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## ANALYSIS OF THE EFFECT OF WORK-LIFE BALANCE, SELF-ESTEEM AND WORK MOTIVATION ON ORGANIZATIONAL COMMITMENT MODERATED BY ORGANIZATIONAL JUSTICE ON WORKERS IN YOGYAKARTA

Syamsul Hadi<sup>1)</sup>, Efni Pebrianti<sup>2)</sup>, Kusuma Chandra Kirana<sup>3)</sup>

<sup>1)</sup>Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
E-mail: [syamsul.hadi@ustjogja.ac.id](mailto:syamsul.hadi@ustjogja.ac.id)

<sup>2)</sup>Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
E-mail: [efnipebrianti@gmail.com](mailto:efnipebrianti@gmail.com)

<sup>3)</sup>Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia  
E-mail: [kusumack@ustjogja.ac.id](mailto:kusumack@ustjogja.ac.id)

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**Abstract.** The purpose of this study is to impact the effect of work-life balance, self-esteem and work motivation on organizational commitment moderated by organizational justice in the workforce at Yogyakarta. This research is quantitative. The population in this study was the entire workforce at Yogyakarta. The sample used in this study was 100 employees. The sampling technique in this research is non-probability sampling using purposive sampling. Data was collected by distributing questionnaires. The data analysis technique used is the inner model and path analysis. The data that has been obtained is processed using SmartPLS 3.0. the results of this study indicate that work-life balance has a positive and significant effect on organizational commitment; self-esteem has a positive and significant effect on organizational commitment; work motivation has a positive and significant effect on organizational commitment; work-life balance, self-esteem and work motivation have a positive and significant effect on organizational commitment moderated by organizational justice.

**Keywords:** Work life balance; self-esteem; work motivation; organizational justice; organizational commitment

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### I. INTRODUCTION

Organizational commitment is multinational in nature which includes the efforts put forth by employees, a desire for organizational membership and demonstrating conformity with the values and goals of the organization. Organizational commitment relates to employees' sense of attachment to the work organization with which they are associated. Organizational commitment is considered as the main requirement for every organization. It is the most important factor that determines employee performance, values and attitudes; it plays an important role in employee loyalty which gives rise to an employee's emotional attachment to an organization (Popoola & Fagbola, 2020). In addition, behavior is important to assess the contribution or intention of employees to leave the organization.

Organizational commitment from the literature uses a lot of social exchange theory. This theory explains how humans perceive our relationships with other people according to their perceptions of the balance between what is given into a

relationship and what is removed from that relationship, and also the types of relationships that are carried out, and how people relate to society (between a group of people). Employees' perceptions of fairness determine the quality of the exchange relationship with the organization. When employees feel they are being treated fairly by the organization and its authorities, they will feel obliged to create positive behavior in return (Hadi & Supardi, 2020). Justice organizational impact on the organization such as trust, turnover, commitment, satisfaction, loyalty, job performance, commitment, job satisfaction, motivation, commitment, cost reduction, reduction of counter productive behavior, reduce wild strikes, performance, and salary satisfaction (Hadi et al., 2020).

Work-life balance, self-esteem and motivation in the current literature have an influence on organizational commitment. This is supported by research by Akter et al., (2019) which states that there is a positive effect of work-life balance with the level of commitment to the organization. However, there are inconsistencies in the results of these studies because there are influential and not influential. Like

previous research by Oupen et al., (2020) that there is a positive contribution of work motivation to organizational commitment, while research by Azizah et al., (2019) states that work motivation does not have a positive effect on organizational commitment, so the relationship has inconsistencies. To cover the empirical gap, the research proposes one variable as a moderating variable, namely organizational justice. In various studies, organizational justice has a role in moderating the relationship between work life balance and organizational commitment. On the other hand, future research in Popoola & Fagbola (2020) balance, self-esteem, and work motivation on the organizational commitment. However, (Popoola & Fagbola, 2020) suggest that there is one additional variable in further research, namely adding organizational justice. So from that reason, the title in this study is an analysis of the effect of work-life balance, self-esteem and work motivation on organizational commitment moderated by organizational justice on workers in Yogyakarta.

