

Organizational Justice and Organizational Commitment

Sri Wiyati Mahrani¹, Murdjani Kamaluddin², Dedy Takdir S.³, Ansir⁴

Faculty of Economics and Business, Halu Oleo University, Kendari, Southeast Sulawesi, Indonesia

Abstract: *The purpose of this study was to analyze the influence of organizational justice toward organizational commitment on Government Employee, Southeast Sulawesi Provincial Offices. The design of this study was explanatory research. Data were collected using survey questionnaire and in-depth interviews. The units of analysis of this research were the Government Employees of Southeast Sulawesi Provincial Offices. Since the sample units were 41 Offices, three-stage sampling was applied to draw the sample. The number of sample selected was 97 respondents through Slovin Formula. Method of data Analysis used Partial Least Square (PLS). The result of this study showed that organizational justice has positive and significant influence on organizational commitment.*

Keywords: *Organizational Justice, Organizational Commitment*

1. Introduction

Theoretical study that became the basis for measuring and testing the relationship between the variables in this study refers to the theory of organizational behavior. The theory of behavior developed by Triandis (1971) states that behavior is determined by attitude, social rules and customs. Behavior concerning on activities of individuals working in the organization in achieving organizational goals. Robbins (2003) describes how to determine the cause or motive of the person's behavior both internally is behavior that is believed to be under the personal control of the individual concerned, and the externally visible behavior as a result of causes beyond that is forced to act because of the situation. The theoretical basis for assessing and testing the construct on the relationship between organizational justices on organizational commitment refers to organizational behavior. Further supported equity theory based on the theory of social exchange which is individuals expects that the exchange of business and get a fair return for the organization (Tyler, 1994). Also supported is the theory of organizational commitment is an employee of a state favoring a particular organization, goals and wishes to maintain membership in the organization (Allen and Meyer, 1990; Robbins and Judges, 2007; and Dessler, 2002).

The new paradigm of governance in Indonesia has brought far-reaching consequences for government agencies in the central to local levels. This is reflected in the determination of local government administration more autonomous and centralization, rather than with the old paradigm that everything is centralized and under the direct control of the central government. The concept of decentralization is popularly interpreted as granting or delegating authority from superiors to subordinates. Meanwhile autonomy implies independence. Independent in this context is the freedom to choose human resources coupled with high employee performance.

The issue of human resources in the apparatus of government in Indonesia is still in the spotlight. This condition can be observed from the number of responses from the public on

the performance of government officials who have not shown a high capability and unprofessional in their duties resulted in low public confidence in the performance of government officials. This fact is also reflected on the many irregularities that occurred in the bureaucracy that was allegedly caused by the low performance of human resources in the government agencies. Another problem that most affect the performance of the government bureaucracy is an increase in organizational commitment is not based on justice organization.

Institutional organization of the region of South East Sulawesi province in accordance with local regulation No.01 of 2014 as many as 41 on educations by the number of employees as much as 6639. This fact affects the magnitude Comparing the ratio between the number of employees with the increase in the population growth rate is not comparable to 305.99 means that the ratio of employees with communities served 1: 306. Besides the fact the field shows that the distribution of employees in the sector departments such as the Department of Education inequality occurs only as much as 320; 325 Public Health Service; Basarnas 58 people serving their communities as much as 2,031,532 inhabitants. These conditions cause an employee who works on the excess workload on education.

A survey into empirical gap in this study is the ratio of the number of employees on education comparisons with the population growth rate is not proportional. Then spread of employees in sector departments as needed uneven workload, causing the most on education employee extra-role behavior in carrying out their duties. Further work-related decisions, either directly or indirectly, is a top-down, where the employee is spearheading only be implementing policy management sector departments. This situation results in organizational justice and organizational commitment of employees in the performance of duties of employees less than the maximum because of the lack of socialization from management to employees. Implementation of organizational justice and organizational commitment to the implementation of the work is still low. This fact is reflected in the low sense of belonging, and employee adherence to the rules and policies. Based on the empirical gap is a gap for researchers

to examine the influence of organizational justice on organizational commitment.

