



The Influence Of Work Ethic And Organizational Justice On The Organizational Commitment Of Civil Servants Of The Office Of Women Empowerment And Child Protection Of West Kalimantan Province

Resa Dintiah ¹, Irfan Mahdi ²

^{1,2)} Universitas Muhammadiyah Pontianak

Email: ¹⁾ Resaadintiah@gmail.com , ² Irfan.mahdi@unmuhpnk.ac.id

How to Cite :

Dintiah, R., Mahdi, I. (2025). The Influence Of Work Ethic And Organizational Justice On The Organizational Commitment Of Civil Servants Of The Office Of Women Empowerment And Child Protection Of West Kalimantan Province . EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(4). doi: <https://doi.org/10.37676/ekombis.v13i4>

ARTICLE HISTORY

Received [20 April 2025]

Revised [14 September 2025]

Received [27 September 2025]

KEYWORDS

Work Ethic, Organizational Justice, Organizational Commitment.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study aims to examine the influence of work ethics and organizational justice on the organizational commitment of civil servants in the Department of women's empowerment and Child Protection of West Kalimantan province. This study uses an associative approach with saturated sampling techniques. The sample consisted of 34 employees working in the The Office Of Women Empowerment And Child Protection Of West Kalimantan Province. Data analysis was conducted using multiple linear regression analysis with SPSS software version 25. The tests conducted in this study include validity test, reliability test, normality test, linearity test, and multicollinearity test. Hypothesis testing is done by using simultaneous test (F test) and Partial Test (t test). Based on the results of hypothesis testing, both simultaneously (F test) and partially (t test), it can be concluded that together work ethics and organizational justice have a positive and significant influence on organizational commitment. However, individual work ethic has no significant effect on organizational commitment, while organizational justice has been shown to have a significant effect on such commitment.

INTRODUCTION

Human Resource Management is a branch of general management that includes planning, organizing, executing, and controlling. The success of an organization largely depends on the performance of employees. The organization will be more likely to achieve its goals effectively if it has qualified and competent human resources. The resource itself represents the energy, power, and strength necessary to trigger impulses, movements, activities, and actions. Therefore, the performance of the organization is largely determined by the active contribution of employees in achieving common goals. Employees are not just passive participants, they are

also key drivers of organizational success. Dinas Pemberdayaan Perempuan dan Perlindungan Anak (DPPPA) is an institution tasked with carrying out government affairs in the field of women's empowerment and Child Protection. This empowerment system includes the entire process that is carried out in a comprehensive, inclusive, and integrative manner. The process starts from handling reports and complaints, providing health services, social rehabilitation, law enforcement, to legal assistance. In addition, the DPPPA also plays a role in the repatriation and social reintegration of women and children who are victims of crime and violence in order to re-interact with their social environment. Department of women's empowerment and Child Protection of West Kalimantan province is located at Jl. Sultan Abdurrahman No. 101, Bangkong River, District Pontianak City, Pontianak City, West Kalimantan 78116. Based on the interview Mr. Supriadi, S.Pd, MM as the head of General Affairs & apparatus Agency of the Department of women's empowerment and Child Protection of West Kalimantan province is known that there are still employees who have not felt justice that is still not going well one of them is in the burden and responsibility in the work greater than other employees and one of them in the provision of performance benefits that are not fair in the distribution. Hence the importance of agencies to improve organizational justice so that employees provide maximum work for the company and have a positive impact on improving employee performance. The absence rate of employees in the Department of women's empowerment and Child Protection of West Kalimantan province showed significant fluctuations over time. Several factors such as employee health conditions, workload, and an unfavorable work environment contribute to this variation. In some months, absenteeism rates increase due to illness or urgent need, while in others, absenteeism may decrease due to increased motivation and a better working atmosphere.

According to Ginting (2016), work ethic is defined as the spirit inherent in an individual or group of people in carrying out their work. This work ethic is based on ethical values and perspectives that are believed, which are realized through determination and concrete actions in the work environment. In addition, Istiqomah and Mahdi (2025) in their research found that work ethic has a positive and significant influence on the organizational commitment of civil servants. Furthermore, Pratiwi (2005) cited in Mapata et al. (2024), organizational justice can be understood as a concept that reflects an individual's view of how fair the treatment they receive in an organization is. This perception further influences various organizational outcomes, such as commitment and job satisfaction. Research by Kristiandi and Putra (2016) also shows that organizational justice has a positive and significant influence on organizational commitment. Kreitner and Kinicki (2010) in Wibowo (2017) said that commitment is an agreement to do something for yourself, another individual, group or organization. Organizational commitment reflects the degree to which individuals identify with the organization and are committed to its goals.

