



# The Influence Of Organizational Justice And Inclusive Leadership On Organizational Commitment Among Employees At PT Mitra Aneka Rezeki, Kubu Raya Regency

Dinda Regina <sup>1)</sup>; Irfan Mahdi <sup>2)</sup>

<sup>1,2)</sup> Universitas Muhammadiyah Pontianak, Indonesia

Email: <sup>1)</sup> [201310129@unmuhpnk.ac.id](mailto:201310129@unmuhpnk.ac.id) , <sup>2)</sup> [Irfan.mahdi@unmuhpnk.ac.id](mailto:Irfan.mahdi@unmuhpnk.ac.id)

## How to Cite :

Regina, D., Mahdi, Mahdi, I. (2024). The Influence Of Organizational Justice And Inclusive Leadership On Organizational Commitment Among Employees At PT Mitra Aneka Rezeki, Kubu Raya Regency. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(4). DOI: <https://doi.org/10.37676/ekombis.v12i4>

## ARTICLE HISTORY

Received [20 September 2024]

Revised [28 October 2024]

Accepted [31 October 2024]

## KEYWORDS

Organizational Justice, Inclusive Leadership, Organizational Commitment, Regression Analysis).

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



## ABSTRACT

This study explores the impact of Organizational Justice and Inclusive Leadership on Organizational Commitment. Using data from 127 respondents, multiple regression analysis was conducted to assess the relationships between these variables. The findings indicate a positive but weak correlation between Organizational Justice, Inclusive Leadership, and Organizational Commitment. While the combined effect of both variables is statistically significant, their individual impacts are not significant. The coefficient of determination ( $R^2$ ) reveals that only 6.1% of the variation in Organizational Commitment can be explained by Organizational Justice and Inclusive Leadership. These results suggest that other factors not included in the study may contribute to Organizational Commitment. The study highlights the importance of leadership and justice in organizations, but also calls for further research to explore additional variables that may influence employee commitment.

## INTRODUCTION

Human resources (HR) are a key element in supporting an organization's activities to achieve its defined objectives. Sinambela (2016, p. 8) explains that, "Human resource management is the process of handling various issues within the scope of employees, laborers, managers, and other workers to support organizational activities in achieving established goals."

Another important factor influencing organizational success is organizational justice. According to Alfian et al. (2021, pp. 24–25), "Organizational justice refers to how individuals perceive the fairness of outcomes they receive and how they are treated within the company, in accordance with moral and ethical standards expected, applied to investigate various behaviors relevant to the organization."

The success of HR management is also heavily influenced by the leadership style implemented in the organization. Nembhard & Edmondson, as cited in Ghafar (2023, p. 17), explain that: "Inclusive leadership refers to the expressions and behaviors of a leader that show appreciation for the contributions made by others/employees. Inclusive leadership also greatly values ideas or suggestions from others. In other words, an inclusive leader should involve others/underlings in discussions and decision-making while paying attention to their voices and perspectives."

Meanwhile, organizational commitment is a critical factor in maintaining organizational stability. Mathis & Jackson (2016, p. 605) state, "Organizational commitment is the extent to which employees believe in the organization, accept its goals, and have the desire to stay with the organization. This relates to employees' ability to identify with the values, rules, and goals of the organization, which includes loyalty to the company and involvement in their work. Organizational commitment is also related to leadership practices within the company or organization."

PT Mitra Aneka Rezeki (PT MAR) is a palm oil processing mill located in Dusun Natai Raja, Desa Ambawang, Kecamatan Kubu, Kabupaten Kubu Raya, West Kalimantan. The mill was established in 2009 and began operations in 2011 with a processing capacity of 45 tons of Fresh Fruit Bunches (FFB). PT MAR manages three palm oil plantations: Ambawang Air Putih Estate (AAPE), Kampung Baru Estate (KBE), and Arus Sei Deras Estate (ASDE). The harvested crops from these plantations are transported to the mill to be processed into Crude Palm Oil (CPO). PT MAR plays an important role in meeting the domestic demand for palm oil.