The aims of this research are to:

1. Assess and analyze the effect of work-life balance on organizational commitment.
2. Assess and analyze the effect of self-esteem on organizational commitment.
3. To examine and analyze the effect of work motivation on organizational commitment.
4. To examine and analyze the moderating effect of organizational justice from work-life balance, self-esteem and work motivation on organizational commitment.

## II. DEFINITION VARIABLE

### A. Organizational Commitment

Popoola & Fagbola (2020) define that organizational commitment is the emotional attachment that an employee has to an organization. It can be said that organizational commitment is the extent to which an employee is loyal and the relative strength of identification with and involvement in a particular organization; accept his values and willingness to put forth a high level of effort within the assigned responsibilities. According to Ingsih et al., (2021) organizational commitment is a work attitude that reflects how someone (likes or dislikes) the organization. If he likes the organization, he will try to keep working, where the organization is a firm intention where someone is involved in the organization.

Commitment is an emotional response that can be measured through behavior, beliefs, and attitudes and can range from very low to very high. Therefore organizational commitment is also very important in an institution to realize the goals of the institution, commitment can be realized if individuals in the organization carry out their rights and obligations in accordance with their respective duties and functions in the organization, because in order to achieve organizational goals, it is the result of work. All members of the organization are collective (Jufrizen et al., 2021). The indicators of organizational commitment according to

Popoola & Fagbola (2020) and Shabir & Gani (2019) are as follows:

1. Affective or moral commitment occurs when individuals fully embrace the goals and values of the organization, become emotionally involved and feel personally responsible for the organization's level of success. Individuals with this type of organizational commitment usually show high levels of performance, positive work attitudes, and a desire to remain with the organization.
2. Continuing or calculative commitment occurs when individuals base their relationship with the organization on what they receive in return for their efforts and what they will lose if they leave (salary, benefits, associations). This group of individuals put forth their best effort only if the rewards match their expectations.
3. Normative commitment is a situation where the individual stays with the organization based on expected standards of behavior or social norms. They tend to display the same attitudes and behaviors as those with affective commitment.

### B. Work Life Balance

According to Akter et al., (2019) work-life balance is about having a good fit between professional roles and other personal activities that are important to people such as leisure and personal activities, family responsibilities, community roles, and recreation. Maintaining a balance between work and personal responsibilities has become a challenge for many people working in various professions. Work-life balance refers to the balanced fulfillment of personal responsibilities and work roles. It basically refers to having steadiness and stability between professional responsibilities and personal involvement that is important to the individual, such as community roles, leisure activities, and family responsibilities. A person is said to be balanced if he is able to be satisfied and function well both at work and at home to fulfill the expected roles in both domains. Moreover, Clark clearly points out that balance does not mean complete absence of conflict; instead, conflicts between different areas of life should be kept to a minimum (Mengistu & Worku, 2020). For most employees working in various industries from the private sector, achieving this balance is largely a challenge. The indicators for work-life balance according to (Popoola & Fagbola, 2020) are as follows: conflicts between different areas of life should be kept to a minimum (Mengistu & Worku, 2020). For most employees working in various industries from the private sector, achieving this balance is largely a challenge. The indicators for work-life balance according to Popoola & Fagbola (2020) are as follows: conflicts between different areas of life should be kept to a minimum (Mengistu & Worku, 2020). For most employees working in various industries from the private sector, achieving this balance is largely a challenge. The indicators for work-life balance according to Popoola & Fagbola (2020) are as follows:

1. Balance of time: focused on the balance of time allotted to darkness. The time balance is a way to balance time between relaxing and effectively resting. The expected result increased concentration, increased productivity, increased occupational satisfaction, better time management, and less stress.
2. Balance of engagement: focused on psychological effort and involvement in both jobs and roles, so as to enjoy the time available and physically and emotionally involved in socialized activities.