Empirical phenomenon that has been noted earlier, the results also support previous research in which the relationship between organizational justices on organizational commitment is very diverse and contradictory. The results of the study of Muharram- Zadeh, 2012; Rezaiean et al., 2010; Demir., 2011; Ishfaq Ahmed., 2011) that organizational justice significantly influence organizational commitment. The research findings Begum (2005) and Yavuz Demirel, İlhami Yücel, (2013) that there is a significant effect of procedural justice on organizational commitment. This study is also consistent with the statement McFarlin and Sweeney, 1992; Organ., 1988; Pare., 2007, which says that the fair treatment of employees resulted in the employee's desire to reciprocate by showing behaviors that benefit the organization. Rather different or contradictory to the findings of the study Pare (2007) and Zaini Jamaluddin (2011) that procedural fairness was not significant influence on commitment. Finally, this research is expected to contribute both theoretically in the development of management science in particular Organizational Behavior. Besides the practical contribution of this research as input to management on education in Southeast Sulawesi in formulating policies regarding organizational Justice and organizational commitment of employees in the future. For further research for information and comparison, in assessing organizational justice and organizational commitment.

Theoretical study that became the basis for measuring and testing the relationship between the variables in this study is the theory of organizational behavior. Based on the theory of behavior by Triandis (1971) states those behaviors are determined by attitude, social rules and customs. Robbins (2003) describes how to determine the cause or motive of the person's behavior both internally is behavior that is believed to be under the personal control of the individual concerned, and the externally visible behavior as a result of the outside is forced to act because of the situation. Theoretical construct referred to assess and examine the relationship between the variables of this study is the theory of organizational behavior with a focus on equity theory study based on the theory of social exchange in which individuals expect that they will get the business exchange and fair exchange of the organization (Tyler, 1994). Then the theory of organizational commitment by Allen and Meyer, 1990; Robbins and Judges, 2007 and Dessler, 2002.

The importance of organizational justice (OJ) examined in this study because it is the fairness in the distribution of available resources by using organizational justice, cognitive evaluations performed by the employee against the employer in the form of the establishment of procedural, distributive and interactional determination. Because these conditions are coveted every employee, whenever and wherever is need justice. Justice organization in question is the response of the officials who described through indicators of distributive justice, procedural justice, and interactional justice refers to Niehoff and Moorman (1993), and informational justice refers to the (Colquitt, 2001).

The theory is the basis for assessing organizational justice is equity theory. By justice a person will feel they are appreciated, recognized and accepted. However, it should be realized that the concept of justice is very subjective dependent on the attitude of the person giving the perception of fairness. Organizational justice theory was originally derived from the similarity theory developed by Adams in 1965 which stated that the sense of injustice would occur if the ratio between the results achieved with the input of a person that he gave for an exchange is considered unbalanced when compared to others/referent other (Welbourne, 1995). Theories of justice based on the theory of social exchange in which individuals expect that they will get the business exchange and fair exchange of the organization (Tyler, 1994). In the context of organizational behavior organizational justice is a theme that has gained attention over the last two decades (Moorman, 2003).

Results of previous studies are consistent with the statement Organ, 1988; Pare, 2007, which says that the fair treatment of employees resulted in the employee's desire to reciprocate by showing behaviors that benefit the organization. Rather different from the findings of research Pare (2007) and Zaini Jamaluddin (2011) that procedural fairness was not significant influence on commitment. The purpose of this study was to examine and explain empirically the influence of organizational commitment.

2. Materials and Methods

This research used the positivist paradigm with an explanatory research design typology. Data was collected by a cross-section through questionnaire survey methods. Explanatory research was intended to provide an explanation the causal relationships between variables through hypothesis testing or it aims was to acquire the rights Conclusions of causality between variables, and then choose the action alternatives (Cooper & Schindler, 2003). The study used an explanatory research as it aims to examine and explain the influence of organizational justice on organizational commitment both from the perspective of universal and contingency perspectives on regional work units (on education) Southeast Sulawesi Province. Based on the description, this study includes a survey of research categories for data collection using questionnaire instrument. Thus analysis research unit is an employee of the regional work units (on education) Southeast Sulawesi.