**Table 1 Crude Palm Oil Production Quantity (2021–2023)**

| Year                                    | CPO (Tons) |
|---|------------|
| 2021                                    | 40,874     |
| 2022                                    | 35,457     |
| 2023                                    | 41,161     |
| Percentage Change (%)   -13.25   +16.09 |            |

Source: PT Mitra Aneka Rezeki, 2024

Based on Table 1, the annual CPO production at PT Mitra Aneka Rezeki fluctuates. In 2022, production decreased by 13.25%, while in 2023, it increased by 16.09%. PT Mitra Aneka Rezeki employs 137 employees across various work divisions in the factory. The following table presents the number of employees at PT Mitra Aneka Rezeki in 2024:

**Table 2 Number Of Employees By Division In 2024**

| No | Division Name                     | Permanent | Non-Permanent | Total |
|----|-----------------------------------|-----------|---------------|-------|
| 1  | Mill Manager                      | 1         | -             | 1     |
| 2  | Head of Administration            | 1         | -             | 1     |
| 3  | Assistant Head                    | 1         | -             | 1     |
| 4  | Payroll Clerk                     | 1         | -             | 1     |
| 5  | Production Clerk                  | 1         | -             | 1     |
| 6  | Cashier                           | 1         | -             | 1     |
| 7  | Document Control Staff            | 1         | -             | 1     |
| 8  | Weighbridge Operator              | 2         | 1             | 3     |
| 9  | Warehouse Staff                   | 1         | -             | 1     |
| 10 | Human Resources / General Affairs | 1         | 1             | 2     |
| 11 | Security (Satpam)                 | 10        | -             | 10    |

| No    | Division Name                | Permanent | Non-Permanent | Total |
|-------|------------------------------|-----------|---------------|-------|
| 12    | Dock Workers                 | 15        | 2             | 17    |
| 13    | Acting Processing Assistant  | 5         | -             | 5     |
| 14    | Processing                   | 54        | -             | 54    |
| 15    | Maintenance Staff            | 5         | 1             | 6     |
| 16    | Electrician                  | 25        | -             | 25    |
| 17    | Quality Control & Laboratory | 1         | 3             | 4     |
| Total |                              | 128       | 9             | 137   |

Source: PT Mitra Aneka Rezeki, 2024

From Table 2, it can be observed that most of the permanent employees at PT Mitra Aneka Rezeki work in the Processing division, accounting for 50% of the total workforce, while non-permanent employees are predominantly in the Quality Control & Laboratory division, making up 33.33% of the non-permanent workforce.

Working Hours Regulations at PT Mitra Aneka Rezeki Based on the Collective Labor Agreement (PKB).

**Table 3 Employee Working Hours In 2024**

| Day           | Working Hours                     | Break Time      |
|---------------|-----------------------------------|-----------------|
| Monday–Friday | 07:00–11:00 WIB & 13:00–16:00 WIB | 11:00–13:00 WIB |
| Saturday      | 07:00–11:00 WIB & 12:00–13:00 WIB | 11:00–12:00 WIB |

Source: PT Mitra Aneka Rezeki, 2024

The table above shows the standard working hours for all employees, except for security (Satpam), dock workers, electricians, and quality control & laboratory staff. These divisions operate in three shifts, as follows:

1. First Shift: 07:00–16:00 WIB
2. Second Shift: 16:00–23:00 WIB
3. Third Shift: 23:00–07:00 WIB

Working hours are managed by each department head according to operational needs and company policies, including break times and meal breaks, without violating the 8-hour daily or 48-hour weekly work limit. Employees who have worked six consecutive days are entitled to one day of weekly rest.

If an employee requests leave for personal reasons, the leave will be deducted from the 12 days of annual leave. If the leave exceeds the allocated annual leave, employees must compensate with unpaid overtime hours.

The absent rate fluctuated over the three years. In 2022, absent increased by 32.14%, followed by a decrease of 8.11% in 2023. Despite the decrease, the number of employees who were sick, requested permission, or were absent without explanation remains relatively high.

According to Lestari & Ginting (2023), organizational justice negatively and significantly affects absenteeism. Research by Suhardi (2022) shows that leadership also has a negative and significant impact on absenteeism. Similarly, Huzna (2018) found that stronger organizational commitment results in lower absenteeism rates.

During an interview with Mr. Antonius Anwar Vares, Human Resources/General Affairs, he noted that absenteeism is still relatively high due to family matters and a lack of motivation among some employees.

According to Saraswati & Ribek (2018), organizational justice has a negative and significant influence on turnover intention. This study indicates that the lower the perceived justice in an organization, the higher the intention of employees to leave or resign.

Iskandar (2015) also found a negative and significant relationship between inclusive leadership and employees' turnover intention. Furthermore, labor turnover can also be influenced by organizational commitment. This is supported by Kharismawati & Dewi (2016), who stated that organizational commitment negatively and significantly affects turnover. Higher organizational commitment leads to lower labor turnover. This finding aligns with Khan et al. (2014), who also reported that organizational commitment negatively affects turnover.