LITERATURE REVIEW

Work Ethic

According to Madjid (2000) cited by Gafur (2020), work ethic is the characteristics, attitudes, habits, and beliefs of individuals or human groups that are special. Meanwhile, Yousef (2000) in Istijanto (2015) explained that work ethic is a concept that places devotion or dedication to work as a very valuable value. Furthermore, Bukhori (1994) in Khomaeny (2020) defines work ethic as attitudes, views, and characteristics related to the way a person, group of people, or a nation carries out their work.

Organizational Justice

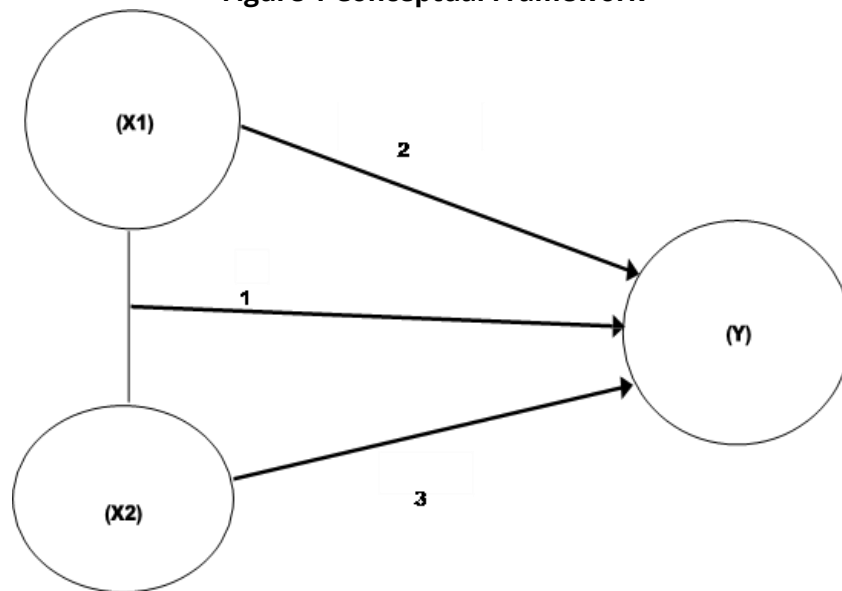
According to Agustina (2017), organizational justice can be understood as an individual's perception of the fairness of the decisions taken by their superiors. He also stressed that the basic principle of justice is respect for the dignity and rights of every individual. On the other

hand, Supadi et al. (2018) defined organizational justice as the fair treatment that a person receives based on their contribution to the organization, which includes aspects such as salary, bonus, treatment, as well as promotion.

Organizational Commitment

Organizational commitment is an attitude that reflects loyalty to the organization, as well as indicates an ongoing process in which members of the organization express their concern for the success and progress of the organization (Hariani et al, 2019). This attitude is reflected in the identification, involvement, and loyalty of the individual to the organization. In addition, this commitment also reflects the desire to remain in the organization and the willingness not to leave it, whatever the reason (Fanani et al, 2016).

Figure 1 Conceptual Framework



The hypotheses proposed in this study are as follows:

1: Work Ethic and Organizational Justice have an effect on Organizational Commitment. H2: Work Ethic has an effect on Organizational Commitment.

H3: Organizational Justice has an effect on Organizational Commitment.

METHODS

The research method used in this study is associative research. The population studied consisted of all civil servants who served in the Department of Child Empowerment and protection of West Kalimantan province in 2025. From the population, the sample taken includes 34 civil servants of the Department of empowerment and Child Protection of West Kalimantan province as respondents. The sampling technique applied is saturated Sampling, which according to Sugiyono (2019) is a "sampling determination technique in which each member of the population is selected as part of the sample." The Data used in this study were primary data, which were obtained through interviews and questionnaires. The scale used in this research is Likert scale. Data analysis was done using multiple linear regression analysis with the help of SPSS 25 software.