The populations of this study are all Civil Servants in the sectors in Southeast Sulawesi Province. Institutional organization of the device according to the Southeast Sulawesi province Regional Regulation No. 01 By 2014 as many as 41. In view of the large number of on education, then the selection of the sample using a three stage sampling. First, set the number of samples at 41 on education by the number of employees 6639 people through purposive sampling method, which takes 10 on education as a sample with the following considerations: (a) the Local Government Offices that have elected a representative number of employees represents the number of population (b) because it is homogeneous. Second, the determination of a sample of 10

employees on education by the number of employees is 2920, because the determination of the employee sample were calculated using random sampling. Having in mind the large sub-population (N) of all employees at 10 on education, then the sample size (n) can be determined that 97 employees (using the formula of Slovin). Third, after the determination of the size of the sample of employees in the sector departments conducted a systematic random sample is to collect a list of absences of 10 unit (SKPDs) then be numbered based on the proportion of the total sample of sector departments, such as the number of samples taken was 11 at the education department, the employee designated as sample is comprised of a number of absences 1, 29, 58, 87 and so on up to number 320 absent.

The size of the sample is quantified by using the formula quoted by Slovin (2003), as follows:

$$n = \frac{N}{1 + N(e)^2} \dots\dots\dots (1)$$

Where: n = number of samples; N = Number of population e = percentage of looseness (precision) due to sampling error that can be tolerated or desirable (10%).

$$n = \frac{2920}{1 + 2920(0.10)^2} = 96.69 \quad \text{or } 97 \text{ (rounded)}$$

The percentage of non-clearances carefully situations (precision) due to sampling error that can be tolerated or desired in this study was set at 10% based the opinions expressed by Isaac and Michael (2012) in the social sciences that provide ease of determining the number of samples based on the desired level of error researchers between 1% ($\alpha = 0.01$) in up to 10% ($\alpha = 0.1$). Thus the number of sampling defined in this study as many as 97 people. Given the number of employees at 10 on education is not as great, then the determination of the number of samples will be done proportionately.

3. Results and Discussion

The results of that survey showed conditions description empirical implementation of organizational justice focused on indicators of distributive justice, procedural justice, interactional justice and informational justice majority of states already good with a mean of 4:10. The results of the respondents' assessment of each indicator variable of organizational justice, interactional justice indicators known to have the highest mean value, followed indicator of informational justice, distributive and procedural justice smallest indicator. Empirical facts in the judgment of the respondent, the indicator interactional justice is a major factor or be counted in the implementation of organizational justice. That is justice organizations described through indicators of interactional justice in the form of equity derived from interpersonal relationships of employees of leadership described the attitude of the boss to be fair to all employees, behave decently and concern for the rights of employees in decision making. The results of this study are not supported by the measurement model that has been done

since the estimated value obtained factor loading indicator has a dominant contribution or deemed most important / powerful in reflecting organizational justice is an indicator of informational justice with the highest value which is equal to 0.886. The following indicators of procedural justice, distributive justice and interactional justice are smallest indicator. The results of this study is interesting to study because the loading factor is based on the measurement indicators of informational justice has the greatest value in reflecting organizational justice variables. But the empirical facts in the judgment of the respondents were prioritized in the implementation that interactional justice indicators.

Organizational commitment in this study reflected through indicators of affective commitment, normative commitment and commitment continuants most respondents have given a good rating with a mean of 3.94. The measurement results obtained in the largest factor loading value reflects organizational commitment is an indicator variable affective commitment for 0881. These results confirm that the indicator of affective commitment is the most important indicator / variable reflects strong commitment to the organization. That is the emotional attachment of employees in the organization shown by the attitude of employees every opportunity to boast of the organization to others, happy to spend the remaining years for a career at the institution where the work, confidence in the agency, the agency makes a living working as part of the employee, and are willing to devote themselves for the agency.

The results of this study are interesting to study because the loading factor of the most powerful indicator of commitment to reflecting affective organizational commitment variables. Empirical facts based on the perception of respondents, according to the assessment indicators of normative commitment respondents who are the main factors or be counted in its implementation because it has the highest mean of 4:04 compared with indicators of affective commitment and commitment continuants. This means that when seen from the fact that the actual empirical, normative commitment indicators reflected through employee loyalty is a guarantee given to the agency, employees are very happy to carry out the work assigned, the feeling proud to be an employee and a sense of belonging to the institution where the work according to the respondents preferred or prioritized the implementation of organizational commitment. The description of the organizational commitment variable according to respondents prioritized in practice is an indicator of normative commitment. But based on testing measurement models that have dominant or most important contribution is the indicator of affective commitment. Thus on education management in Southeast Sulawesi province in order to improve organizational commitment of employees to the highest priority should be based on assessment of the respondents are indicators of normative commitment. Recapitulation of the mean value, the estimated loading factor, Composite Reliability and Average variance extracted (AVE) of each indicator variables are presented in Table 1.