### C. Self-Esteem

According to Popoola & Fagbola (2020) self-esteem is the extent to which a person values himself, the value attached to his personality, which affects almost every aspect of life. Self-esteem can also be defined as a self-evaluation and descriptive conceptualization that individuals create and maintain in relation to themselves. It can be concluded that self-esteem is the overall view of the individual calm himself. Self-esteem is also sometimes called self-respect or self-image. For example, a child with high self-esteem may not only see himself as a person, but also as a good person. The concept of self-esteem is so ubiquitous in contemporary life that in the workplace, it is generally assumed that high self-esteem is essential for career success. Individuals with high self-esteem engage in self-promoting activities and view themselves as valuable, while individuals with low self-esteem are seen with mal-adaptive, cognitive, emotional, and behavioral patterns. High self-esteem consists of individuals who value and consider themselves valuable related to personal beliefs about skills, abilities, and social relationships. Self-esteem is an indicator of the quality of a person's social relationships, namely the extent to which the individual is included or ostracized by others. Therefore, organizations need to realize that self-esteem is one of the basics for forming attitudes, behavior, personality, and psychological reactions in organizations. Effective self-esteem is considered the most effective thing in the success and compatibility of people and that the social aspect of self-esteem is the organizational commitment that a person shows at work based on their preferences, talents, attitudes, and cognition Popoola & Fagbola (2020). According to (Popoola & Fagbola, 2020) indicators to measure self-esteem include the following:

1. Confidence: includes appearance, namely individual physical characteristics (physical features) that are considered to be attractive and attractive to be shown or proud of to others. Ability, namely individual capabilities that are believed to have an influence on success. And power (power), namely the power / self-power possessed by individuals to control other individuals, events, and environmental situations (to control people and events).
2. Self-love is defined as an accumulation of urges to love, respect and care for oneself: includes social rewards, namely appreciation of the social environment for individuals which is manifested through affection,

praise and respect so that the individual feels that he is valuable. And also a source of pride from other people who seem to be experienced by themselves (vicarious sources), namely instrumental input outside the individual that encourages the emergence of feelings of worth in oneself.

### D. Work Motivation

According to Oupen et al., (2020) motivation is the desire to act. There is also an opinion that motivation must be injected from the outside, but it is now increasingly understood that everyone is motivated by several different forces. In our work we need to influence subordinates to align their motivation with organizational needs in order to achieve organizational goals. Furthermore, Popoola & Fagbola (2020) define that work motivation is a set of energy forces (multiplicity of needs, drives, and instincts) originating both within and outside the individual's existence to initiate work-related behavior, and determine its form, direction, intensity, and its duration.

Basically, one measure of work motivation that is commonly used is organizational commitment. In addition, in the long term, this understanding will encourage individuals to regulate their performance for the length of service and the sense of identification (within an organization) brought by the task, and regulate the relationship between work motivation and organizational affective commitment. claims that, in order for an organization to survive in competition, survive in turbulent times, and get the total commitment, potential, and maximum benefit from its workforce, a special focus should be given to the motivation of human resources (Popoola & Fagbola, 2020). Competitive employees are aware of the goals to be followed and their efforts to achieve the targets will result in higher productivity, they will do their job with full efficiency and will utilize all their abilities for challenging task engagement with the organization (Hariani et al., 2019). The following are some indicators of work motivation according to Jufrizen et al., (2021), including the following:

1. Internal factors (personal characteristics) in motivation include the needs, desires and expectations contained in the person.
2. External factors (company characteristics) consist of the work environment, salary, working conditions, and company policies, as well as work relationships such as awards, promotions, and responsibilities.

### E. Organizational Justice

Jang et al., (2019) view distributive justice as the extent to which members feel that decisions in the organization have been made fairly. In other words, distributive justice focuses on whether members receive adequate compensation from the organization commensurate with the costs, time, and resources they invest. Then according to Novitasari et al., (2020) organizational justice is defined as employee perceptions of justice that has occurred in a particular organization. Fairness is demonstrated when there is

dedication and action from a management point of view towards employees through high morality through ethical, religious or legal standards.