According to Nurhayati & Supriyadi (2018), organizational justice has a positive and significant effect on work discipline, meaning that better organizational justice contributes to improved employee discipline. Muslimah & Bima (2024) also found that inclusive leadership positively and significantly influences work discipline. Additionally, Surito et al. (2019) stated that organizational commitment has a positive and significant impact on work discipline.

In an interview with Mr. Antonius Anwar Vares, Human Resources/General Affairs, it was revealed that long-serving employees are often involved in decision-making processes. These employees tend to participate more frequently in decision-making compared to newer employees, who are expected to actively contribute and provide input in the future. Furthermore, discussions with several employees highlighted differences in their understanding of salary policies. This presents an opportunity for the company to strengthen communication, ensuring that there is a shared and clear understanding of salary policies.

Based on these observations, the author is interested in conducting research titled "The Influence of Organizational Justice and Inclusive Leadership on Organizational Commitment Among Employees at PT MAR, Kubu Raya Regency." The research aims to address the question of whether Organizational Justice and Inclusive Leadership influence Organizational Commitment among employees at PT MAR, Kubu Raya Regency. To ensure the focus of the study, three main variables will be examined. First, the Organizational Justice variable will be assessed through three dimensions: Distributive Justice, Procedural Justice, and Interactional Justice. Second, the Inclusive Leadership variable will explore the behaviors and expressions of leaders that demonstrate appreciation for employee contributions, value the ideas of others, involve subordinates in decision-making while considering their perspectives, provide opportunities for employees to express opinions, implement new ideas, offer fair opportunities for influence, and foster a supportive and objective environment for all members. Finally, the Organizational Commitment variable will be analyzed through three dimensions: Affective Commitment, Continuance Commitment, and Normative Commitment.

## LITERATURE REVIEW

The literature review serves as the theoretical foundation of an article. In this section, we will discuss the purpose of a literature review, the process of finding appropriate literature to base it on, and how to manage the gathered information. Additionally, we will address four common questions that first-time researchers often face when compiling a literature review.

According to Alfian et al. (2021, p. 24), "Organizational justice emphasizes decisions, perceived equality, justice itself, and the relationship between individuals and their work environment, reflecting an individual's perception of justice in the workplace." Robbins & Judge, as cited in Alfian (2021, pp. 25-27), identified three dimensions of organizational justice. Distributive justice refers to the perception of fairness in the distribution of rewards or outcomes among individuals or employees. It concerns how fair employees perceive the outcomes they receive within the organization. Procedural justice is the perception of fairness regarding the decision-making process used to determine outcomes or rewards. It pertains to employees' views on the fairness of the rules, procedures, and policies in place within the organization.

Interactional justice reflects employees' perceptions of fairness in interactions, which are not captured by procedural justice. It includes actions within the company that demonstrate social sensitivity, such as supervisors treating subordinates with respect and dignity.

According to Nembhard & Edmonson, as cited in Ghafar (2023, p. 17), "Inclusive leadership provides opportunities for everyone by offering fair chances to influence decisions, implementation, and policies." Ghafar & Imtihanah (2023, pp. 18-21) identified several indicators of inclusive leadership. Leaders express behaviors that demonstrate appreciation for employees' contributions. They value the ideas and opinions of others and involve subordinates in discussions and decision-making, considering their voices and perspectives. Employees have the opportunity to voice their opinions, and leaders implement new ideas. Inclusive leaders provide fair opportunities for everyone to influence decisions, execution, and policies, and they create an objective and supportive environment for all members.

Mathis R.L & Jackson (2016, p. 605) define organizational commitment as "the degree to which employees believe in the organization, accept its goals, and desire to remain with the organization." Allen & Meyer (1996), as cited in Mathis R.L & Jackson (2016, pp. 608-609), presented three types of organizational commitment. Affective commitment refers to identification, involvement, and emotional attachment to the organization. Employees with strong affective commitment remain with the organization because they want to. Continuance commitment refers to the perceived costs (financial or otherwise) of leaving the organization. Normative commitment refers to the sense of obligation employees feel to remain with the organization as a way of reciprocating what they have received from it.

A study by Rato & Leda (2020), titled *The Influence of Organizational Justice on Organizational Commitment with Job Satisfaction as a Mediating Variable*, showed that organizational justice has a positive and significant effect on organizational commitment. Similarly, Purnomo (2018), in his study *Inclusive Leadership and Organizational Commitment*, found that inclusive leadership positively and significantly affects organizational commitment, implying that good leadership enhances organizational commitment.

