



The Influence of Organizational Justice and Organizational Commitment on The Performance of Employees at The Central Statistical Agency, Kendari City

Sahyunu

Department of Management, Faculty of Economics and Business, University of Southeast Sulawesi
Indonesia

Received: 06/11/2022

Accepted: 09/01/2023

Published: 18/03/2023

Representative e-Mail: sahyunu1959@gmail.com

ABSTRACT

The objectives to be achieved in this study are to: examine and explain the simultaneous effect of organizational justice and organizational commitment on employee performance of the Kendari City Central Bureau of Statistics. Testing and explaining the influence of the Leader-Member Exchange on the performance of the Kendari City Central Bureau of Statistics employees. Organizational Justice on Employees Performance of the Kendari City Central Bureau of Statistics and Organizational Commitment on Employees Performance of the Kendari City Central Bureau of Statistics. The population in this study were all Kendari City Central Statistics Agency employees, all of whom were civil servants, totaling 54 employees. Measurement of data in this study using a Likert scale. The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 software. This study showed that Organizational Justice and Organizational Commitment simultaneously positively and significantly affect employee performance. Organizational justice has a positive impact on employee performance. It means that the increase in employee organizational justice significantly contributes to employee performance. Organizational commitment has a positive but not significant effect on employee performance.

Keywords: *Organizational Justice, Organizational Commitment, Performance and Central Statistical Agency, Kendari City*

I. INTRODUCTION

Individual performance is a combination of ability, effort, and opportunities that can be measured from the results produced. Therefore, performance is not related to personal characteristics directed by someone but the work that has been and will be done by someone. Performance in an organization is an answer to the success or failure of the organizational goals that have been set. Performance is about doing the work and the results achieved from work.

Employee performance is considered a multi-faceted concept in the literature (e.g., task performance, contextual performance, interpersonal facilitation, work dedication, etc.), although several factors have yet to be agreed upon (Somers & Birnbaum, 1998; Suliman, 2007). Regarding employee performance, Borman and Motowidlo (1993) have defined two key factors: task performance (role behavior) and contextual performance. Task performance has traditionally been described as the ability of an employee to fulfill his duties and responsibilities as stated in the role description (Griffin et al., 2007).

In every job and work relationship between employees and the organization, there is always an expectation of reciprocal changes regarding inputs and results. Changes in this fairness are employees' perceptions of equity about the methods used in the organization, organizational behavior towards employees, and employees' reactions to them. Perceptions all underlie organizational justice (Chou et al., 2015). Organizational justice is to be one of the most critical motivational theories. It is now one of the leading research subjects in organizational behavior, work psychology, and human resources (Cojuharenco & Patient, 2013). Employees pay attention to fairness within their organization (Folger, 1992). As a result, employees' perceptions of organizational fairness can influence organizational commitment, job satisfaction, withdrawal behavior, organizational citizenship behavior, entrepreneurship, and employees' organizational beliefs. (Cohen-Charash and Spector, 2001).

Furthermore, organizational justice is one of the factors that influence performance. Based on several research results conducted by According to Anata-Flavia Ionescu Dan Dragos Iliescu (2021), Dwi Sulisty Wahono (2016), Muhammad Zafar Iqbal, Muhammad Rehan, Anum Fatima and Samina Nawab (2017) that organizational justice has a positive and significant effect on performance. Likewise, based on research conducted by Rini Sarianti, Hendri Andi Mesta, and Mayang Sari (2017) states that organizational justice has a positive and significant effect on performance.

Organizational justice is generally divided into three aspects: distributive, procedural, and interactional justice (Cohen-Charash & Spector, 2001). Some scholars approach organizational justice as consisting only of distributive and procedural justice (Roch & Shanock, 2006). Others, however, looking at the four factors, divide interactional justice into interpersonal and informational justice sub-dimensions (Colquitt, 2001).

Another factor that can affect performance is organizational commitment. Based on the results of research conducted by Suharto, Suyanto, and Nedi Hendri (2019) stated that organizational commitment significantly affects performance. Likewise, Shahida Parveen (2019) says that organizational commitment significantly impacts performance.

In connection with the phenomena that occur in the Kendari City Central Bureau of Statistics office, one of which is related to employee performance which is caused by several factors, first, related to the quantity of work or the completion of some of the workloads imposed on some employees that have not been completed correctly by the targets set. Then the time of completion of the work, some obstacles are still faced by some employees. For example, work should be completed at the end of the month, but some employees still need to complete the work assigned to them. Some of the factors that cause not optimal completion of work are the relationship between superiors and subordinates who are not good, one of which is the lack of respect for employees in communication between leaders and associates who are not well developed so that the evaluation of work completion is still not optimal. Then it relates to organizational justice, where some employees still feel that the leadership has not treated them fairly regarding their involvement in several activities.

