The Influence of Justice and Organizational Culture on Commitment with the Mediation of Job Satisfaction among PT Grab Bali Employees

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Abstract: The advancement of an organization is strongly influenced by the strategic role of its workforce, which acts as a driving force behind institutional transformation. This research explores how perceptions of fairness in organizational practices and the internal cultural environment contribute to enhancing employee loyalty, with work-related satisfaction positioned as a bridging element in this dynamic. The investigation involved a complete enumeration of the 50 staff members employed at PT Grab Teknologi Bali, utilizing comprehensive survey methods including structured questionnaires, guided interviews, and document review. Analytical interpretation was conducted through the application of path modeling techniques. The empirical results reveal that equitable treatment within the organizational setting significantly fosters greater job satisfaction among employees. In parallel, the organizational ethos reflected in shared norms and values also plays a critical role in elevating employee contentment. Furthermore, both fairness in management practices and cultural alignment within the workplace have a direct and meaningful influence on the level of commitment displayed by employees. Job satisfaction, in turn, emerges as a key predictor of organizational allegiance. Finally, the analysis substantiates that job satisfaction effectively serves as a mediating pathway linking organizational fairness and culture to heightened employee commitment. These findings underscore the importance of fostering an environment where fairness and a strong organizational culture are prioritized, as they directly impact employee satisfaction and loyalty. Organizations that implement transparent and fair management practices, while also nurturing a cohesive cultural environment, create a foundation for long-term employee commitment. Additionally, the study emphasizes the need for organizations to continuously assess and improve their internal practices, not only to maintain fairness but also to align their cultural values with the expectations of their workforce. By doing so, companies can enhance job satisfaction, which ultimately drives higher levels of employee commitment and overall organizational success.

1. Introduction

As organizations continue to evolve and grow, human resources remain one of the most vital components in driving sustainable organizational development [1]. Employees are no longer seen merely as executors of tasks, but as strategic partners whose performance can directly impact organizational success. Consequently, the ability of organizations to retain high-performing employees has become an increasingly important factor. In a competitive global environment, the role of human resources is even more critical, requiring organizations to focus not only on recruitment but also on continuous efforts to improve employee quality through knowledge development, skill enhancement, and improved well-being.

Workforce governance holds a pivotal function in cultivating staff allegiance to institutional aims. Organizational commitment itself reflects a shared understanding among members regarding the objectives and values upheld within the organization [2]. It
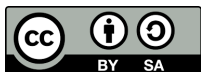
encompasses a strong psychological attachment that encourages employees to remain with the organization and contribute to its vision. Such commitment is often demonstrated through consistent work performance, willingness to go beyond formal job requirements, and alignment with organizational missions and values [3]. Therefore, cultivating commitment is an essential agenda in human capital management.

Prior studies have highlighted several factors that influence organizational commitment, among which organizational justice and organizational culture are prominent. The concept of justice within organizations emphasizes how individuals assess the equity of managerial actions, including the sharing of assets, the rationale behind decisions, and the quality of social interactions in the workplace [4]. When individuals recognize equitable treatment in the workplace, they tend to develop favorable outlooks, enhanced confidence in the organization, and a deeper sense of loyalty. Conversely, perceived injustice can lead to dissatisfaction, disengagement, and higher turnover. Justice in the workplace is therefore crucial not only for maintaining harmony but also for enhancing organizational performance.

An institution's dominant ethos greatly affects how personnel respond and behave. This ethos consists of collectively embraced principles, convictions, and implicit understandings that influence communication patterns and organizational judgments [5], [6] . A strong, cohesive culture fosters a sense of belonging, reinforces ethical standards, and aligns employees with strategic objectives. Culture acts as both a control mechanism and a source of inspiration, shaping how individuals behave and interact within a collective framework. Thus, when organizational culture supports collaboration, innovation, and recognition, this may lead to greater contentment in one's professional role as well as a heightened sense of loyalty toward the institution

A range of empirical investigations has demonstrated that perceptions of fairness and prevailing organizational norms substantially contribute to strengthening employee dedication. Employees who perceive fairness and work within a strong organizational culture are more likely to exhibit higher levels of commitment, as shown in previous research [7], [8], [9]. Additional studies reinforce this conclusion by demonstrating that organizational values and fair treatment enhance emotional attachment and motivation [10], [11]. However, there are studies that present differing results, indicating no significant effect of these variables on organizational commitment, which suggests the existence of other influencing factors [12], [13] .

