

THE ROLE OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL JUSTICE, AND EMPLOYEE EMPOWERMENT IN INCREASING ORGANIZATIONAL COMMITMENT

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ABSTRACT

This research was conducted with the aim of describing and analyzing the influence of organizational culture, organizational justice, and employee empowerment on organizational commitment at PT BPR BKK Demak. The type of data used is primary data, namely data obtained directly from the original source in the form of a questionnaire. Sampling was carried out with a population in this study exceeding 100 people, so this sampling technique used Quota Sampling, namely determining samples from populations that have certain characteristics to the desired number. The characteristics in question include: permanent employees whose working period is more than 1 year. The collected data were analyzed using factor analysis to test the validity of the question items, reliability testing using Cronbach Alpha, and hypothesis testing using multiple linear regression. The results showed that the organizational culture variable had no effect on organizational commitment, the organizational justice variable had an effect on organizational commitment, and the employee empowerment variable had no effect on organizational commitment.

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1. INTRODUCTION

Human resources are the most important and valuable element for the company. The success of the company depends on the performance of employees and other individuals in it, therefore human resources are needed. One of the individual qualities possessed by a company is organizational commitment. Each member plays an important role for the organization to achieve the goals of the organization, in achieving these goals the commitment of each member is needed in the progress of each organization.

Commitment makes a person make decisions, is determined to work hard, sacrifice, and is responsible for achieving one's own goals and organizational or company goals that have been agreed upon or predetermined. Commitment has an important role, especially in one's performance at work. Therefore, commitment becomes a reference and encouragement that makes them more responsible for their obligations. However, in reality many organizations or companies pay little attention to the commitment or loyalty of their employees so that their performance is not optimal (Hajiali & Mahfudnurnajamuddin, 2021).

From a review of previous research, employee organizational commitment can be influenced by organizational culture, organizational justice, and employee empowerment. Organizational culture also has a close relationship with organizational commitment. Organizational culture is the rules that serve as guidelines about what is acceptable and unacceptable, rules that must be known and learned by every member of the organization and philosophy that must be learned by every member of the organization both outside the organization and within the organization (Ependi & Sudirman, 2021). Agree with (Wibowo, 2013) organizational culture is shared values and standards that exist in an organization and educates the workers present.

In addition to organizational culture, employee perceptions of getting a sense of fairness within the organization which is also called organizational justice is one of the factors that must be believed because it has an influence on organizational commitment. Organizational commitment is an individual's attitude that reflects the extent to which the individual knows his organization and is attached to his organization, a study explains that leadership is an important factor because it influences organizational commitment (Darmawan & Mardikaningsih, 2021). Organizational culture must be well developed, because a good organizational culture will lead to teacher loyalty to work (Najih & Mansyur, 2022).

Empowerment of employees also plays an important role in achieving the goals of a company that affects organizational commitment. (Al Halbusi *et al.* , & Cahyadi 2020) stated that empowerment is a fundamental mechanism that must be integrated into organizational culture or developed by managers. Empowering employees basically refers to awareness among management that the individuals they work with deserve greater autonomy, control and power in their work, they also increase employee commitment and satisfaction with their organization (Zaraket *et al.*, 2018).

The research object taken was PT BPR BKK Demak (PERSERODA). PT BPR BKK Demak (PERSERODA) was founded in 1988. PT BPR BKK Demak (PERSERODA) has 9 branch offices with approximately 300 employees who are experienced in their fields. The number of employees is not small, causing a number of problems such as employee behavior and the quality of their work which is required to have awareness and work well in the company. With organizational commitment, it is expected that all employees can be more integrated with their work environment. Organizational commitment is needed at PT BPR BKK Demak, where the main job is to train the mentality and readiness to work in a company.