Perceptions of a certain sense of fairness towards employees are relevant and can have a behavioral effect on them, which can lead to willingness to resign, employee job satisfaction, as well as their commitment and involvement in work (Novitasari et al., 2020). Justice in an organization will greatly affect employee attitudes, therefore justice in an organization needs to be applied properly in order to have a good impact on organizational performance and reduce all forms of conflict between superiors and employees. Jang et al., (2019) said that although the ratio of outcomes to inputs perceived by individuals with respect to themselves and others is usually consistent to some degree, it can be considered as an injustice if they are perceived to be relatively different.

It was also explained that the perception of fairness in the process and procedure for determining distribution and compensation also affects members, procedural justice considerations are the focus. Procedural fairness refers to the level of fairness that members feel in the procedure for determining compensation allocation. Procedural justice focuses not only on compensation allocation and organizational decision-making processes but also on how to identify their presence, which is an important factor for organizational engagement. Thus, it can be seen that procedural justice has a stronger relationship with the process and objectives than distributive justice (Jang et al., 2019).

According to Novitasari et al., (2020) organizational justice indicators are as follows: Distributive justice is expressed in the individual's perception of fairness outcomes and employee benefits are usually defined as psychological such as salaries, rewards and promotions distributed in a way that he or she considers fair.

1. Procedural justice refers to the process of allocation of resources and rewards within the organization or the process used to determine the distribution of results.
2. Interactional justice refers to commitments: personal characteristics (quality of age or treatment of communication, gender, level of education), role characteristics between superior and employee, or authority and employee.

### III. FRAMEWORK AND HYPOTHESIS DEVELOPMENT

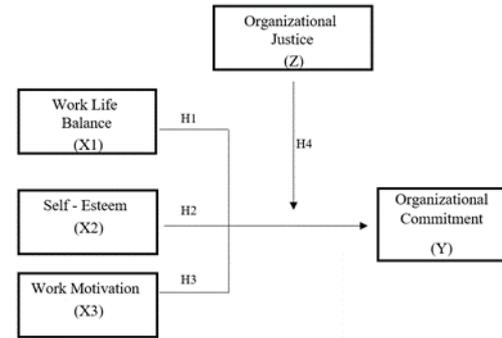


Fig. 1 Research framework

#### Hypothesis

1. There is a positive effect of work-life balance on organizational commitment to the workforce in Yogyakarta.
2. There is a positive effect of self-esteem on organizational commitment to the workforce in Yogyakarta
3. There is a positive effect of work motivation on organizational commitment to the workforce in Yogyakarta.
4. Organizational justice strengthens work-life balance, self-esteem and work motivation towards organizational commitment to the workforce in Yogyakarta.

### IV. RESEARCH METHODS

This research is quantitative. The type of data used in this study is primary data using a questionnaire. The sampling technique in this study was non-probability sampling using purposive sampling with the criteria of respondents being permanent employees and not domiciled in Yogyakarta. This study refers to the sampling method Hair et al., (2014) by multiplying 20X the number of variables. In this study there are 5 variables, so  $20 \times 5 = 100$ . So the sample used in this study is at least 100 respondents. The study was conducted on March 30, 2022. The questionnaire given to respondents was then measured for each answer using a Likert scale with a weighted value of 1 to 5, namely:

- Strongly Disagree (STS) with a score of 1
- Disagree (TS) with a score of 2
- Neutral (N) with a score of 3
- Agree (S) with a score of 4
- Strongly Agree (SS) with a score of 5

#### Data Analysis Technique

##### A. Instrument Test

##### 1) Validity

The validity test is carried out by correlating the item score with the total item score (Wiyono, 2020). The test was carried out on two sides with a significance of 0.05. The question/statement item is declared valid if it has a significant correlation with the total score. To test the validity, using the Pearson bivariate correlation analysis

technique. It is declared significant if, the value of sig. two sides below 0.05 — or the Pearson correlation value (r count) above r table.