To bridge this gap, job satisfaction has been examined as a mediating variable. Job contentment encompasses the general affective reaction individuals have toward their occupational roles, shaped by elements like task fulfillment, workplace atmosphere, social interactions, and prospects for career growth [14]. Individuals experiencing fulfillment in their professional roles are more inclined to exhibit heightened allegiance to their organization and organizational commitment, while dissatisfaction often leads to negative outcomes like absenteeism and turnover [15].

Job satisfaction has been proven to enhance commitment in various studies, confirming its relevance as a mediating factor [16], [17]. Nonetheless, other research suggests that job satisfaction may not always function as an effective mediator, revealing the complex interplay between these organizational variables [18] . This complexity underscores the necessity of further investigation, especially within specific organizational and cultural contexts.

Organizational justice and culture are also known to impact job satisfaction directly. Employees tend to feel more satisfied when they perceive fairness in decision-making and treatment, particularly in situations involving conflict or change. Measures like restructuring or downsizing, if perceived as unjust, can reduce employee satisfaction and trust. Fair organizational practices have been shown to contribute to increased levels of job satisfaction, although some research indicates that this relationship may not always be consistent [19].

In addition to justice, organizational culture significantly affects how satisfied employees feel in their roles. A culture that fosters inclusivity, respect, and continuous development often results in higher job satisfaction [2]. Culture operates as a deeply rooted system of values and assumptions that influence behavior and provide direction within the organization. Supportive cultures have been empirically proven to contribute to employee well-being and satisfaction [20], [21], though other perspectives argue that culture alone is insufficient to guarantee satisfaction when other workplace deficiencies persist (Yapmi, 2022)

This research takes place at PT Grab Teknologi Bali, a company operating in the fintech sector, best known for its ride-hailing services. Located on Jalan Gatot Subroto Timur No. 365, Denpasar, the company has experienced a concerning trend of high employee turnover. Interviews with six employees revealed a recurring theme of low organizational commitment,

as evidenced by resignation rates over the past three years. The following table presents employee turnover from 2021 to 2023

Table 1. Employee Turnover at PT Grab Teknologi Bali (2021–2023)

Year	Employees at Start	Joined	Resigned	Employees at End	Turnover (%)
2021	58	6	8	56	14.04%
2022	56	5	7	54	12.73%
2023	54	6	10	50	19.23%
					Avg: 15.33%

Source: PT Grab Teknologi Bali (2025)

The average turnover rate of 15.33% over three years far exceeds the company's acceptable threshold of 7%, signaling underlying issues in employee engagement and satisfaction. Further investigation reveals that perceived injustice and ineffective communication from leadership are among the root causes. Employees reported that promotion opportunities were often disclosed to a select few with personal ties to management, creating feelings of inequality and exclusion. Decision-making processes also appeared biased, with limited input from staff.

Concerns also surfaced regarding the organizational culture. Employees noted a hierarchical work environment that discouraged innovation and limited autonomy. Such a culture not only stifled creativity but also led to repetitive work routines and reduced opportunities for professional development. A rigid culture lacking flexibility may undermine morale and long-term employee growth.

Additional issues related to job satisfaction were also identified. Employees expressed a lack of social interaction and support among colleagues, with many feeling isolated due to excessive workloads and minimal collaboration. The absence of recognition for outstanding performance further exacerbated the problem, leaving employees feeling undervalued and demotivated. These factors contribute significantly to reduced satisfaction, commitment, and ultimately, performance.

In light of these findings, The objective of this research is to investigate how perceptions of fairness and prevailing cultural norms within an organization affect employee commitment, while considering job contentment as an intermediary factor. The research aims to address gaps identified in previous literature, clarify inconsistent findings, and offer practical insights into how organizations particularly in the fintech sector can enhance employee commitment through more inclusive and fair workplace practices.