Researchers conducted a pre-survey of 10 BPR BKK Demak employees regarding the behavior of organizational commitment with the following results:

Table 1. Pre-Survey Results on Organizational Commitment

Question	Amount Respondents	Amount score	Max Score	%	% Flat- Flat
I feel that I belong to the organization where I work.	10	38	50	76	
I feel emotionally attached to the organization I work for.	10	44	50	88	
The organization I work for means a lot to me.	10	39	50	78	
I feel part of the organization where I work.	10	39	50	78	
I feel the organizational problems where I work are also my problems.	10	34	50	68	
I find it difficult to get attached to other organizations like the organization where I work.	10	39	50	78	77,6
I want to try above normal limits to the success of the company in my place work	10	40	50	80	
Currently I stay in the company because of commitment to the organization.	10	37	50	74	
The main reason I keep working at this company is because of loyalty to the company.	10	40	50	80	
I feel uncommitted if I leave the organization where I am work	10	38	50	76	

Based on a pre-survey of 10 BPR BKK Demak employees, the average percentage of organizational commitment was 77.6%. The results of this pre-survey provide an indication that the behavior of organizational commitment still needs to be improved. In more detail, 68% of employees still cannot distinguish between problems that occur in the organization and employees' personal problems. 74% show a sense of responsibility for the commitments that have been given by the organization. Regarding the lack of awareness of employees to participate in having an organization in their workplace, it is 76%.

2. METHODS

2.1 Type and Data Source

This study uses quantitative and qualitative data types. Quantitative data in this study are employee entry and exit data and the number of employees at PT. BPR BKK Demak, while the qualitative data in this study is data in the form of history and general description of PT. BPR BKK Demak.

According to Supomo and Indriantoro (2002), data sources are divided into two groups, namely primary data, namely data obtained directly, in this case by conducting field surveys using original data collection methods by distributing questionnaires. secondary data, namely data taken from companies in

the form of documents, records, reports, research results, books, articles, and various publications as well as related agencies that are relevant to the issues raised.

According to Mathis & Jackson (2012), organizational commitment is the extent to which employees believe and accept organizational goals and want to stay with or leave the company which is ultimately reflected in the level of absenteeism and employee turnover. According to Lutheran (in Robbins 2010), organizational commitment is defined as:

- a. A strong desire to remain a member of a particular organization.
- b. The desire to strive according to the wishes of the organization.
- c. Certain beliefs and acceptance of organizational values and goals.

Mayer and Allen (1990) define commitment as a psychological behavior (psychological state), which can make a person or individual take action in accordance with the goals of the organization or is a characteristic of the relationship between members of the organization and their organization and has implications for individual decisions to continue their membership in organize In relation to organizational commitment, Meyer and Allen (1990) divide into three dimensions, namely commitment as an affective attachment to the organization (*affective commitment*), commitment as a cost that must be borne when leaving the organization or leaving the organization (*continuance commitment*), and commitment as an obligation to remain in the organization (*normative commitment*).

Organizational commitment as one of the important performance outputs to be improved. Employees who have high commitment will have different attitudes compared to employees who are low commitment. Organizational commitment is also useful for showing an employee's sense of belonging to his company. The existence of a sense of mutuality between employees and the organization can improve performance in the organization (Inayah & Suhana, 2022). From these definitions it can be concluded that organizational commitment is an attitude of employee loyalty to the organization, by remaining in the organization, helping to achieve organizational goals and having no desire to leave the organization for any reason (Choiriyah & Indriyaningrum, 2022).

According to Robbins & Judge (2008) organizational culture is a shared meaning system of primary values that are shared and valued by the organization, and functions to create clear distinctions between one organization and another, creates a sense of identity for members of the organization, facilitates the emergence of collective commitment. towards the organization, increasing the stability of social systems, and creating meaning-making and control mechanisms that guide the attitudes and behavior of members of the organization. If an organization has a strong and good organizational culture, good employee habits will also be formed that are in accordance with the culture prevailing in the company (Devi & Indriyaningrum, 2022).

Organizational culture greatly influences the behavior of members of the organization because the value system of organizational culture can be used as a reference for human behavior in organizations that are oriented towards achieving goals or applied performance results, so that if the organizational culture is good, it is not surprising that members of the organization are good people. and quality (Sanhaji *et al.*, 2016). Organizational culture is a tendency that is constantly carried out by workers to obey company controls, but not all organizational people are the same in every company (Nurshilasari & Rijanti, 2021).