2) *Reliability*

The reliability test uses the Alpha (Cronbach's) method with a significance level of 0.05 (Wiyono, 2020). The instrument is said to be reliable if the alpha value > the value of r product moment. Reliability is not good if the alpha value is less than 0.6, while 0.7 is acceptable and above 0.8 is good.

B. *Descriptive Analysis*

Descriptive analysis is a statistic used to analyze data by describing the data that has been collected as it is without intending to make valid conclusions to be generalized.

C. *Hypothesis Testing*

The Inner Model or structural model is actually a hypothesis test, describing the relationship and influence between latent variables based on substantive theory. The equation model can be written as below.

$$\eta_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{jb} \xi_b + \zeta_j$$

Where:

$\beta_{ji}$  and  $\gamma_{jb}$  are path coefficients that relate endogenous predictors and exogenous latent variables  $\xi_b$  and  $\eta_i$  along the index range I and b. While  $\zeta_j$  is the inner residual variable.

The inner model is a test of the structural model carried out by looking at the R-square value as a test of goodness of fit model. In addition, the significance test of the influence between constructs was also carried out by looking at the parameter coefficient values and the t-statistical significance value.

D. *Moderation Analysis*

The moderating variable acts as a variable that can strengthen or weaken the influence between the independent variable and the variable with the dependent variable. Moderation analysis is used to determine whether the moderating variable in a research model is able to strengthen or weaken the influence between the independent variable and the dependent variable. Moderation analysis in the study was carried out with the help of the SmartPLS application which was carried out by performing bootstrapping calculations. Bootstrapping calculation results will produce a moderating effect (Wiyono, 2020).

V. ANALYSIS AND DISCUSSION

A. *Data Analysis*

*Characteristics of Respondents Based on Gender*

Table I  
 Respondents by Gender

Category	Amount	Percentage
Man	30	30%
Woman	70	70%
Total	100	100.0

Based on Table I, it shows that most of the respondents in this study were the majority with the female sex totaling 70 people or having a percentage of 70%, while the respondents with male sex were 30 people or had a percentage of 30%.

*Characteristics of Respondents Based on Age*

Table II  
 Respondents by Age

Category	Amount	Percentage
20 - 24 years old	84	84%
25 - 29 years old	5	5%
30 - 35 years	6	6%
> 36 years old	5	5%
Total	100	100.0

Based on Table II shows that most of the respondents in this study were the majority with ages ranging from 20-24 years which amounted to 84 people or had a percentage of 84%. Respondents aged 25-29 years were 5 people or had a percentage of 5%, aged 30-35 years were 6 people or had a percentage of 6%, while respondents aged >36 years were 5 people or had a percentage of 5%.

*Characteristics of Respondents Based on Marital Status*

Table III

Respondents by Marital Status

Category	Amount	Percentage
Not married yet	84	84%
Marry	16	16%
Total	100	100.0

Based on table III shows that most of the respondents in this study were unmarried with a total of 84 people or had a percentage of 84% and the rest were married which totaled 16 people with a percentage of 16%.

*Characteristics of Respondents Based on Last Education*

Table IV

Respondents by Last Education

Category	Amount	Percentage
Junior high school	3	3%
Senior high school	24	24%
D1 - D3	19	19%
S1	51	51%
S3	3	3%
Total	100	100.0

Based on table IV, it shows that most of the respondents in this study were the majority with the last

education of S1 which amounted to 51 people or had a percentage of 51%. Respondents with junior high school education amounted to 3 people or had a percentage of 3%, Senior high school were 24 people or had a percentage of 24%, Diploma (D1-D3) were 19 people or had a percentage of 19%, while respondents with the latest education S3 were 3 people or has a percentage of 3%.