In this research, the independent variables are Organizational Justice (X1) and Inclusive Leadership (X2), while the dependent variable is Organizational Commitment.

## METHODS

This study adopts a quantitative approach to explore the relationship between Organizational Justice, Inclusive Leadership, and Organizational Commitment. According to Perry et al. (2003, p. 661), the methods section is designed to outline the steps followed in executing the study while providing sufficient justification for the chosen research methods. The methodology provides a clear framework to evaluate the reliability and validity of the study's findings, and the detailed information ensures that other researchers can replicate the study (American Psychological Association, 2001, p. 17).

The target population of this study consists of all employees of PT. Mitra Aneka Rezeki in Kubu Raya District, excluding company leadership, totaling 127 employees in 2024. As defined by Siregar (2020, p. 56), the sample refers to a selected portion of the population for the study. The sampling technique used is saturated sampling, meaning all employees, excluding leadership, were included in the study. This approach provides a comprehensive analysis of the employee group at the company.

Data for this research were collected through interviews and questionnaires. Interviews were conducted with the Human Resources/General Affairs department of PT. Mitra Aneka Rezeki to obtain qualitative insights. Additionally, a structured questionnaire was distributed to permanent employees to gather quantitative data. As described by Sugiyono (2020, p. 199), questionnaires allow researchers to collect data by providing a set of written questions for the respondents to answer.

To measure the variables in this study, a Likert scale was utilized, which is commonly used to assess attitudes, opinions, and perceptions of individuals or groups toward a social phenomenon. The Likert scale used in this study includes five response categories, ranging from "Strongly Agree" to "Strongly Disagree," with scores assigned to each response. This approach ensures that responses are quantifiable and allow for statistical analysis.

Instrument testing for this study includes validity and reliability tests. According to Siregar (2020, p. 75), validity refers to the accuracy of the measurement tool in capturing the intended construct, and this was assessed using the product moment correlation technique. Reliability was assessed to ensure consistency in measurement, with instruments considered reliable if their reliability coefficient exceeds 0.6 (Siregar, 2020, p. 87). The classical assumption tests, including normality and linearity tests, were also applied to ensure the data met the necessary assumptions for statistical analysis.

## RESULTS

**Table 4 Normality Test**

| One-Sample Kolmogorov-Smirnov Test       |                         |             |                         |
|--|-------------------------|-------------|-------------------------|
|  |                         |             | Unstandardized Residual |
| N  |                         |             | 127                     |
| Normal Parameters <sup>a,b</sup>         | Mean                    |             | .0000000                |
|  | Std. Deviation          |             | 4.03747890              |
| Most Extreme Differences                 | Absolute                |             | .225                    |
|  | Positive                |             | .225                    |
|  | Negative                |             | -.136                   |
| Test Statistic                           |                         |             | .225                    |
| Asymp. Sig. (2-tailed) <sup>c</sup>      |                         |             | .200                    |
| Monte Carlo Sig. (2-tailed) <sup>d</sup> | Sig.                    |             | .000                    |
|  | 99% Confidence Interval | Lower Bound | .000                    |
|  |                         | Upper Bound | .000                    |

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.  
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

The table above shows that the Asymp. Sig (2-tailed) value is  $0.200 < 0.05$ , which means that all residual values are normally distributed.

## Linearity Test

The linearity test is used to determine whether the model specification is correct. The results of the linearity test for the Organizational Support variable are shown in the following table X1

**Table 5 X1 Linearity Test**

|  |                |                          | ANOVA Table    |     |             |       |      |
|--|----------------|--------------------------|----------------|-----|-------------|-------|------|
|  |                |                          | Sum of Squares | df  | Mean Square | F     | Sig. |
| Komitmen Organisasional (Y) * Keadilan organisasi (X1) | Between Groups | (Combined)               | 430.925        | 13  | 33.148      | 2.092 | .020 |
|  |                | Linearity                | 107.652        | 1   | 107.652     | 6.793 | .010 |
|  |                | Deviation from Linearity | 323.273        | 12  | 26.939      | 1.700 | .076 |
|  | Within Groups  |                          | 1790.728       | 113 | 15.847      |       |      |
|  | Total          |                          | 2221.654       | 126 |             |       |      |

The linearity test result shows a deviation from linearity significance value of  $0.076 > 0.05$ . It can be concluded that there is a linear relationship between Organizational Commitment and organizational justice.

