the responder (Table 2) indicate that the woman (51%) has more characteristics than the guy (49%). The bulk of respondents (74%), who were aged 20 to 30 years, had recently graduated from an undergraduate program (71%), followed by high school (15%). Employees with 1 to 5 years of experience make up the majority (65%).

**Table 2 Characteristics Respondents**

<b>Characteristics Respondents</b>	<b>Frequenc y</b>	<b>Percentage</b>
Male Type	4 6	49%
female gender	4 6	51%
Age		
< 20 years	1 5	17%
20 – 30 year	68	74%
31 – 40 year	7	7%
> 40 years	2	2%
education		
/ equivalent of diplomas	1 2	15%
Bachelor	6 6	6%
Masters	8	71%
Long work		
< 1 year	8	8%
1 - 5 years	6 1	9%
6 - 10 years	2 4	65%
		26%

Source: Data primary processed, 202 3

### **Test Assumption Classic**

The results of the traditional assumption test (Table 3) demonstrate that neither heteroscedasticity nor normalcy were violated (Glejser test,  $p > 0.05$ ; Kolmogorov-Smirnov test, Asymp. Sig.  $> 0.05$ ). The regression model with tolerance  $> 0.10$  and VIF 10 exhibits no multicollinearity.



**Table 3 Assumption Test Classic**

<i>ind.</i>	<i>dept.</i>	<i>Multicollinearity</i>		<i>GlejserKolmogorov-Smirnov</i>	
		<i>Tol.</i>	<i>VIF</i>	<i>Sig</i>	<i>Asymp.sig</i>
<i>BO</i>		0.692	1.439	0.834	
<i>KDS</i>	<i>KO</i>	0.567	1.765	0.254	0.200
<i>KPR</i>		0.556	1.799	0.968	

Source : Data Primary processed, 202 3 .

**Test Hypothesis**

The results of hypothesis testing are displayed in Table 4. According to the table, H2 and H3 are also approved for testing with a value of sig. 0.05. Organization, distributive justice, and procedural justice account for 70.9% of the total cultural effect; the remaining 29.1% is explained by external variables. This.

**Table 4 Hypothesis Testing**

<i>ind.</i>	<i>dept.</i>	<i>stands. Coeff. B.</i>	<i>t</i>	<i>Sig. Adj.</i>	<i>R Square</i>
<i>BO</i>		0.466	6,976	0,000	
<i>KDS</i>	<i>KO</i>	0.149	2.014	0.047	0.709
<i>mort gage</i>		0.392	5.251	0.000	

Source : Data Primary processed, 202 3 .

**Discussion**

With a Stand.coff.B value of 0.466 and a Significance value of 0.000, the study's findings demonstrate that organizational culture has a positive impact and is significant on organizational commitment. These findings support the conclusions of a study by Taurisa & Ratnawati (2012) that found that employees' organizational commitment increases in direct proportion to organizational culture strength. The results with the marks Stand. coff. B as big 0.218 and mark significance 0.040 demonstrate this. The two indicators for organizational culture that are rated lowest and can be improved are "Most people in the company this own input For decision Which influence they" (average = 2.73) and "Cooperation and collaboration cross role functionally actively encouraged" (mean = 2.77) while the two indicators for organizational culture that are rated highest for continues to be the item "This organization is very responsive and easy to change" (average = 3.19) Additionally, "Customer comments and suggestions frequently lead to change in this organization" (mean = 3.34). However, according to earlier studies on cultural markers, the feeling of value is the most important organization. That demonstrates that when an employee feels appreciated in an organization, high levels of agreement are also formed among employees about the values of the business, leading to the development of organizational commitment among employees.

With a Stand.coff.B score of 0.149 and a Significance value of 0.047, the justice organizational structure is distributive, influential, positive, and significant to commitment. Findings This study is in line with the findings of Sutrisna & Rahyuda (2014), who found that if an organization can give every person who works there a sense of justice, it will inspire a strong commitment from a satisfaction that comes from within. The value results of Stand.coff.B 0.138 and a significance value of 0.001 support this. The question items "Salary

that I Thank you reflects the effort given at work" (average = 2.99) and "The training provided by the company is in accordance with my needs as an employee" (mean = 3.04) contain the two indicators with the lowest values of distributive justice and can be improved, while the two items with the highest scores are "My Company will promote the position to every employee who deserves to be promoted" (mean = 3.23) and "My Company gives fair treatment to all employees"

Procedural justice significantly increased organizational commitment, according to the results of the H3 test, with a Stand.coff.B value of 0.392 and a Significance value of 0.000. These findings support earlier research by Fitriana, Wulandari, and Hamzah (2016), which found that employees who believe that company policies have been implemented fairly to them will feel valued and be more committed to the company as a whole. Matter Results showing a Stand.coff.B of 0.241 and a significant level of 0.013 strengthened this. Two significant indicators The least important item on the list is "In making decisions, the company prioritizes all employees." "Punishment which is given in company based on what someone does regardless of who's feathers do it" "In take decision company prioritize all employees" (mean = 3.72) is also mentioned. On the question item "Every element or unit in the company is asked to give inside opinion decision making" (mean=4.09, two indications have the highest values).