This research enhances the literature on organizational behavior by emphasizing situational factors influencing operations within a rapidly expanding digital enterprise. It provides empirical evidence on how internal factors such as fairness, cultural values, and satisfaction interact to shape commitment, offering valuable recommendations for both academics and practitioners. Ultimately, the research aims to support strategic human resource management efforts in fostering a committed, motivated, and high-performing workforce.

2. Proposed Method

In pursuit of the study's objectives, a mixed-methods approach was employed, combining qualitative exploration with quantitative evaluation. The research targeted the entire workforce of PT Grab Teknologi Bali, comprising 50 individuals who were selected through a total enumeration method. Data collection techniques included the distribution of structured questionnaires, in-depth interviews, and review of relevant documents. To investigate how the variables interact, the study employed path modeling as a methodological tool for decoding and drawing meaning from the empirical results.

3. Results and Discussion

Within the scope of this research, hypothesis testing encompasses the analysis of both direct and indirect relationships. To examine the proposed hypotheses, the outcomes derived from data processing using SmartPLS 3.0 are presented in a graphical illustration, refer to Figure 1 for a visual representation.
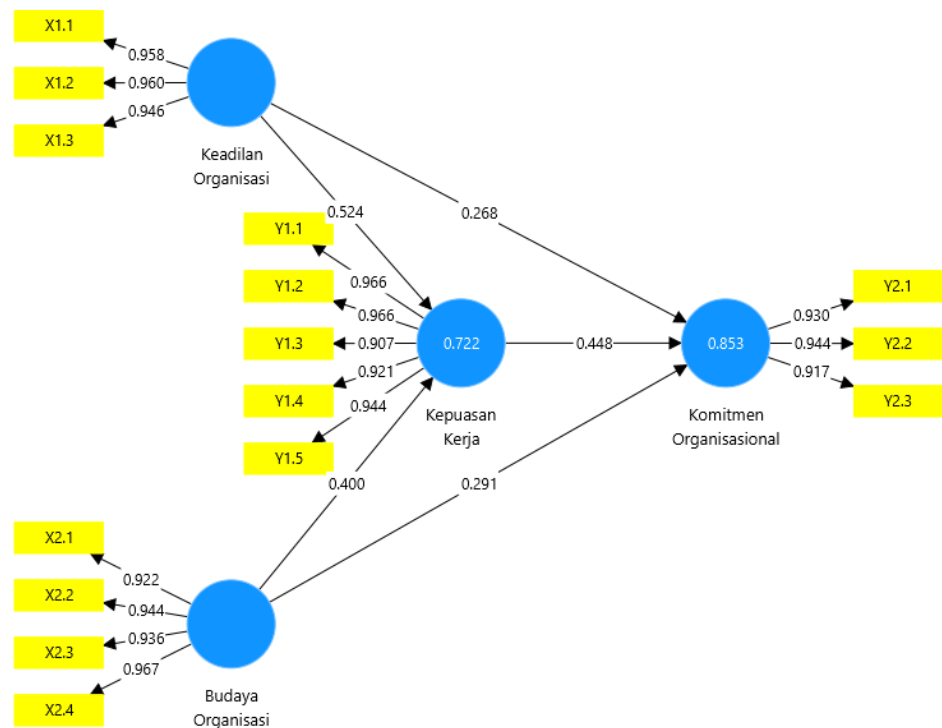
Figure 1. Path Diagram of the Relationship Between Variables

Based on the analytical results generated through the SmartPLS 3.0 application, the model's graphical representation is displayed in Figure 1, from which the interrelationships among the variables have been derived and are further detailed in Table 2.

Table 2. Relationship Between Variables

	Original Sample	T Statistics	P Values
Organizational Justice → Job Satisfaction	0.524	3.784	0.000
Organizational Culture → Job Satisfaction	0.400	2.952	0.004
Organizational Justice → Organizational Commitment	0.268	2.812	0.006
Organizational Culture → Organizational Commitment	0.291	2.808	0.006
Job Satisfaction → Organizational Commitment	0.448	4.221	0.000
Organizational Justice → Job Satisfaction → Organizational Commitment	0.235	2.606	0.011
Organizational Culture → Job Satisfaction → Organizational Commitment	0.179	2.665	0.009

Source: Processed data (2025)

Referring to the preceding table, the analysis of inter-variable linkages is outlined in the following explanation:

- The Influence of Organizational Justice on Job Satisfaction
  Empirical outcomes derived from the structural modeling approach reveal that the variable representing organizational justice holds a standardized coefficient of 0.524, accompanied by a t-statistical score of 3.784 and a significance probability of 0.000, clearly below the accepted margin of 0.05. These statistical parameters affirm that fairness within organizational systems plays a critical role in enhancing employee satisfaction. As such, the initial proposition (H1), which links organizational justice to job fulfillment, is statistically upheld.