**Table X2**

| ANOVA Table  |                |                          | Sum of Squares | df  | Mean Square | F     | Sig. |
|--|----------------|--------------------------|----------------|-----|-------------|-------|------|
| Komitmen Organisasional (Y) * Kepemimpinan Inklusif (X2) | Between Groups | (Combined)               | 216.606        | 11  | 19.691      | 1.129 | .345 |
|  |                | Linearity                | 96.300         | 1   | 96.300      | 5.523 | .020 |
|  |                | Deviation from Linearity | 120.307        | 10  | 12.031      | .690  | .732 |
|  | Within Groups  |                          | 2005.047       | 115 | 17.435      |       |      |
|  | Total          |                          | 2221.654       | 126 |             |       |      |

The linearity test result shows a deviation from linearity significance value of 0.732 > 0.05. It can be concluded that there is a linear relationship between Organizational Commitment and Inclusive Leadership.

**Table 6 Multicollinearity**

| Coefficients <sup>a</sup> |                            |                             |            |                           |       |       |                         |
|---------------------------|----------------------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|
|                           |                            | Unstandardized Coefficients |            | Standardized Coefficients |       |       | Collinearity Statistics |
| Model                     |                            | B                           | Std. Error | Beta                      | t     | Sig.  | Tolerance VIF           |
| 1                         | (Constant)                 | 16.458                      | 1.954      |                           | 8.424 | <.001 |                         |
|                           | Keadilan organisasi (X1)   | .108                        | .052       | .184                      | 2.076 | .040  | .953 1.049              |
|                           | Kepemimpinan Inklusif (X2) | .108                        | .057       | .168                      | 1.904 | .059  | .953 1.049              |

a. Dependent Variable: Komitmen Organisasional (Y)

The multicollinearity test is performed to analyze the correlation between independent variables. To determine if a model exhibits multicollinearity, we look at the Variance Inflation Factor (VIF) and tolerance levels. If the tolerance value is > 0.10 or VIF < 10, there is no multicollinearity between the independent variables. Conversely, if these conditions are not met, multicollinearity exists. The results of the multicollinearity test indicate no multicollinearity between the independent variables in the regression model. This is marked by tolerance values greater than 0.10 and VIF values less than 10.

### Multiple Regression

Multiple linear regression analysis was conducted to assess the effect of independent variables on the dependent variable using data from 127 respondents. The following is the Multiple Linear Regression Analysis Table:

**Table 7 Multiple Regression**

| Coefficients <sup>a</sup> |                            |                             |            |                           |             |
|---------------------------|----------------------------|-----------------------------|------------|---------------------------|-------------|
|                           |                            | Unstandardized Coefficients |            | Standardized Coefficients |             |
| Model                     |                            | B                           | Std. Error | Beta                      | t Sig.      |
| 1                         | (Constant)                 | 16.458                      | 1.954      |                           | 8.424 <.001 |
|                           | Keadilan organisasi (X1)   | .108                        | .052       | .184                      | 2.076 .040  |
|                           | Kepemimpinan Inklusif (X2) | .108                        | .057       | .168                      | 1.904 .059  |

a. Dependent Variable: Komitmen Organisasional (Y)

From the multiple linear regression equation, the formula is as follows:  $Y = 16.458 + 0.108X_1 + 0.108X_2$ . This equation can be interpreted as follows: a. The constant value is 16.458. This means that if both Organizational Justice and Inclusive Leadership are 0, then Organizational Commitment will have a value of 16.458. b. The regression coefficient for variable X1 is positive

at 0.108, meaning that if X1 increases, Y will also increase, and vice versa. c. The regression coefficient for variable X2 is positive at 0.108, meaning that if X2 increases, Y will also increase, and vice versa.

**Table 7 Coefisien korelasi**

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | .275 <sup>a</sup> | .075     | .061              | 4.070                      |

a. Predictors: (Constant), Kepemimpinan Inklusif (X2), Keadilan organisasi (X1)

The correlation value (R) obtained is 0.275, which lies between 0.500 and 0.700, indicating that there is a moderate to strong relationship between Organizational Justice (X1), Inclusive Leadership (X2), and Organizational Commitment (Y).

**Coefficient of Determination (R<sup>2</sup>)**

This test is used to determine the contribution of variable X to variable Y. The results of the Coefficient of Determination (R<sup>2</sup>) test show a value of 0.061, which means that 6.1% of the variation in Organizational Commitment is explained by Organizational Justice and Inclusive Leadership, while the remaining 93.9% is explained by other variables not included in the study.