RESULTS

Validity Test

Validity test was conducted to evaluate the extent to which the accuracy and reliability of the statements in the questionnaire. This process involves calculating the correlation between the scores of each item or question, and comparing the calculated r value with the R value of the table. To get the value of r table, we use the formula degrees of freedom (df), which is n (number of samples) minus 2, so that $DF = 34 - 2 = 32$ is obtained. With a significance level of 0.05, the required table R value is 0.338. The results of the validity test for each statement in the variables of work ethic (X_1), organizational justice (X_2), and organizational commitment (Y) can be seen in Table 1 below

Tabel 1 Validity Test Result

| Research Variable | Indicator | r count | r table | Result |
|-------------------------|-----------|---------|---------|--------|
| Work Ethic (X_1) | X 1.1 | 0,573 | 0,338 | Valid |
| | X 1.2 | 0,691 | | |
| | X 1.3 | 0,663 | | |
| | X 1.4 | 0,620 | | |
| | X 1.5 | 0,542 | | |
| | X 1.6 | 0,523 | | |
| | X 1.7 | 0,646 | | |
| | X 1.8 | 0,709 | | |
| | X 1.9 | 0,460 | | |
| | X 1.10 | 0,403 | | |
| | X 1.11 | 0,340 | | |
| | X 1.12 | 0,470 | | |
| | X 1.13 | 0,533 | | |
| | X 1.14 | 0,563 | | |
| | X 1.15 | 0,494 | | |
| | X 1.16 | 0,447 | | |
| | X 1.17 | 0,616 | | |
| | X 1.18 | 0,481 | | |
| | X 1.19 | 0,401 | | |
| | X 1.20 | 0,450 | | |
| | X 1.21 | 0,562 | | |
| | X 1.22 | 0,593 | | |
| | X 1.23 | 0,600 | | |
| | X 1.24 | 0,666 | | |
| | X 1.25 | 0,427 | | |
| | X 1.26 | 0,502 | | |
| | X 2.1 | 0,672 | | |
| | X 2.2 | 0,757 | | |
| | X 2.3 | 0,739 | | |
| | X 2.4 | 0,613 | | |
| | X 2.5 | 0,732 | | |

| | | | | |
|-------------------------------------|--------|-------|-------|-------|
| Organizational Justice (X2) | X 2.6 | 0,756 | 0,338 | Valid |
| | X 2.7 | 0,404 | | |
| | X 2.8 | 0,485 | | |
| | X 2.9 | 0,470 | | |
| | X 2.10 | 0,620 | | |
| | X 2.11 | 0,505 | | |
| Organizational Commitment (Y) | Y 1.1 | 0,599 | 0,338 | Valid |
| | Y 1.2 | 0,720 | | |
| | Y 1.3 | 0,670 | | |
| | Y 1.4 | 0,863 | | |
| | Y 1.5 | 0,568 | | |
| | Y 1.6 | 0,727 | | |
| | Y 1.7 | 0,725 | | |
| | Y 1.8 | 0,622 | | |
| | Y 1.9 | 0,756 | | |
| | Y 1.10 | 0,687 | | |

Source: Processed Data, 2025

Based on Table 1 Above, It can be seen that the results of the validity test for all research variables showed an r-count value greater than 0.338 ($R\text{-count} > R\text{-table}$). Thus, it can be concluded that all the indicators used are valid.

Reliability Test

Reliability test is performed to assess the consistency of a statement as a measuring tool. In this study, reliability test using Cronbach's Alpha method, where an item is considered reliable if it has a Cronbach's Alpha value of 0.60 or higher.

Tabel 2 Reliability Test Result

| Research Variables | Cronbach's Alpha | Result |
|-------------------------------|------------------|----------|
| Work Ethic (X1) | 0,893 | Reliable |
| Organizational Justice (X2) | 0,836 | |
| Organizational Commitment (Y) | 0,875 | |

Source: Processed Data, 2025

Based on Table 2 above, it can be seen that Cronbach's Alpha values for the work ethic (X1), organizational justice (X2), and organizational commitment (Y) are all greater than 0.60. Thus, it can be concluded that all measurement items for variables have a high degree of reliability.

Normality Test

The method used in this study to assess normality is the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is greater than 0.05, then the assumption of normality can be considered valid.

