



## The Influence of Organizational Justice and Organizational Culture on Employee Loyalty

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**Abstract:** The literature review article on the Effect of Organizational Justice and Organizational Culture on Employee Loyalty is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Organizational Justice affects Employee Loyalty; and 2) Organizational Culture has an effect on Employee Loyalty. Apart from these 2 exogenous variables that affect the endogenous variable Employee Loyalty, there are still many other factors including Wages, Workload, Work Environment and Leadership variables.

**Keywords:** Organizational Justice, Organizational Culture, Employee Loyalty

### INTRODUCTION

In a company, the existence of employees is one of the indicators that support the running of a company. A good company is able to manage its resources, especially human resources. In retaining employees, companies need to take actions that are able to make employees appear loyal to the company where they work. Employee loyalty will be directly proportional to the conditions that occur in the company such as: workload, work conflict and work environment.

Based on this, the researchers determined the formulation of the problem as follows:

1. Does Organizational Justice affect Employee Loyalty ?
2. Does Organizational Culture affect Employee Loyalty ?

### LITERATURE REVIEW

#### Employee Loyalty

Employee loyalty is the willingness of an employee to devote all abilities, skills, thoughts, time and energy to the company (Sudimin, 2003). Employee loyalty is the loyalty shown by someone through the availability of employees in maintaining and defending the organization (Hasibuan, 2007). Employee loyalty indicators include: a) Obedience and compliance; b) Responsibility; c) Devotion; and d) Honesty (Ghozali, 2005).

Employee Loyalty has been widely studied by previous researchers including: (Ali, Sastrodiharjo, et al., 2022), (F. Saputra & Mahaputra, 2022b), (F. Saputra & Mahaputra, 2022c), (Sudiantini & Saputra, 2022), (Assagaf & Ali, 2017), (Mansur & Ali, 2017), (S. A. H. Havidz et al., 2017), (Pusparani et al., 2021), (Masruhin et al., 2021), (Richardo et al., 2020), (Zahran & Ali, 2020), (Yassir Araffat et al., 2020), (Fardinal et al., 2022).

**Organizational Justice**

Organizational justice is the degree to which a person feels treated equally among other employees in the organization or company where they work (Gibson et al, 2012). Organizational justice is the overall perception of what is fair in the workplace, namely the extent to which individuals believe in the results received (Robbins & Judge, 2015). Organizational justice is a concept that states that employees' perceptions of the extent to which they are treated fairly (Pratiwi, 2005). Indicators of organizational justice include: a) A fair leader's attitude; b) Equal distribution of opportunities for promotion; c) Recognized work; and d) Fair assessment procedure (Candika & Chairael, 2018).

Organizational Justice has been widely studied by previous researchers, among others: (Assagaf & Ali, 2017), (Mansur & Ali, 2017), (Darwisyah et al., 2021), (Ali, Sastrodiharjo, et al., 2022), (Mulyani et al., 2020), (Sivaram et al., 2020), (Agussalim et al., 2016), (SiVARAM et al., 2019).

**Organizational Culture**

Organizational culture is a form of assumption that is owned, accepted implicitly by the group and determines how the group feels, thinks, and reacts to its diverse environment (Krietner & Kinicki, 2016). Organizational culture is a general perception held by members of the organization, a system of shared meaning (Robbins, 2010). Organizational culture is a belief, attitude and value that is generally owned, which arises in the organization, stated more simply (Serdarmayanti, 2014). Organizational culture indicators include: 1) Innovation and courage; 2) Attention to detail; 3) Result orientation; 4) People orientation; 5) Team orientation; and 6) Aggressiveness (Robbins, 2014).

Organizational culture has been widely studied by previous researchers, including: (Lathiiifa & Ali, 2013), (Ikhsani & Ali, 2017), (Mukti & Rosadi, 2022), (Mahaputra & Saputra, 2021a), (Ilhamalimy & Ali, 2021), (Suharyono & Ali, 2015), (Djamaluddin, S., Rahmawati, D., & Ali, 2017), (F. Saputra & Mahaputra, 2022b).

**Table 1. Relevant Previous Research Results**

No	Author (year)	Previous Research Results	Similarity with this article	Difference with this article
1	(F. Saputra & Mahaputra, 2022b)	Effect of Job Satisfaction, Employee Loyalty and Employee Commitment on Leadership Style (Human Resource Literature Study)	Discussing about Employee Loyalty	There are difference in variables Job Satisfaction, Employee Commitment and Leadership Style
2	(Egenius et al., 2020)	The Effect of Job Satisfaction on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan	Discussing about Employee Loyalty	There are difference in variables Job Satisfaction and Employee Performance
3	(Pangkey et al., 2019)	The Influence of Organizational Culture and Discipline on Work Motivation of PT Mandarin Expert Admin Staff	Discussing Organizational Culture	There are difference in variables Discipline and Work Motivation

4	(R. F. A. Saputra et al., 2021)	Professional Development Factors: Leadership, Culture, and Organizational Climate (A Study of Educational Management Literature and Social Sciences)	Organizational Leadership, Organizational Climate	Discussing Organizational Culture	There are difference in variables Leadership and Organizational Climate
5	(Herman, 2013)	Effect of Organizational Justice and Internal Control System on Fraud (Empirical Study at the Main Branch Office of a Government Bank in Padang City)	Organizational Justice	Discussing Organizational Justice	There are difference variable in Internal Control System on Fraud
6	(Ardi & Sudarma, 2015)	The Effect of Perceptions of Organizational Support and Justice on Organizational Citizenship Behavior With Organizational Commitment as an Intervening Variable	Organizational Citizenship Behavior	Discussing about Product Organizational Justice	There are difference variable in Organizational Citizenship Behavior.

## RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Google Scholar and other online media. In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature), as the basis for formulating hypotheses and in the final stage these two literatures become the basis for making comparisons with the results and findings. -findings revealed in research (Ali, H., & Limakrisna, 2013).

## RESULT AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion in this literature review article is as follows:

### 1. The Effect of Organizational Justice on Employee Loyalty

If organizational justice can be applied properly according to the indicators, namely: a) A fair leader's attitude; b) Equal distribution of opportunities for promotion; c) Recognized work; and d) Fair assessment procedures, it will affect employee loyalty. The form of justice that is shown and implemented either by company leaders or among fellow employees, will form employee loyalty. Forms of employee loyalty can include: Able to complete all work properly and on time, able and willing to communicate among individuals and willing to work more or overtime.

### 2. The Effect of Organizational Culture on Employee Loyalty

If the organizational culture can be applied properly in accordance with the indicators, namely: 1) Innovation and courage; 2) Attention to detail; 3) Result orientation; 4) People orientation; 5) Team orientation; and 6) Aggressiveness, it will affect employee loyalty. Organizational culture becomes a habit or habit that occurs in a company or organization. The culture can be good or bad for the individual and the company itself.

### Conceptual Framework

Based on the formulation of the problem, theoretical studies and previous research as well as discussions between variables, the conceptual framework is set as follows:

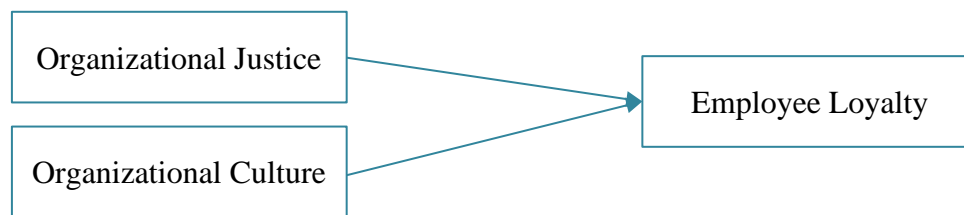


Figure 1. Conceptual Framework

Based on the conceptual framework picture above, then: Organizational Justice and Organizational Culture affect Employee Loyalty. Apart from the variables of Organizational Justice and Organizational Culture affect Employee Loyalty. There are other factors that affect Employee Loyalty, including:

- 1) Work Environment: (Supriyadi et al., 2019), (Sitio & Ali, 2019), (Riyanto et al., 2017), (Agussalim et al., 2020), (F. Saputra & Mahaputra, 2022a), (Mahaputra & Saputra, 2021a), (Ali, 2020), (Pandiangan et al., 2021), (Ridwan et al., 2020), (F. Saputra, 2022b), (Sudiantini, 2020), (Sulistiyowati et al., 2022), (Winarso et al., 2018), (Nursal, Komariah, et al., 2022), (Panday & Nursal, 2021), (Soehardi et al., 2021), (Nursal, Rianto, et al., 2022).
- 2) Workload: (F. Saputra, 2022b), (Hermawan, 2022b), (F. Saputra & Mahaputra, 2022c), (Shobirin & Ali, 2019), (F. Saputra & Saputra, 2021), (Fahmi & Ali, 2022), (Atmoko & Noviriska, 2022), (Nofrialdi, 2021), (Rahmayani & Nofrialdi, 2022), (Pratikno et al., 2022), (Sari et al., 2021), (Yulianingrum et al., 2021), (Handayani & Wati, 2017).
- 3) Leadership: (Noviriska, 2019), (Mahaputra & Saputra, 2021b), (Widodo et al., 2017), (Mukhtar et al., 2016), (M & Ali, 2017), (Wahono & Ali, 2021), (H. B. H. Havidz et al., 2020), (Hasyim & Ali, 2022), (Fauzi & Ali, 2021), (Hermawan, 2022a), (Gunawan et al., 2022), (Suroso, 2022), (Christian et al., 2022).
- 4) Wages: (Mahaputra & Saputra, 2022), (Erviani et al., 2019), (F. Saputra & Ali, 2022), (Syauket et al., 2022), (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017), (Mahaputra & Saputra, 2021b), (Maharani & Saputra, 2021), (Hermawan, 2021), (Kustiwan & Hadita, 2020), (Hadita & Adiguna, 2019), (Meutia et al., 2021), (Hernikasari et al., 2022), (Jumawan et al., 2020).
- 5) Work Colleague: (Kainde et al., 2021), (F. Saputra & Ali, 2021), (Rachmawati, 2015), (Ikhsani & Ali, 2017), (Prayetno & Ali, 2020), (Agussalim et al., 2016), (Hazimi Bimaruci Hazrati Havidz, 2020), (F. Saputra, 2022a), (Ali, Zainal, et al., 2022), (Rony et al., 2020).

### CONCLUSION AND RECOMMENDATION

#### Conclusion

Based on the problem formulation, theoretical study and discussion above, researchers can conclude hypotheses for further research, namely:

1. Keadilan Organisasi berpengaruh terhadap Loyalitas Karyawan.
2. Budaya Organisasi berpengaruh terhadap Loyalitas Karyawan.

#### Recommendation

Based on the conclusions above, there are many other factors that affect Employee Loyalty that can be used for further research, namely: Work Environment, Workload, Leadership, Wages, Work Colleagues.

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