*Characteristics of Respondents Based on Length of Work*  
 Table V

Respondents by Length of Work		
Category	Amount	Percentage
1 - 6 months	26	26%
7 months - 1 year	37	37%
25 years	25	25%
> 5 years	12	12%
Total	100	100.0

Based on table V shows that most of the respondents in this study were the majority with a length of work 7 months - 1 year totaling 37 people or having a percentage of 37%. Respondents with a length of work 1-6 months totaled 26 people or had a percentage of 26%, 2-5 years amounted to 25 people or had a percentage of 25%, while respondents with a working period of more than 5 years amounted to 12 people or had a percentage of 12%.

Table VI  
 Hypothesis test

	Original Sample (O)	T Statistics ((O/STDEV))	P Value
Work Life Balance -> Organizational Commitment	0.287	2.139	0.033
Self-Esteem -> Organizational Commitment	0.463	3.280	0.001
Work Motivation -> Organizational Commitment	0.457	3.459	0.001
Work Life Balance*Organizational Justice -> Organizational Commitment	0.785	2,987	0.003
Self-Esteem*Organizational Justice -> Organizational Commitment	0.450	2.811	0.005
Work Motivation*Organizational Justice -> Organizational Commitment	0.231	2.107	0.036

*Work Life Balance Variables*

Based on the table above, testing the effect of Work-Life Balance on Organizational Commitment shows an estimated value of 0.287 and a t-statistic value of 2.139 > 1.96, with a p-value of 0.033 < 0.05. Thus, it can be concluded that there is a positive and significant influence on Work-Life Balance on Organizational Commitment.

*Self-Esteem Variables*

Testing the effect of Self-Esteem on Organizational Commitment shows an estimated value of 0.463 and a t-statistic value of 3.280 > 1.96, with a p-value of 0.001 < 0.05. Thus it can be concluded that there is a positive and significant effect of Self-Esteem on Organizational Commitment.

*Work Motivation Variables*

Testing the effect of work motivation on organizational commitment shows an estimated value of 0.457 and a t-statistic value of 3.459 > 1.96, with a p-value of 0.001 < 0.05. Thus, it can be concluded that there is a positive and significant effect of work motivation on organizational commitment.

*Work-Life Balance Variables on Organizational Commitment in Organizational Justice Moderation*

Testing the effect of work life balance on organizational commitment moderated by organizational justice shows an estimated value of 0.785 and a t-statistic value of 2.987 > 1.96, with a p value of 0.003 < 0.05. Thus it can be concluded that there is a positive and significant effect of work life balance on organizational commitment with moderated organizational justice.

*Variable Self-Esteem on Organizational Commitment in Moderation of Organizational Justice*

Testing the effect of self-esteem on organizational commitment moderated by organizational justice shows an estimated value of 0.450 and a t-statistic value of 2.811 > 1.96, with a p-value of 0.005 < 0.05. Thus it can be concluded that there is a positive and significant effect of self-esteem on organizational commitment with moderated organizational justice.

*Variables of Work Motivation on Organizational Commitment in Moderation of Organizational Justice*

Testing the effect of work motivation on organizational commitment moderated by organizational justice shows an estimated value of 0.231 and a t-statistic value of 2.107 > 1.96, with a p value of 0.036 < 0.05. Thus, it can be concluded that there is a positive and significant effect of work motivation on organizational commitment moderated by organizational justice.

*Variables of Work-Life Balance, Self-Esteem and Work Motivation on Organizational Commitment in Moderation of Organizational Justice*

Table VII  
 R<sup>2</sup> Value Before Moderation

	R Square	Adjusted R Square
Organizational Commitment	0.499	0.477

Based on table VII it can be concluded that the work life balance, self-esteem and work motivation model on organizational commitment gives a value of 0.477, which can be interpreted that the organizational commitment variable which can be explained by the work life balance, self-esteem and work motivation variables is 47,7% while the rest is explained by other variables outside this study.

Table VIII  
 R<sup>2</sup> Value After Moderation

	R Square	Adjusted R Square
Organizational Commitment	0.769	0.751

Based on table VIII it can be concluded that the work life balance, self-esteem and work motivation model with moderated organizational justice on organizational commitment gives a value of 0.751, which can be interpreted that the organizational commitment variable can be explained by the variables work life balance, self-esteem and work motivation and moderated by social justice is 75.1% while the rest is explained by other variables outside of this study.