Tabel 3 Normality Test Result

| Test | Value |
|---------------------------------------|-------|
| N (Sample) | 34 |
| Test Statistic (Kolmogorov-Smirnov Z) | 0,121 |
| Asymp.Sig.(2-tailed) | 0,200 |

Source: Processed Data, 2025

The normality test results shown in the table indicate a significance value of 0.200, which is greater than 0.05. Thus, it can be concluded that the distribution of data is normal.

Linearity Test

Linearity test is performed to determine whether there is a linear relationship between the independent variable and the dependent variable. This can be seen from the value of linearity deviation greater than 0.05.

Tabel 4 Linearity Test Result

| Research VariablesTest | Linierity Sig | Description |
|--|---------------|-------------|
| Work Ethic*Organizational Commitment | 0,633 | Linier |
| Organizational Justice*Organizational Commitment | 0,391 | Linier |

Source: Processed Data, 2025

Based on the results of the linearity test shown in the table above, it can be seen that the significance value of deviation of linearity for the linearity of all research variables is > 0.05 .

Multicollinearity Test

The purpose of the multicollinearity test is to check whether the regression model shows a correlation among the independent variables. Multicollinearity can be assessed by analyzing Variance Inflation Factor (VIF) and tolerance values. Multicollinearity is considered absent if the VIF is less than 10.00 or the tolerance value is greater than 0.10.

Tabel 5 Multicollinearity Test Result

| Research Variables | Tolerance | VIF |
|-----------------------------|-----------|-------|
| Work Ethic (X1) | 0,162 | 6,177 |
| Organizational Justice (X2) | 0,162 | 6,177 |

Source: Processed Data, 2025

Based on the results of the multicollinearity test shown in the table, it can be seen that the tolerance values for the variables work ethic (X1) and organizational justice (X2) are 0.162, which is greater than 0.10. In addition, the VIF value for both variables was also recorded at 6,177, which is less than 10.00. Thus, it can be concluded that there is no multicollinearity problem between the variables.

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in the table below:

Tabel 6 Multiple Linear Regression Analysis Result

| Research Variables | Coefficients | T Statistic | Significance Value |
|---|--------------|-------------|--------------------|
| (Constant) | 1,459 | 1,682 | 0,103 |
| Work Ethic | 0,173 | 0,379 | 0,707 |
| Organizational Justice | 0,864 | 2,192 | 0,036 |
| Dependent Variable: Organizational Commitment | | | |

Source: Processed Data, 2025

From the table above, we can construct a multiple linear regression equation as follows: $Y = 1.459 + 0.173X_1 + 0.864X_2$. This equation can be described in the following way:

1. The constant (a) of 1,459 indicates that when the work ethic variable (X_1) and organizational justice (X_2) is 0 (Zero), the value of the organizational commitment (Y) will reach 1,459.
2. Regression coefficient (b1) for the work ethic variable is 0.173. This means that if the work ethic variable increases by 1 (one) unit, then the organizational commitment will increase by 0.173 units.
3. While the regression coefficient (b2) for the organizational justice variable is 0.864. In other words, if the organizational justice variable increases by 1 (one) unit, then the organizational commitment will increase by 0.864 units.

Coefficient Correlation (R) and Coefficient Determination (R²)

The values of the correlation coefficient and the coefficient of determination in this study can be seen in Table 7 below:

Tabel 7 Coefficient Correlation (R) and Coefficient Determination (R²)

| Model | R | RSquare | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|---------|-------------------|----------------------------|
| 1 | .637 ^a | 0.406 | 0.367 | 0.24559 |
| a. Predictors: (Constant), Organizational Justice, Work Ethic | | | | |
| b. Dependent Variable: Organizational Commitment | | | | |

Source: Processed Data, 2025

The correlation coefficient in this study was calculated using the Product Moment method, with an R value of 0.637 which indicates a strong correlation. Meanwhile, the coefficient of determination (R^2) is 0.406. This means that 40.6% ($1 \times 0.406 \times 100\%$) influence on organizational commitment in this study can be explained by variables of work ethic and organizational justice, while the remaining 59.4% is explained by other variables that are not included in this study.