The test results in Table 1 obtained composite reliability values of variables that were analyzed had a good composite reliability as ≥ 0.70 . It can be concluded that all the

instruments used in this study met the criteria or appropriate for use in the measurement of the overall latent variables: organizational justice and organizational commitment for compatibility and high reliability. Moreover, it can be proved by the value of the T-Statistic were obtained, the entire indicator variables are best when used to measure the constructs in this study because the T-Statistic values obtained for all indicator variables > 1.96 or significant at $\alpha = 0.05$. Test results obtained by the value of AVE (Average Variance Extracted) all the variables tested in this study is greater than 0.50 can be said to construct latent variables of organizational justice and organizational commitment have good discriminant validity. Thus the research instrument used to measure the variables or constructs meet the criteria of discriminant validity.

Table 1: Mean, Loading, Composite Reliability and AVE

Constructs and Indicators	Mean	Outer Loadings		Composite Reliability	AVE
		Estimate	T-Statistic		
Organizational Justice (OJ):	4.1				
OJ1. Distributive justice	4.07	0.85	16.523*		
OJ2. Procedural justice	4.04	0.843	15.845*		
OJ3. Interactional justice	4.19	0.812	10.583*		
OJ4. Informational justice	4.1	0.886	32.556*	0.901	0.72
Organizational Commitment (OC):	3.94				
OC1. Affective Commitment	3.96	0.881	22.194*		
OC2. Continuance Commitment	3.81	0.867	17.233*		
OC3. Normative Commitment	4.04	0.832	23.730*	0.895	0.741

Notes: N=84; *p<0.05 (two-tailed)

Based on the output of the PLS model, the structural model and hypothesis testing is done by looking at the value of the estimated path coefficients and t-values statistically significant at $\alpha = 0.05$. Based on the conceptual framework, the hypothesis testing and the relationship model between variables can be done in testing the direct effect path coefficients.

The test results obtained predictive value-relevance of $Q^2 = 0.664$ or 66.40%. That is the accuracy or precision of the model of this study can explain the diversity of variables influence organizational justice, work motivation, leader member exchange, and organizational commitment of 66.40%. The remaining 33.60% is explained by other variables that are not included in this research model. Because it is said to be good models or the model is said to have a good estimate of value. In the end, the model can be used for hypothesis testing. That is, the value of Q^2 obtained from the model is said to have an accuracy or precision of a good model because the value is above 60%.

The test results of organizational justice on organizational commitment can be evidenced by the path coefficient value estimate for 0303 with a value of t-statistic = 3.240 and p-value = 0.002 ($p \leq 0.05$). The test results prove the

hypothesis of organizational justice and significant positive effect on organizational commitment.

The importance of organizational justice examined in this study because it is the fairness in the distribution of available resources by using organizational justice, cognitive evaluations performed by the employee against the employer in the form of the establishment of procedural, distributive and interactional determination. Because these conditions are coveted every employee, whenever and wherever is need justice. Justice organizations referred to in this study is the response of the employees on education in Southeast Sulawesi province described through indicators of distributive justice, procedural justice, and interactional justice refers to Niehoff and Moorman (1993), and refers to informational justice (Colquitt, 2001).

The findings of this study showed that organizational justice has positive and significant influence on organizational commitment. These results prove that the better implementation of organizational justice, employee commitment to the organization, the higher. The findings of this study reflect that a good implementation of organizational justice in Southeast Sulawesi provincial government is able to support variations of changes to increase organizational commitment. These results validate the proposed theory of organizational commitment Allen and Meyer (1990), that employees who are committed to work with full dedication, which makes the employee has the power and the desire to give more responsibility to support the welfare and success of the organization. Furthermore, the results of this study support the research (Cohen-Charash, Y., & Spector, P. E. (2001); Chu et al., 2005; Amali, 2005; Altuntas and Baykal, 2010 and Rezaiean et al., 2010). Justice is a universal value and rights become widely accepted internationally (Held, 1989), are always fighting. Tests showed that organizational justice procedural justice has significant impact on organizational commitment. Otherwise do not support the research findings Pare (2007) and Zaini Jamaludin (2011) found that procedural fairness was not significant influence on commitment.