Related to organizational justice, namely concerning issues of justice related to the distribution of tasks and responsibilities, sometimes the jobs given differ from some employees' duties and functions. Then the need for more fairness in involving employees in activities carried out by agencies so that some employees feel a lack of organizational justice for some employees. Another problem relates to the phenomenon of organizational commitment. Organizational commitment is that currently, many employees need to be committed, for the Kendari City Statistics Center office, for example, related to affective commitment where there is still a lack of emotional attachment and involvement of some employees in an activity. Usually, agencies carry out activities that involve all employees in their implementation. However, not all employees take part in the performance of these activities. It shows that some employees still need more commitment to the organization. The responsibility of employees must be considered because the commitment of employees can later affect their performance. With high employee commitment, employees will be more enthusiastic about working optimally and being more responsible for their work to achieve their company's expectations and goals.

II. LITERATURE REVIEW

2.1 Organizational Justice

2.1.1 Definition of Organizational Justice

Greenberg & Baron (2003) explain organizational justice as an individual's perception of fairness in the decision-making process and the distribution of results that individuals have received. Employees consider their organization fair when they believe that the results they receive and how those results are obtained are appropriate. An essential element of organizational justice is an individual's perception of fairness.

According to Robbins & Judge (2015: 144), the theory of justice states that individual comparisons regarding the inputs and results of their work and response to eliminate injustice.

2.1.2 Organizational Justice Indicators

According to Colquitt (2001), Cropanzano et al. (2007), and Amiri et al. (2012), there are several types of organizational justice Indicators, namely:

2.2 Organizational Commitment

2.2.1 Definition of Organizational Commitment

According to Allen & Meyer (2009) organizational commitment is considered an attitude, which is related to the individual's mindset about the organization, where there are three parts, namely affective, continuity, and normative. Furthermore, according to Allen & Meyer, commitment is seen as a reflection of an affective orientation towards the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization.

2.2.2 Organizational Commitment Indicator

According to Allen & Meyer (2009) Organizational commitment indicators are divided into three, namely into affective commitment, continuance commitment, and normative commitment, while the meaning of each is as follows:

1. Affective commitment Allen and Meyer stated that affective commitment is an emotional attachment, identification, and involvement in a company. They have effectively committed employees to stay in a company because of their

- desires (want to). Individuals who are dedicated on an emotional level usually remain with the company because they see their employment relationship aligned with the goals and values of the company where they currently work.
2. Continuanance commitment Allen and Meyer stated that continuity commitment is considered an awareness of the costs associated with leaving the company. Because of an individual's understanding of the costs and threats involved in leaving the organization, continuance commitment is considered calculative. In contrast to affective commitment, employees stay with the organization because they want to know the organization and its principles. In this commitment, employees need to remain in the company because they want to avoid taking the risks of losing if they leave the organization.
 3. Normative commitment. Normative commitment can be explained as an employee's sense of responsibility to continue working or stay with the company. Employees with a high level of normative commitment want to satisfy the company, so they will stay in the company because they feel obliged to remain in it (ought to).

Meanwhile, according to Colquitt, LePine & Wesson in Wibowo (2015), organizational commitment is divided into three, namely emotion-based, cost-based, and obligation-based.

- a. Emotion-based Emotion-based is defined as the desire to remain a member of the organization because of feeling an emotional attachment to and involvement with the organization.
- b. Cost-based Cost-based is defined as the desire to remain a member of an organization because of awareness of the costs associated with leaving it. Cost-based reasons for staying include salary, benefits, and promotions, as well as family interests.
- c. Obligation-cost: Obligation-cost is the desire to remain a member of the organization because you feel an obligation.

Based on the theory above, the authors used the approach from Allen & Meyer, where the dimensions of organizational commitment are divided into affective dedication, continuance commitment, and normative commitment.