Simultaneous Effect Test (F Test)

The results of the simultaneous test (F-test) in this study can be seen in the table below:

Table 8 Simultaneous Effect Test Result

| Model | Sum of Squares | Mean Square | F | Significance Value |
|--|----------------|-------------|--------|--------------------|
| Regression | 1.277 | 0.638 | 10.583 | .000 ^b |
| Residual | 1.870 | 0.060 | | |
| Total | 3.146 | | | |
| Dependent Variable: Organizational Commitment | | | | |
| Predictors: (Constant), Organizational Justice, Work Ethic | | | | |

Source: Processed Data, 2025

The table above shows that the value of Fcount of 10.583 is greater than the table of 3.30, and has a significance level of 0.000, it can be concluded that Ho is rejected, which means H1 is accepted. This shows that work ethic and organizational justice together have an influence on organizational commitment.

Partial Effect Test (T test)

The results of the partial test (T-test) in this study can be seen in the table below:

Tabel 9 Partial Effect Test Result

| Research Variables | Coefficients | T Statistic | Significance Value |
|---|--------------|-------------|--------------------|
| (Constant) | 1,459 | 1,682 | 0,103 |
| Work Ethic | 0,173 | 0,379 | 0,707 |
| Organizational Justice | 0,864 | 2,192 | 0,036 |
| Dependent Variable: Organizational Commitment | | | |

Source: Processed Data, 2025

Based on the table, the results of the Partial Test (T-test) can be described as follows:

- Based on the results of the analysis, the value calculated for the work ethic variable is 0.379 which is greater than the value of the table t of 1.693. Thus, it can be concluded that Ho is accepted and H2 is rejected. That is, work ethic does not have a significant influence on organizational commitment.
- Furthermore, for the organizational justice variable, the value of thitung was recorded at 2,192, which is also greater than the value of T table 1.693. This indicates that Ho was rejected and H3 was accepted, indicating that partial organizational justice had a significant effect on the organizational commitment.

DISCUSSION

Influence Of Work Ethic On Organizational Commitment

The results of this study show that work ethic has a positive impact on purchasing decisions. The higher the employee's work ethic, the higher their organizational commitment. This finding is in line with research conducted by Yasmin, et al (2024), which also states that work ethic does not have a significant effect on organizational commitment. However, the results of this study contradict research conducted by Supriadi (2021), which found that work ethic has a significant influence on purchasing decisions.

Influence Of Organizational Justice On Organizational Commitment

The results of this study indicate that organizational justice has a positive effect on organizational commitment. This shows the fairness of the organization is the level when an employee feel or get the same treatment with others in the organization where the place work.

This finding is in line with research conducted by Wahono and Mustaqim (2016), which also revealed that organizational justice has a positive and significant effect on organizational commitment. However, the results of this study are also in line with those conducted by Rahmawati and Budiman (2023), who found that organizational justice had a significant effect on commitment.

Influence of work ethic and organizational justice on Organizational Commitment

The results showed that work ethic and organizational justice have a significant effect simultaneously on the organizational commitment of civil servants of the Office of women's empowerment and Child Protection of West Kalimantan province. This finding is supported by

the F-test showing a significance value of less than 0.05. In addition, the relationship between work ethic and organizational justice and organizational commitment is positive.

CONCLUSION

Based on the above discussion, it can be concluded that all statements of each variable in this study meet the criteria of validity and reliability. The results of the hypothesis test, either through a partial approach (t test) or simultaneous (F test), show that work ethic and organizational justice have a positive and significant effect on organizational commitment. However, partially, work ethic does not show a significant influence on organizational commitment, while organizational justice has a significant effect. Thus, it can be concluded that the better the work ethic and the higher the level of organizational justice possessed by an employee, the greater the impact on their organizational commitment. This in turn will increase the confidence and capacity of individual employees in carrying out their duties and roles in order to achieve the goals set by the organization.

SUGGESTION

Variable work ethic in the dimension of work is Grace has the lowest value, so it is recommended to civil servants of the Department of women's empowerment and Child Protection of West Kalimantan province to better appreciate the talents possessed as the basis of expertise in the work which is the grace of God. Based on the results of the questionnaire from the organizational commitment variable on the dimension of emotional attachment factor has the lowest value, so it is recommended to the head of the Department of women's empowerment and Child Protection of West Kalimantan province to pay more attention to all employees so that employees do not move jobs because and love their work. For the next researcher, it is expected to examine variables outside the variables that have been studied in order to obtain more varied results, which can affect the commitment of employees to the Office of women's empowerment and Child Protection of West Kalimantan province.