4. Conclusions

Increased organizational justice and organizational commitment are well having an important role in supporting the achievement of employee behavior in the completion of the task performed. The results of this study can prove a good organizational justice can provide real of contributions to the improvement of organizational commitment. That is a good implementation of informational justice make a real contribution to the contribution that a willingness to work more than that required in the interest of the unit of work and willing to work to help their boss exceed the demands listed in the job description and affective commitment, but the increase in power is not meeting the needs of a significant contribution.

This study has implications for the development of conceptual and theoretical insights regarding management science, especially behavior theory, the theory of justice

(equity theory) based on social exchange theory. The research findings prove that good organizational justice can increase organizational commitment. In addition, this study provides additional implication of the view that further explores organizational justice and organizational commitment are integrated, at this time received less attention than other studies.

Implications methodologically, this study seeks to develop concepts that already exist in the theories of behavior, in particular equity theory, and the theory of organizational commitment. Positivism paradigm is very highly praised neutrality of science, which means free from the values that live in the community. Because of the expected results of this study open up opportunities for every scientist to test it with the same paradigm as well as different paradigm certainly expected the result would have been different. Furthermore, the results of this study have implications for the management of knowledge and understanding of relevant institutions, especially that government of the importance of organizational justice and organizational commitment are integrated. Existing empirical fact, if the government policy makers i.e. in improving justice organizations need to improve informational justice and affective organizational commitment is a commitment. Strategies used to improve the justice organizations are focusing on indicators of interactional justice in the form of equity derived from interpersonal relationships of employees of leadership described the attitude of the boss to be fair to all employees, behave decently and concern for the rights of employees in decision-making.

Finally, the global implications of this study provided an understanding of the conceptual integration of structural relationships and the importance of behavioral aspects in the management of the organization include: organizational justice and organizational commitment through synergistic of autonomy demands are reflected through increased informational justice, and affective commitment in decision making and completion of the duties of employees.

Finally the accuracy or timeliness of this research model can explain the diversity of variables influence organizational justice and organizational commitment of 66.40%. Since then researchers can further develop a research model by adding paths between the relationships between the variables of work motivation on organizational commitment. Moreover, it can develop a research model by adding other variables such as: the characteristics of the work environment, LMX, work culture, work ethic and OCB. Then the object and scope of the respondents of this study can be viewed more broadly on education not only in the area of Southeast Sulawesi but another agency or the private sector in Indonesia.

References

[1] Allen, N.J., Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology* 63, 1–18.