**Table 8 Uji f**

| ANOVA <sup>a</sup> |            |                |     |             |       |                   |
|--------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F     | Sig.              |
| 1                  | Regression | 167.698        | 2   | 83.849      | 5.062 | .008 <sup>b</sup> |
|                    | Residual   | 2053.956       | 124 | 16.564      |       |                   |
|                    | Total      | 2221.654       | 126 |             |       |                   |

a. Dependent Variable: Komitmen Organisasional (Y)

b. Predictors: (Constant), Kepemimpinan Inklusif (X2), Keadilan organisasi (X1)

The F-test shows that the independent variables significantly affect the dependent variable. This is evident from the probability value (Sig.) of  $0.008 < 0.05$ , meaning that both Organizational Justice and Inclusive Leadership have a simultaneous effect on Organizational Commitment.

**Table 9 Uji t**

| Coefficients <sup>a</sup> |                            |                             |            |                           |       |
|---------------------------|----------------------------|-----------------------------|------------|---------------------------|-------|
| Model                     |                            | Unstandardized Coefficients |            | Standardized Coefficients | Sig.  |
|                           |                            | B                           | Std. Error | Beta                      |       |
| 1                         | (Constant)                 | 16.458                      | 1.954      |                           | <.001 |
|                           | Keadilan organisasi (X1)   | .108                        | .052       | .184                      | .040  |
|                           | Kepemimpinan Inklusif (X2) | .108                        | .057       | .168                      | .059  |

a. Dependent Variable: Komitmen Organisasional (Y)

The T-test is conducted to determine the partial effect of each independent variable (Organizational Justice and Inclusive Leadership) on the dependent variable (Organizational Commitment). The results of the partial test (T-test) are as follows:

- a. The significance level for Organizational Justice (X1) is  $0.40 > 0.05$ . This means that the Organizational Justice variable does not have a significant partial effect on Organizational Commitment (Y), so  $H_0$  is accepted, and  $H_a$  is rejected.
- b. The significance level for Inclusive Leadership (X2) is  $0.59 > 0.05$ . This means that the Inclusive Leadership variable does not have a significant partial effect on Organizational Commitment (Y), so  $H_0$  is accepted, and  $H_a$  is rejected.

## DISCUSSION

### Normality Test

The normality test results show that the Asymp. Sig (2-tailed) value is 0.200, which is greater than the significance threshold of 0.05. This suggests that the residual values are normally distributed, indicating that the assumptions of normality have been met. The data can, therefore, be considered suitable for further statistical analysis, as normal distribution is a key assumption in regression analysis.

### Linearity Test

The linearity tests for both variables (Organizational Justice and Inclusive Leadership) show that the deviation from linearity significance values are 0.76 and 0.732, both greater than 0.05. This indicates that there is a linear relationship between Organizational Commitment and both Organizational Justice (X1) and Inclusive Leadership (X2). Therefore, the assumption of linearity in the regression model is satisfied. These results confirm that both independent variables are related in a linear manner to the dependent variable, Organizational Commitment.

### Multicollinearity

The multicollinearity test results reveal that there is no multicollinearity between the independent variables. This is indicated by the tolerance values being greater than 0.10 and VIF values being less than 10. Multicollinearity occurs when independent variables are highly correlated, which can distort regression estimates. Since no multicollinearity is detected, it can be concluded that the independent variables (Organizational Justice and Inclusive Leadership) are not highly correlated, and the regression analysis results are reliable.

### Multiple Regression

The multiple regression analysis provides the equation  $Y = 16.458 + 0.108 X_1 + 0.108 X_2$ . The positive regression coefficients for both  $X_1$  (Organizational Justice) and  $X_2$  (Inclusive Leadership) suggest that increases in either variable lead to an increase in Organizational Commitment. The constant value of 16.458 implies that when both Organizational Justice and Inclusive Leadership are zero, Organizational Commitment will have a value of 16.458. These results indicate a positive relationship between both independent variables and Organizational Commitment, which aligns with the theory that organizational justice and inclusive leadership can enhance employee commitment.

### Correlation Coefficient

The correlation value (R) of 0.275 suggests a moderate to weak positive relationship between the independent variables (Organizational Justice and Inclusive Leadership) and the dependent variable (Organizational Commitment). Although the correlation is not very high, it still suggests that there is a notable connection between these variables. This finding indicates

that both organizational justice and inclusive leadership contribute to the formation of organizational commitment, but other factors might also play a role.