- The Influence of Organizational Culture on Job Satisfaction
  The examination using structural equation modeling uncovered that organizational culture holds a crucial role in enhancing employees' sense of satisfaction at work. This is reflected in a directional influence coefficient measured at 0.40, with a corresponding t-value close to 2.95 and a probability score of 0.004, comfortably surpassing the conventional significance cutoff of 5%. These outcomes lend empirical support to the second proposition (H2), which emphasizes the constructive impact of internal cultural norms on job-related gratification.

- The Influence of Organizational Justice on Organizational Commitment
  The structural equation modeling output reveals that perceptions of organizational fairness significantly contribute to enhancing employees' commitment to the institution. A standardized path coefficient of approximately 0.27 was observed, accompanied by a t-value of around 2.81 and a p-value of 0.006, which falls well below the conventional 0.05 significance threshold. This test result supports hypothesis 3 (H3), which states that organizational justice positively affects organizational commitment.
- The Impact of Corporate Environment on Employee Dedication to the Organization
  The findings highlight that organizational culture significantly contributes to fostering employee commitment. With a path coefficient approaching 0.30, a t-statistic slightly above 2.8, and a p-value well below the 0.05 threshold, the relationship proves to be both statistically significant and positive. These outcomes lend strong support to Hypothesis 4, which posits that the cultural framework within an organization positively influences organizational commitment.
- The Effect of Employee Work Contentment on Organizational Allegiance
  The findings indicate that employee contentment in their professional roles significantly contributes to their allegiance toward the organization. This is supported by a structural coefficient approaching 0.45, a t-score surpassing 4.2, and a probability value well below the 0.05 threshold highlighting a statistically meaningful and affirmative link. Consequently, these results uphold the proposition stated in Hypothesis 5, confirming that greater job satisfaction fosters stronger organizational dedication.
- The Role of Justice in the Workplace in Fostering Organizational Allegiance through Work Satisfaction
  The findings reveal that perceptions of fairness within an organization indirectly enhance employee commitment by improving their job satisfaction. This mediating effect is evidenced by a path coefficient of 0.235, a t-value of 2.606, and a p-value of 0.011, indicating statistical significance. These results validate the sixth hypothesis (H6), affirming that organizational justice fosters stronger organizational commitment when job satisfaction acts as an intermediary factor.
- The Impact of Workplace Norms on Employee Loyalty Mediated by Occupational Fulfillment
  The evaluation outcome indicates that the influence of organizational norms on employee dedication becomes substantial when filtered through workplace contentment. This is reflected in a pathway coefficient of 0.179, accompanied by a t-score of 2.665 and a p-value of 0.009, which is beneath the conventional 0.05 benchmark. Accordingly, the seventh hypothesis (H7) is validated, affirming that organizational values indirectly shape commitment levels via satisfaction at work.

4. Conclusions

The study's conducted at PT Grab Teknologi Bali uncovered several crucial associations between internal organizational elements and employee attitudes. Equity in the workplace demonstrated a substantial and affirmative contribution to enhancing staff contentment. Likewise, the prevailing organizational ethos played a pivotal role in fostering higher levels of employee satisfaction. Beyond that, fairness perceived within the company and its cultural environment were each significantly linked to the degree of commitment exhibited by personnel. Job fulfillment, in turn, functioned as a central intervening factor that reinforced the influence of organizational justice on workforce loyalty. A similar mediating effect was observed in the relationship between organizational values and employees' dedication to the institution. Collectively, the results emphasize that promoting equitable treatment and cultivating a positive organizational atmosphere can strengthen employees' emotional attachment to the company by way of improved occupational satisfaction.

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