

ABSTRACT

This study examines the phenomenon of high loyalty among non-family employees at PT Buwana Karya Jaya despite relatively limited financial compensation. The objective of this research is to explore how the role of organizational justice and Javanese cultural values, specifically the concept of diuwongke (being humanized), shape the intention to stay. Employing a qualitative approach with Interpretative Phenomenological Analysis (IPA), data were collected through in-depth interviews with nine employees who have a tenure of over three years.

The results reveal four key findings. First, organizational justice is perceived through a family-like yet professional work environment, where justice is redefined as a guarantee of livelihood security and trust is regarded as the highest form of reward. Second, the cultural value of diuwongke is interpreted as the full recognition of human dignity, which was tangibly validated when the leader avoided layoffs during the pandemic. Third, these humanistic experiences generate a sense of "debt of gratitude" (utang budi) which serves as the primary moral foundation for the intention to stay, superseding transactional calculations. Fourth, loyalty is constructed not merely as tenure, but as active reciprocity to maintain company stability.

Keywords: *Family Business, Intention to Stay, Organizational Justice, Javanese Culture, Diuwongke.*

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