In addition to gaining from employee contributions, Kedai Armor Kopi Bandung also stands to gain by offering workers the ability to work while they are still students in order to get the skills required for the workforce and satisfy their financial demands. According to Robotham's research (2012), students benefit from positive outcomes that include financial help for their academic expenses as well as time for skill acquisition and adoption. This relates to two statements that receive the highest ratings, namely "I decide For Keep going join on the company where I work to make ends meet" (mean = 4.29) and "I try to be loyal or loyal to the company" (mean = 4.26). Two organizational commitment items are evaluated The statements "I do my best because I feel a part of the organization" and "I make an effort with optimal For give results thought-action by advancing the company" get the lowest mean scores (4.04) and 4.13, respectively. The evaluation of corporate commitment is based on employee opinions of their own evaluations, and overall, all elements had an average value above 4.00. With the help of this value, the firm has been able to effectively manage the commitment of his personnel.

## **CLOSING**

### ***Conclusion***

The following conclusion can be drawn from the data that has been gathered and the outcomes of the tests that have been performed to the issue utilizing the various tests that have been mentioned:

First, hypothesis testing was done to demonstrate that there is a positive and substantial relationship between commitment organization and culture organization. Matter This demonstrates that higher levels of organizational commitment are associated with stronger organizational cultures. Consequently, Coffee Armor must apply values.

As well as laws that will influence employee conduct and create committed organizations. Indicia de Cultura y Organización Que Mas Domina There are two organizations. Changes in corporations are frequently brought about by this responsiveness and adaptability, as well as customer feedback and suggestions. This. Place matters This demonstrates that when an





external party influences an organization, the business will consider changing the rules in accordance with the influence they have received and the value the rules deliver to its people. Employees are aware of culture, and this influences their loyalty to the organization.

Second, the results of the hypothesis testing showed that there was a positive and substantial relationship between commitment organization and distributive justice. Matter This demonstrates that employees have a higher organizational commitment the more distributive fairness there is in Bento Kopi. In order to create an organizational commitment to employees, it is required to implement regulations pertaining to distributive justice. The primary measure of distributive justice There are two things that the corporation does: it gives each employee who earns it a promotion, and it pays each employee fairly. This indicates that when workers receive fair treatment from a distributive standpoint, such as business promotions and prizes, it will strengthen their sense of deep organizational self in each employee.

Third, the results of the hypothesis testing showed that there was a positive relationship between the commitment organization and the justice procedural. The greater the level of procedural justice provided to employees, the more devoted the employee is to the business. Every department or unit in the business is asked for their opinion during decision-making, which demonstrates that employees have an interest in the outcome. This is one of the most important indicators of procedural fairness. Employees may contribute and play a part in helping a company achieve its goals when they feel like a part of the workplace. Employees consequently value its presence. When employees feel appreciated, their level of devotion to the company as a whole will increase.

## **Suggestion**

### ***Implications Policy***

According to test results from distributive justice, procedural fairness, and organizational commitment, the following policy implications are suggested in this study:

Organizational commitment is impacted by organizational culture factors. Organizational culture has a big impact on how committed employees are to the organization. According to the situation, the company needs to maintain and strengthen the current culture in order to increase organizational commitment. This can be done by using a method of deeper employee socialization of the organization's vision, mission, values, and rules so that everyone is aware of their roles and responsibilities and the implementation can go well and in line with the company's goals. Include employees in all organizational activities using a cross-role approach to cooperation and collaboration. Functional groups are deliberately encouraged to foster positive interpersonal relationships and a sense of reciprocity between subordinates and peers.

The organizational commitment determinant is influenced by distributive justice. Where justice is distributed has a big impact on how committed an employee is to the organization. Based on these circumstances, the business must work to apply distributive justice to improve organizational commitment to employees in a way that gives promotions to every employee and fair rewards to every employee.

Organizational commitment is also influenced by the procedural justice factor. Where legal procedures have a significant impact on how committed employees are to the organization.

Due to this, the business must make an effort to boost employee commitment by including them in decision-making and providing them with opportunities to play a role in achieving organizational goals.

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