REFERENCES

- Agustina, N. (2017). Pengaruh Keadilan Organisasi dan Ketidakamanan Kerja terhadap Kepuasan Kerja dan Keinginan Keluar Pada Karyawan Kontrak PT. Ramayana Lestari Sentosa Tbk Samarinda Central Plaza. Prosiding Seminar Nasional Manajemen Dan Ekonomi Bisnis, <http://journal.feb.unmul.ac.id/index.php/PROSNMEB>
- Fanani, I., Djati, S. P., & Silvanita, K. (2016). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) (Studi Kasus RSUD UKI). Indonesian Christian University, 1(1), 80–89.
- Gafur, Abdul. (2020). Kepemimpinan Kepala Sekolah: Strategi Meningkatkan Etos Kerja Guru Pendidikan Agama Islam. Nizamia Learning Center.
- Ginting, Desmon. (2016). Etos kerja: Panduan Menjadi Karyawan Cerdas. PT Elex Media Komputindo.
- Hariani, M., Irfan, M., & Souisa, F. N. J. (2019). Pengaruh Penilaian Kinerja Dan Komitmen Organisasi Terhadap Kepuasan Kerja Penyuluh Pertanian. Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS), 1(1), 30–36.
- Istijanto. (2005). Riset Sumber Daya Manusia. PT. Gramedia Pustaka Utama, Jakarta.
- Istiqomah, I., Mahdi, M. (2025). The Influence Of Work Ethic And Organizational Culture On Organizational Commitment Of Civil Servants In Pemangkat Community Health Center Sambas Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 13(2).
- Khomaeny, Elfan Fanhas Fatwa. (2020). Islam dan Ipteks (Al-Islam dan Kemuhammadiyah III).

Edu Publisher.

- Kristiadi, N S. & Putra M S. (2016). Pengaruh Keadilan Organisasi dan Pemberdayaan Terhadap Komitmen Organisasional Pengurus di LSM Baladika Bali DPC Denpasar. E-Jurnal Manajemen Unud. 5(9). 6036-6057.
- Mapata, D., Paramata, M.R., Ismartaya., Akmalia, S., Sutyem., Martini, I.A.O., Tarigan, H., Komariyah, I., Awa., Tamba, I.F.U., Firdaus., Ali, S., Kania, D., Kusnandar, D.L., Muhtahidin, F.W., Ramafina, S.F., Risambessy, A., Hernawan, M.A., Yuniningsih, T. (2024). MSDM (Teori dan Penerapannya Dalam Organisasi). CV. Media Sains Indonesia.
- Rahmawati, P., & Budiman, A. (2023). Pengaruh Keadilan Organisasi terhadap Komitmen Organisasi pada Perawat Rumah Sakit X. Bandung Conference Series: Psychology Science, 3(2), 728-734.
- Supadi, Sujanto, B., & Soraya, E. (2018). Hubungan Keadilan Organisasi, Persepsi Dukungan Organisasi Dengan Organizational Citizenship Behavior (Ocb) Guru Di Jakarta Timur, Indonesia. Jurnal Improvement, 5(1), 100-109.
- Supriadi, Fenni. (2021). Pengaruh Etos Kerja Terhadap Komitmen Organisasional Aparatur Sipil Negara Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kabupaten Kubu Raya. Jurnal Produktivitas: Jurnal Fakultas Ekonomi Universitas Muhammadiyah Pontianak, 8(1), 8-14.
- Wahono, D S. & Mustaqim, Y. (2016). Pengaruh Keadilan Organisasi dan Etos Kerja Islami Terhadap Komitmen Organisasi dan Kinerja Karyawan di BMT Se-Kabupaten Kudus. Jurnal Ekonomi Syariah. 4(2), 269-283.
- Wibowo. 2017. Manajemen Kinerja. Edisi Kelima. Cetakan ke-10. PT RajaGrafindo Persada
- Yasmin, D., Shodiq, M.N., Mahdi, I. (2024). Pengaruh Etos Kerja dan Semangat Kerja Terhadap Komitmen Organisasional Pegawai Unit Pelaksana Pengatur Distribusi PT PLN Wilayah Kalimantan Barat. Jurnal Produktivitas: Jurnal Fakultas Ekonomi Universitas Muhammadiyah Pontianak, 10(2).