2.3 Employee Performance

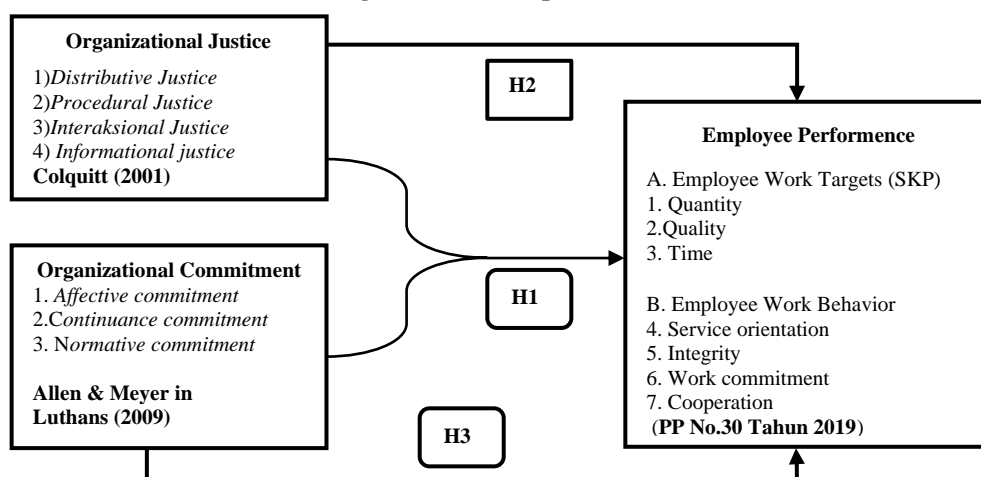
Performance is a stage of achievement in completing certain jobs and can be referred to as work performance carried out by individuals from the organization (Eliyana et al., 2019).

2.3.1 Employee Performance Measurement Indicators

Employee performance is when people and resources in a particular work environment jointly bring the final result based on the quality level and standards set. Thus, the measurement of employee performance in this study refers to the SKP based on PP No. 46 of 2011, which was translated into Perka BKN (Perpetuity Agency No. 1 of 2013) that the PNS Work Performance Assessment systemically combines SKP (Employee Work Targets) and Work Behavior Assessment. Employee performance appraisal consists of two elements: the assessment of SKP elements by 60% and work behavior by 40%. Evaluation of Employee Work Targets (SKP), according to PP 46 of 2011, includes indicators: (1) quantity, (2) quality, and (3) time. At the same time, the assessment of work behavior includes indicators: (1) service orientation aspects, (2) integrity, (3) commitment, and (4) cooperation.

2.4 Conceptual Framework and Hypothesis

Figure 2. 1. Conceptual Research Framework



2.4.1 Research Hypothesis

The hypothesis is a quick answer to a problem that needs to be proven through research on the object in question. Thus, if the facts obtained support the truth, the hypothesis can be accepted, preferably if the facts obtained do not support the hypothesis must be rejected.

A hypothesis is the formulation of a quick answer to a question that is intended to guide an investigation to reach a real solution (Winarno Surakhmad, 1985, p. 39). Based on the conceptual framework in the picture above, the hypothesis proposed in this study is as follows:

- H1. Organizational justice and organizational commitment simultaneously positively and significantly affect employee performance Kendari City Center for Statistics.
- H2. Organizational Justice has a positive and significant effect on the Employee Performance of the Kendari City Central Bureau of Statistics
- H3. Organizational Commitment has a positive and significant effect on the Employee Performance of the Kendari City Central Bureau of Statistics.

III. RESEARCH METHODS

The population in this study were all Kendari City Central Bureau of Statistics employees, all of whom were civil servants (PNS), totaling 54 employees. In this study, researchers want to examine all the elements in the research area. Referring to Sugiyono's statement, the population in this study is all employees Central Bureau of Statistics for Kendari City.

The type of research used is quantitative research, and the data source used is primary data which includes data related to respondents' statements on the variables of this study, namely Organizational Justice and Organizational Commitment to Employee Performance at the Kendari City Central Statistics Agency. This primary data is obtained or sourced from respondents (employees) by distributing direct questionnaires and in-depth interviews. In addition, it is supported by secondary data, namely data collection through documents relevant to this research study sourced from the Central Bureau of Statistics for the City of Kendari, number of employees, profiles, and other relevant documentation data. The data collection method uses the survey method:

1. **The questionnaire** was carried out by distributing questions to the Kendari City Central Statistics Agency employees. The questionnaire is closed; the questions are made so that the respondent is limited in giving answers to only a few alternatives or only one solution. The questionnaire was distributed by visiting the employees, explaining the questionnaire, and waiting for the questionnaire to be taken back.
2. **Interviews** were conducted by contacting some respondents with good knowledge and the ability to explain this research study to obtain complete information for data analysis. The researcher prioritized data collection from interviews with respondents to know the conditions of Organizational Justice and Organizational Commitment to Employee Performance at the Kendari City Central Statistics Agency.
3. **Documentation** was conducted to obtain data in writing regarding the **number of** employees, years of service, education, position, continuity of activities, the Kendari City Central Bureau of Statistics profile, and other written data related to this research.

3.1 Instrument Validity and Reliability Test

Instrument testing was carried out to test whether the instruments used in this study met the requirements for a suitable measuring instrument or by research method standards.