Organizational justice is defined as the employee's perception of justice that occurs in a particular organization. Fairness is shown when there is dedication and action from the point of view of management towards employees through high morality by means of ethical, religious or legal standards (Greenberg, 1990). Fernandes & Awamleh (2006) stated that, organizational justice has an important role where rewards will be given fairly according to their fields and they deserve in the company. Organizational justice is an important factor, because the rewards they get in the company are in accordance with the individual performance of employees.

Empowerment is giving responsibility and authority to employees to carry out their work and make decisions. Khan (2007) states that empowerment is an ongoing relationship between individuals to build trust between employees and organizational management. Stewart, in (Priansa, 2016) says that empowerment means power which is the ability to make something happen or not at all. Brown (2004) says that empowerment is closely related to professionalism which is always owned by individuals at first. Employee empowerment can also be said as an effort to involve employees to be responsible in their work processes (Elnaga & Imran, 2014).

the population in this study exceeds 100 people, so this sampling technique uses *Quota Sampling*, namely determining samples from populations that have certain characteristics to the desired number. The characteristics in question include: permanent employees whose working period is more than 1 year. The

collected data were analyzed using factor analysis to test the validity of the question items, reliability testing using Cronbach Alpha, and hypothesis testing using multiple linear regression. The results showed that organizational culture variables had no effect on organizational commitment, organizational justice variables had no effect on organizational commitment, and employee empowerment variables had no effect on organizational commitment.

3. RESULT AND DISCUSSION

Requested Cars in Indonesia as Sample Data

Validity test

Table 2. Organizational Culture Variable Validity Test Results (X1)

Variable	KMO	Indicator	Factor Loading	description		
Organizational Culture (X1)	.782	X1.1	0.690	Valid		
		X1.2	0.642	Valid		
		X1.3	0.517	Valid		
		X1.4	0.803	Valid		
		X1.5	0.754	Valid		
		X1.6	0.843	Valid		
Organizational Justice (X2)	0.724	X1.7	0.869	Valid		
		X2.1	0.881	Valid		
		X2.2	0.900	Valid		
		X2.3	0.858	Valid		
		Employee Empowerment (X3)	0.862	X3.1	0.519	Valid
				X3.2	0.768	Valid
X3.3	0.799			Valid		
X3.4	0.833			Valid		
Employee Empowerment (X3)	0.862	X3.5	0.863	Valid		
		X3.6	0.796	Valid		
		X3.7	0.883	Valid		
		X3.8	0.840	Valid		
		X3.9	0.812	Valid		
		X3.10	0.857	Valid		
		X3.11	0.725	Valid		
		X3.12	0.726	Valid		
Organizational Commitment(Y)	0.805	Y1.1	0.678	Valid		
		Y1.2	0.720	Valid		
		Y1.3	0.837	Valid		
		Y1.4	0.769	Valid		
		Y1.5	0.410	Valid		
		Y1.6	0.803	Valid		
		Y1.7	0.817	Valid		
		Y1.8	0.813	Valid		
		Y1.9	0.829	Valid		
		Y1.10	0.805	Valid		

From the results of table 2, the KMO value for the organizational culture variable is 0.782 , the organizational justice variable is 0.724 , the employee empowerment variable is 0.862, and the organizational commitment variable is 0.805. The test results show that the KMO value for all these variables is more than 0.50 , meaning that the sample is sufficient and factor analysis is feasible (Ghozali, 2013). As for the loading factor values for each organizational culture instrument (X1), organizational justice (X2), employee empowerment (X3) and employee commitment (Y) meet the criteria, which is more than 0.50, it is said to be a valid instrument (Ghozali, 2013).

Reliability test

Table 3. Reliability Test Results

Variable	Cronbach's alpha	Criteria	Information
Organizational Culture (X1)	0.846	>0.6	Reliable

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Organizational Justice (X2)	.852	>0.6	Reliable
Employee Empowerment (X3)	0.943	>0.6	Reliable
Organizational Commitment(Y)	0.905	>0.6	Reliable

Based on table 3, it can be seen that the *Cronbach's Alpha* value of each variable has exceeded the standard provisions (0.7), namely organizational culture 0.846 > 0.7, organizational justice 0.852 > 0.7, employee empowerment 0.943 > 0.7, and organizational commitment 0.905 > 0.7, so it can be concluded from the results above that questions on all variables are reliable or reliable (Ghozali, 2013).