- [2] Begum, N. (2005). The relationship between social power and organizational citizenship behavior: The meditational role of procedural justice, organizational commitment, and job satisfaction in context of a private commercial bank in Bangladesh. Unpublished doctoral dissertation, Independent University, Bangladesh.
- [3] Blau, P..M. (1964) Exchange and Power in Social life. New York: Jhon Wiley & Sons. <http://www.sociosite.net/topics/sociologists.php#BLAU>
- [4] Cohen-Charash, Y., & Spector, P. E. (2001),” The role of justice in organizations: A meta-analysis”, *Organizational Behavior and Human Decision Processes* 86, 278–321.
- [5] Colquitt, J.A. (2001) On the dimensionality of organizational justice: a construct validation of measure. *Journal of Applied Psychology*, 86(3): 386-400.
- [6] Cooper, D. R, dan Schindler, P. S. (2003) *Business Research Methods*. Eight Edition. McGraw-Hill/Irwin, New York, NY 10020.
- [7] Demir, Mahmut. (2011), Effects of organizational justice, trust and commitment on employees’ deviant behavior”, *An International Journal of Tourism and Hospitality Research* Vol. 22 (2), 204–221.
- [8] Dessler 2002, *Human Resource Management*, Prentice Hall of India Pvt. Ltd. 7th edn, New Delhi.
- [9] Fariba Rafei-Dehkordi, Sardar Mohammadi and Mozafar Yektayar. 2013. Relationship of organizational justice and organizational commitment of the staff in general directorate of youth and sports in Chahar Mahal Va Bakhtiari Province. *European Journal of Experimental Biology*, 3(3):696-700
- [10] Hair, Jr.J.F., Black, W.C., Babin, B.J. dan Anderson, R.E. (2010). *Multivariate Data Analysis: A Global Perspective*. London: Pearson.
- [11] Ishfaq Ahmed (2011). Relationship between Perceive Fairness in Performance Appraisall and OCB: Mediating Role of Organizational Commitment. *International Journal of Academic Research*. Vol.3 No. 5.
- [12] Jamaludin, Zaini, (2011), Developing A “Tough to Copy” Competitive Advantage (Organizational Commitment) Through Perceived Organizational Justice, *Journal of Global Management*, Vol. 1, No. 1, pp.56-69.
- [13] Kreitner, Robert dan Angelo Kinicki, (2003). *Perilaku Organisasi*. Salemba Empat. McGraw Hill Education. Jakarta.
- [14] Leow dan Khong (2009). Organizational Commitment: The study of organizational justice and leader member exchange (LMX) among auditors in Malaysia. *International Journal of Business and Information*. Vol. 4. Number 2.
- [15] Luthans , Fred. (2006). *Perilaku Organisasi*, Penerbit Andi, Yogyakarta
- [16] Meyer, J.P dan Allen. N. J, A. (1991). Three Component Conceptualization of Organization Commitment, *Human Resource Management Review*, Vo.1, 1991, pp.61-89
- [17] Meyer, J.P., Stanley, D.J., Herscovitch, L. dan Topolnytsky, L. (2002). Affective, Continuance, and Normative Commitment to the organization: A meta-

- analysis of Antecedents, Correlates, and Consequences.
Journal of Vocational Behavior. 61: 20-52
- [18] Muharram Zadeh, M., Shaker, Z.; Kashef, M.M.,
Journal of Sport Management, Spring 2012, Volume 4,
Issue 12, pp. 5-21
- [19] Panchal N. Dhiren (2009) The Social Psychology Of
Organizations. By. Daniel Katz & Robert L. Kahn.
Review book. www.hrfolks.com.
http://www.imamu.edu.
- [20] Pare G, Tremblay M (2007). The influence of high-
involvement human resource practices, procedural
justice, organizational commitment, and citizenship
behaviorson information technology professionals
turnover intention, HEC Montréal group and
organization management, 32(3): pp. 326-357.
- [21] Rezaiean A, Givi ME, Givi HE., dan Nasrabadi MB.
(2010). The Relationship between Organizational
Justice and Organizational Citizenship Behaviors: The
Mediating Role of Organizational Commitment,
Satisfaction and Trust. Research Journal of Business
Management ; 4(2): 112-20.
- [22] Robbins, S.P., dan Judge, T.A. (2007). Organizational
Behavior(12th. ed.). Prentice Hall
- [23] Robbins, Stephen. P. (2006). Perilaku Organisasi. PT
Indeks Kelompok Gramedia , Edisi Lengkap
- [24] Schermerhorn, James G. Hunt, Richard N. Osborn, dan
Mary Uhl-bien (2010). Organizational Behavior, John
Wiley & Sons: 11th Edition,
- [25] Sweeney, P. D., dan McFarlin, D. B. (2002).
Organizational behavior: Solutions for management.
NY: McGraw-Hill.
- [26] Triandis, H. C., Fiedler, F. E., Mitchell, T., (1971). The
culture assimilator: An approach to cross-cultural
training. Journal of Applied Psychology, 55, 95-102.
- [27] Tyler, T.R. (1994). Psychological models of the justice
motive: Antecedents of distributive and procedural
justice. Journal of Personality and Social
Psychology,67(5):850-863.
- [28] Yavuz Demirel, İlhami Yücel, (2013) The Effect of
Organizational Justice on Organizational Commitment:
- [29] A Study on Automotive Industry. International Journal
of Social Sciences, VOL. II , NO. 3, 26-37