### **Coefficient of Determination ( $R^2$ )**

The coefficient of determination ( $R^2$ ) is 0.061, meaning that 6.1% of the variation in Organizational Commitment is explained by Organizational Justice and Inclusive Leadership. While this percentage is relatively low, it suggests that these two independent variables do have some influence on Organizational Commitment, but other factors not included in the study explain a larger portion of the variation. This implies that additional variables should be considered in future research to better explain organizational commitment.

### **F-Test**

The F-test results, with a significance value of 0.008, indicate that the independent variables (Organizational Justice and Inclusive Leadership) jointly have a significant effect on Organizational Commitment. This suggests that both variables together influence Organizational Commitment in a meaningful way. The result supports the hypothesis that organizational justice and inclusive leadership play an important role in shaping employee commitment.

### **T-Test**

The T-test results show that neither Organizational Justice (X1) nor Inclusive Leadership (X2) has a significant partial effect on Organizational Commitment, as both have significance values of 0.40 and 0.59, respectively, which are greater than 0.05. This means that, while both variables are important in the regression model, their individual effects on Organizational Commitment are not statistically significant. These findings imply that the relationship between each independent variable and Organizational Commitment might be influenced by other factors, and further analysis is needed to explore these influences more thoroughly.

In conclusion, while organizational justice and inclusive leadership are important factors in the organizational commitment model, their individual effects might not be as strong as expected. Further research is needed to investigate additional variables that could have a more significant impact on organizational commitment.

## **CONCLUSION**

This study examined the effects of Organizational Justice and Inclusive Leadership on Organizational Commitment. The results of the normality and linearity tests indicate that the data meets the assumptions required for regression analysis. The absence of multicollinearity further ensures the validity of the regression model. The multiple regression analysis reveals a positive relationship between both Organizational Justice and Inclusive Leadership with Organizational Commitment. However, the correlation between these variables is moderate, and the coefficient of determination ( $R^2$ ) shows that only 6.1% of the variation in Organizational Commitment can be explained by the independent variables. The F-test confirms that both variables jointly have a significant effect on Organizational Commitment, while the T-test results suggest that the individual effects of Organizational Justice and Inclusive Leadership on Organizational Commitment are not statistically significant.

In conclusion, while Organizational Justice and Inclusive Leadership play a role in shaping Organizational Commitment, their individual contributions are relatively weak. This implies that other factors not included in the study might also influence organizational commitment. Future research should explore additional variables and their interactions to gain a more comprehensive understanding of the drivers of Organizational Commitment.

## LIMITATION

1. Limited Scope of Variables: The study only focused on two independent variables—Organizational Justice and Inclusive Leadership—without considering other potentially significant factors such as work environment, job satisfaction, and leadership style.
2. Low Coefficient of Determination ( $R^2$ ): The  $R^2$  value of 0.061 suggests that the independent variables in the model explain only a small portion of the variance in Organizational Commitment. This indicates that other factors not included in the study may contribute more significantly to Organizational Commitment.
3. Cross-Sectional Data: The study used cross-sectional data, which provides a snapshot of the relationships between variables at a single point in time. Longitudinal data would offer a more accurate assessment of the causal relationships between the variables.
4. Sample Size and Generalizability: Although 127 respondents were included, the sample may not be fully representative of all organizations or sectors. The findings may not be generalizable to other contexts or industries, especially those with different organizational cultures.
5. Self-Report Bias: Since the data was likely self-reported by participants, there could be biases in the responses, particularly related to social desirability or personal perceptions of Organizational Justice and Inclusive Leadership.