Multiple Regression Analysis

Table 4. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Information
	B	std. Error	Betas			
(Constant)	1,971	0.647		3,045	0.003	
Organizational Culture (X1)	0.153	0.172	0.130	0.887	0.379	Rejected
Organizational Justice (X2)	0.487	0.162	0.445	3,000	0.004	Be accepted
Employee Empowerment (X3)	0.075	0.128	-0.078	-0.586	0.560	Rejected

Table 4 shows that the *Standard Coefficients Beta* value which is positive and not significant is Organizational Culture (X1) of 0.130 with a significance level of 0.379 > 0.05. The *Standard Coefficients Beta* value is positive and significant in the Organizational Justice variable (X2) of 0.445 with a significance level of 0.004 > 0.05. The *Standard Coefficients Beta* value is negative and not significant in the Employee Empowerment variable (X3) of -0.078 with a significance level of 0.560 < 0.05. From the results of multiple linear regression tests it can be concluded if variable Y (Organizational Commitment) is influenced by the variable Organizational Culture, while the variables of Organizational Justice and Employee Empowerment do not affect the variable Y (Organizational Commitment).

F test

Table 5. F test results

Independent Variable	Dependent Variable	F	Sig.
Organizational Culture (X1) Organizational Justice (X2) Employee Empowerment (X3)	Organizational Commitment(Y)	6,194	0.001

Table 5 shows that the significance value (Sig.) in the F test is 0.001 < 0.05, it can be concluded that the variables Organizational Culture, Organizational Justice and Employee Empowerment can be declared fit (Fit) for further analysis.

Coefficient of determination (R²)

Table 6. Result Coefficient of Determination (R²)

Model	R	R Square	Adjust R Square	std. Error of the Estimate
1	0.499a	0.249	0.211	0.429

Table 6 shows *Adjust R Square* in the determination test (R²) can be explained as follows: The value of the coefficient of determination is the R Square value of 0.211 which means that the variables Organizational Culture, Organizational Justice, Employee Empowerment, on Organizational Commitment are 24.9%. While the remaining 78.9% (100% - 21.1%) were influenced by other reasons outside the research.

Hypothesis test (t)

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Table 7. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Information
	B	std. Error	Betas			
(Constant)	1,971	0.647		3,045	0.003	
Organizational Culture (X1)	0.153	0.172	0.130	0.887	0.379	Rejected
Organizational Justice (X2)	0.487	0.162	0.445	3,000	0.004	Be accepted
Employee Empowerment (X3)	-0.075	0.128	-0.078	-0.586	0.560	Rejected

Dependent Variable Y (Organizational citizenship behavior)

From table 7 the results of the t test analysis can be explained as follows:

1. H₁: Organizational Culture has no effect on Organizational Commitment
Table 4.16 has a significant value of 0.379 > 0.05, which means that the hypothesis is rejected, so that Organizational Culture has no influence on Organizational Commitment.
2. H₂: Organizational Justice affects Organizational Commitment.
can be seen from table 4.18 that the significance value is 0.004 > 0.05, which means that the hypothesis is accepted, so that Organizational Justice has an influence on Organizational Commitment.
3. H₃: Employee Empowerment, has no effect on Organizational Commitment
Seen from table 4.18 the significance value is 0.560 < 0.05 which means that the hypothesis is rejected, so that Employee Empowerment has no influence on Organizational Commitment.

The influence of Organizational Culture has an effect on Organizational Commitment

In this study, Organizational Culture measured by 7 indicators, namely: encouraging employees to be innovative and willing to take risks, employees are encouraged to pay attention to things in detail, such as accuracy and analysis, the extent to which employees focus on the results of the work done, the extent to which the company takes into account the effect of the results to employees in the company, work activities in the company carried out by employees in work teams, showing aggressiveness and competitiveness of employees in competing with fellow employees in the company, related to the extent to which activities are to maintain the company as it was before despite the existence of innovations that appears. The indicator that has the lowest average is the BO1 indicator (happiness in the organization) which has an average value of 4.10. While the highest average was 4.27 on the BO6 indicator with the question "Employees in the organization are very aggressive and competitive to carry out the organizational culture well" and BO7 with the question "Activities within the organization maintain what is there because it is considered good enough". This shows that respondents strongly agree that employees in the organization are very aggressive and competitive. Besides that, respondents also agree that the organization maintains what activities exist because they are considered good enough.