*B. Discussion*

*Analysis of the Effect of Work-Life Balance on Organizational Commitment*

The results showed that work-life balance had a positive and significant effect on organizational commitment to the workforce in Yogyakarta. This is evidenced by the original sample coefficient (O) of 0.287 with a t-statistic value of 2.139 > 1.96 and a p-value of 0.033 < 0.05. This means that the better the work-life balance felt by the employees, the higher the commitment that employees have to the company significantly.

This is in line with previous research conducted by Popoola & Fagbola (2020) which shows that work-life balance has a positive relationship with organizational commitment. Other research by Akter et al., (2019) also revealed that there is a positive effect of work-life balance with the level of commitment to the organization. The better work-life balance felt by employees, making them feel comfortable in carrying out their work responsibilities and creating a strong commitment to the company.

*Analysis of the Effect of Self-Esteem on Organizational Commitment*

The results showed that self-esteem had a positive and significant effect on organizational commitment to the workforce in Yogyakarta. This is evidenced by the original sample coefficient (O) of 0.463 with a t-statistic value of 3.280 > 1.96 and a p-value of 0.001 < 0.05. This means that the better the acceptance of employee self-esteem in the

company will increase the commitment to the company significantly.

This is in line with previous research conducted by Kim et al., (2021) which reveals that self-esteem has a significant effect on organizational commitment. Other research by Popoola & Fagbola (2020) also revealed that self-esteem has a positive impact on organizational commitment. Self-esteem from the company to its employees will lead to positive feedback for the company, this can lead to higher employee commitment to keep working well for the company.

*Analysis of the Effect of Work Motivation on Organizational Commitment*

The results showed that work motivation had a positive and significant effect on organizational commitment to the workforce in Yogyakarta. This is evidenced by the original sample coefficient (O) of 0.457 with a t-statistic value of 3.459 > 1.96 and a p-value of 0.001 < 0.05. This means that the higher the work motivation of employees will increase the commitment to stay with the company significantly.

This is in line with previous research conducted by Oupen et al., (2020) which reveals that work motivation contributes positively to organizational commitment. Other research by Popoola & Fagbola (2020) also revealed that work motivation has a significant effect on organizational commitment. Employee work motivation is a strong reason that underlies a person to work and survive with a strong commitment to the company.

*Organizational Justice Moderates Work-Life Balance, Self-Esteem and Work Motivation on Organizational Commitment*

The results showed that organizational justice strengthens the effect of work-life balance, self-esteem and work motivation on organizational commitment to the workforce in Yogyakarta. This is indicated by the value of the coefficient of determination after moderation of 0.751 > 0.477 (before moderation). This means that the better application of organizational justice received by employees will be able to strengthen the effect of work-life balance, self-esteem and work motivation on organizational commitment.

This is in line with previous research conducted by Putri & Zona, (2020) which shows that organizational justice is capable of moderating which strengthens the effect on employee commitment. Another study conducted by Peprah, (2020) which also uses organizational justice as a moderating variable because it is considered a potential moderator. Organizational justice is carried out properly, it can strengthen the influence on employee commitment.

VI. CONCLUSIONS

Based on the data analysis that has been done, it can be concluded that work-life balance has a positive and significant effect on organizational commitment to the workforce in Yogyakarta. Self-esteem has a positive and

significant effect on organizational commitment to the workforce in Yogyakarta. Work motivation has a positive and significant effect on organizational commitment to the workforce in Yogyakarta. Work-life balance has a positive and significant effect on organizational commitment with moderated organizational justice on the workforce in Yogyakarta. Self-esteem has a positive and significant effect on organizational commitment with moderated organizational justice on the workforce in Yogyakarta. Work motivation has a positive and significant effect on organizational commitment with moderated organizational justice on the workforce in Yogyakarta. Further researchers can expand the research population and add other variables to explain organizational commitment such as organizational culture, work environment and soon.

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