## REFERENCES

- Alfian R, Poluan, Tewal B, Lengkong, V.P.K, Nelwan, O.S, Sendow, G.M (2021). Keadilan Dalam Organisasi. Unsrat Press.
- Ghafar, M., & Imtihanah, A.H., (2023). Model Kepemimpinan Inklusif Berbasis Gender : Profil Sukses Kepemimpinan Wanita Di Perguruan Tinggi Islam Indonesia. IAIN Ponorogo Press.
- Hardani, Auliya, N.H, Andriani, H, Fardani, R.A, Ustiawaty, J., Utami, E.F., Sukmana, D.J, Istiqomah, R.R. (2020). Metode Penelitian Kualitatif & Kuantitatif. CV Pustaka Ilmu Group.
- Hidayanti, S., Budianto, A., & Setianingsih, W. (2020). Pengaruh Persepsi Dukungan Organisasi dan Keadilan Organisasi terhadap Kepuasan Kerja Pegawai (suatu studi pada PT. PP Presisi Tbk Tasikmalaya). *Business Management and Entrepreneurship Journal*, 2(3), 94-105.
- Huzna, V.F (2018). Analisis Faktor Kepribadian, Kepuasan Kerja, dan Komitmen Organisasional Terhadap Kemangkiran. *Jurnal Performance*. 25(1), 24-25.
- Iskandar, S. (2015). Pengaruh kepemimpinan Inklusif terhadap turn over intention karyawan departemen front office di Hotel Ibis Bandung Trans Studio. *Jurnal Manajemen Resort dan Leisure*, 12(2).
- Khan, M.S, Kundi, G.M, Khan, S., Khan, I., Yar, N.B (2014), The Cause-& Effect and Correlation Between Job Satisfaction and Organizational Commitment on Intention to Leave Among the Academicians in Higher Educational Institutions of Khyber Pakhtunkhwa, Pakistan. *International Journal of Academic Research in Business and Social Sciences*. 4(2), 103-110.
- Kharismawati, & Dewi (2016). Pengaruh Komitmen Organisasional, Dukungan Sosial, Dan Iklim Etika Terhadap Turnover Intention, *Jurnal Manajemen UNUD*. Vol 5 (2), 1368-1398.
- Lestari, S., & Ginting, E. (2023). Pengaruh Keadilan Organisasi, Budaya Organisasi dan Kepuasan Kerja terhadap Kemangkiran di Sekretariat Daerah Kota Metro. *Business Management and Entrepreneurship Journal*, 5(2), 150- 163.
- Mathis, R.L & Jackson, J. (2016). *Human Resources Management*. 13th Edition. Western Cengage Learning.
- Muslimah, N. A., & Bima, M. I. M. (2024). Pengaruh Kepemimpinan Inklusif dan Kompensasi Terhadap Disiplin Kerja Karyawan Pada PT Pegadaian (Persero) CP Malimongan Baru di

- Makassar. Wawasan: Jurnal Ilmu Manajemen, Ekonomi dan Kewirausahaan, 2(3), 328-350.
- Nurhayati, A., & Supriyadi, E. (2018). Pengaruh Budaya Organisasi Dan Kepemimpinan Terhadap Disiplin Kerja Melalui Keadilan Organisasi Pada Sekretariat Daerah Kabupaten Serang. EKOBISMAN: JURNAL EKONOMI BISNIS MANAJEMEN, 3(1), 81-103.
- Purnomo, E. (2018). Pengaruh Kepemimpinan Inklusif terhadap Komitmen Organisasi. Sosio e-kons, 10(1), 28-38.
- Purnomo, R.A (2016). Analisis Statistik Ekonomi dan Bisnis Dengan SPSS. Wade Group.
- Rato, K. W., & Leda, R. (2020). Pengaruh keadilan organisasi terhadap komitmen organisasi dengan kepuasan kerja sebagai variabel mediasi. Efisiensi: Kajian Ilmu Administrasi, 17(2), 171-186.
- Saraswati, N. P. A. S., & Ribek, P. K. (2018). Pengaruh Keadilan Organisasi, Kepuasan Kerja dan Organizational Citizenship Behavior terhadap Turnover Intention Karyawan Pada Negari Coffee Luwak. JUIMA: Jurnal Ilmu Manajemen, 8(1).
- Sinambela, L.P. (2016). Manajemen Sumber Daya Manusia. PT Bumi Aksara.
- Siregar, S. (2020). Sistematis Parametrik Untuk Penelitian Kuantitatif Dilengkapi dengan Perhitungan Manual dan Aplikasi SPSS Versi 17. Bumi Aksara.
- Sugiyono. (2020). Metode Penelitian Kuantitatif, Kualitatif dan R&D. Alfabeta.
- Suhardi, M. (2022). Pengaruh Kepemimpinan dan Kepuasan Kerja terhadap Kemangkiran (Absenteeism) Guru Madrasah di bawah Yayasan Pondok Pesantren Addinul Qoyyum Gunung Sari. Journal Of Administration and Educational Management (ALIGNMENT), 5(1), 108-115.
- Surito, Arifin, A. Hadi, dan Aiyub (2019). Pengaruh Disiplin Kerja, dan lingkungan Kerja terhadap Komitmen Organisasi Pegawai Universitas Malikussaleh dengan Kepuasan Kerja. Jurnal Manajemen Indonesia (J-MIND). 4(1), 30- 46.