Based on the results in table 4.16, Organizational Culture has a Beta value of 0.130 and a Sig value of 0.379, it can be said that H₁ is rejected because the Sig value is 0.379 > 0.05. The conclusion is the Organizational Culture at PT. BPR BKK Demak no effect on Organizational Commitment.

The results of this study are in line with the results of previous research conducted by Dewi & Surya (2017) which showed that organizational culture did not have an influence on employee organizational commitment at PT. PLN (Persero) Denpasar District.

The influence of Organizational Justice has an effect on Organizational Commitment

In this research, Organizational justice can be measured by 3 indicators, including: the amount and rewards felt among individuals, fairness regarding consistent work procedures for each employee and involving employees in making decisions, and fairness in the form of company care and treating employees well. Judging from the description of the respondents, the lowest average value is 4.08. Meanwhile, the highest average answer of 4.26 was on the KO2 indicator with the question "I feel the work procedure is fair because it gives employees the opportunity to take part in making decisions". This shows that respondents strongly agree with the justice given.

Based on the results in table 4.16, the Perception of Justice has a Beta value of 0.445 and a Sig value of 0.004, so it can be said that H₂ is accepted because the Sig value is 0.004 < 0.05. The conclusion is

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Organizational Justice in PT. BPR BKK Demak influences Organizational Commitment. Thus the second hypothesis is rejected.

The results of this study are in line with the results of previous research conducted by Darsana and Putra (2017). The research was conducted on Ayodya Resort Bali employees by taking a sample of 183 employees as respondents. The results of the study show that organizational justice has a positive and significant effect on organizational commitment.

The Effect of Employee Empowerment on Organizational Commitment

In this study, employee empowerment can be measured by 12 indicators including: workers are given the opportunity to identify developing problems, minimize directive personality and expand employee involvement, provide sufficient time and resources for employees to complete work, provide adequate training for their needs, seek ideas and suggestions from employees, provide job instruction schedules and encourage good completion, view employees as strategic partners, increase targets in all sections of the workforce, involve employees in setting standards and measurements, provide assistance to employees in completing workloads, provide time to get information and discuss issues openly, creating opportunities for cross-training. Judging from the description of the respondents, the lowest average value is 4.21. Conversely, the highest average is 4.42 on the Y1.2 indicator with the question "I feel proud to be part of this company" and on the Y1.7 indicator with the question "I feel the decision to work in this company is right because it is in accordance with my wishes". This shows that the respondent strongly agrees that the respondent feels proud to be part of this company and is the right decision because working in this company is what they want.

Based on the results in table 4.16, Employee Empowerment has a Beta value of -0.078 and a Sig value of 0.560, so it can be said that H2 is rejected because the Sig value is $0.560 > 0.05$. The conclusion is Employee Empowerment at PT. BPR BKK Demak has no effect on Organizational Commitment. Thus the third hypothesis is rejected.

The results of this study are in contrast to the results of previous research conducted by Isnanto & Dewi (2020) which was conducted at PT. State Savings Bank (Persero) Denpasar with a total of 70 respondents. The analysis technique used is multiple linear regression analysis. The results of the study show that employee empowerment has a positive and significant effect on organizational commitment.

4. CONCLUSION

Based on the results of data analysis and discussion that has been described, the three independent variables and one dependent variable are used, it can be concluded as follows: Organizational culture has no effect on organizational commitment. The results of this study indicate that the lack of awareness of employees about the existence of organizational culture results in a decrease in organizational commitment. Organizational justice has no effect on organizational commitment. Organizational justice affects organizational commitment. The results of this study indicate that the higher the organizational justice given to each employee, the higher the employee's commitment to the organization. Employee empowerment has no effect on organizational commitment. The results of this study indicate that companies must improve employee empowerment by conducting socialization or so on to increase organizational commitment.

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