3.1.1. Instrument Validity Test

Validity is a measure that shows an instrument's levels of validity or validity (Arikunto, 2006). An instrument is valid if it can measure what is desired and can reveal data from the variables studied appropriately. The level of instrument validity indicates the extent to which the collected data does not deviate from the description of the intended validity. The validity test of the instrument was carried out using the *product-moment correlation coefficient* with the test criteria on an instrument that was said to be valid if the value of $r \geq 0.30$ (*cut of the point*) or at a significance level of 95% or $\alpha = 0.05$. (Sugiyono, 2010). Summary of the results of the research instrument validity test, the authors present in the following table:

Table 3.1. Summary of Research Instrument Validity Test Results

Research variable	Variable Indicator	Correlation coefficient	Sig.	Cut of Points	Ket
Organizational Justice	Distributive Justice (Distributive Justice)	0.796 _	0.000	$r \geq 0.30$	Valid
		0.814 _	0.001	$r \geq 0.30$	Valid
	Procedural Justice	0.608 _	0.000	$r \geq 0.30$	Valid
		0.759 _	0.000	$r \geq 0.30$	Valid
	Interactional Justice	0.747 _	0.000	$r \geq 0.30$	Valid
		0.870 _	0.000	$r \geq 0.30$	Valid
Organizational Commitment	Affective Commitment	0.764 _	0.000	$r \geq 0.30$	Valid
		0.814 _	0.000	$r \geq 0.30$	Valid
	Continuance Commitments	0.681 _	0.001	$r \geq 0.30$	Valid
		0.744 _	0.000	$r \geq 0.30$	Valid
	Normative Commitments	0.647 _	0.002	$r \geq 0.30$	Valid
		0.770 _	0.001	$r \geq 0.30$	Valid
Employee Performance	Employee Work Targets	0.814 _	0.000	$r \geq 0.30$	Valid
		0.742 _	0.000	$r \geq 0.30$	Valid
		0.698 _	0.001	$r \geq 0.30$	Valid
	Work Behavior	0.752 _	0.000	$r \geq 0.30$	Valid
		0.656 _	0.001	$r \geq 0.30$	Valid
		0.634 _	0.000	$r \geq 0.30$	Valid
		0.825 _	0.000	$r \geq 0.30$	Valid
		0.862 _	0.000	$r \geq 0.30$	Valid
		0.736	0.000	$r \geq 0.30$	Valid

Source: Results of primary data processing, 2022

The table above shows that all indicator items that measure each variable produce a validity coefficient of more than $r \geq 0.30$. Thus it can be stated that the data collection instrument used in this study is valid.

3.2.2 Instrument Reliability Test

The reliability test aims to determine the consistency of a measuring instrument if it is used to measure the same object more than once. In other words, the reliability test can be interpreted as the confidence level in the measurement results. Reliability testing was carried out on the statement items used in this study using the *Alpha Cronbach method*. The accepted *cut of point for Cronbach's Alpha level* is ≥ 0.60 , although this is not an *absolute standard* by Uma Sekaran (2003). The instrument is considered to have an acceptable reliability level if the measured reliability coefficient is ≥ 0.60 . An instrument is said to be reliable if it can be used to measure variables repeatedly which will produce the same data or only slightly vary Cooper and Schindler (2003). Summary of the results of the research instrument reliability test, the authors present in the following table:

Table 3.2. Summary of Research Instrument Reliability Test Results

Research variable	Cronbach's Alpha	Cur of Point	Information
Organizational Justice	0.727	≥ 0.60	Reliable
Organizational Commitment	0.638	≥ 0.60	Reliable
Employee Performance	0.792	≥ 0.60	Reliable

Source: Results of primary data processing, 2020 2

Based on table 4.3. The above explains that the value of Cronbach's alpha is above the cut-of-point value ≥ 0.60 , meaning that all statement items used as instruments can be trusted for reliability. So it can be concluded that all the statement items used are *reliable*, so the questionnaire used can be said to be feasible and authorized as an instrument for measuring each variable indicator and subsequent data analysis.

The data analysis technique used in this study is descriptive statistical data analysis and inferential statistics, namely multiple linear regression analysis using SPSS Version 20 *software*.

Descriptive statistics are statistics that are used to analyze data by describing or describing data that has been collected as it is without intending to make general conclusions or generalizations (Sugiyono, 2010). Presentation of data in the form of tables, graphs, pie charts, pictograms, calculation of mode, median, mean (measurement of central tendency), calculation of deciles, percentiles, analysis of data distribution by calculating the average and standard deviation, calculating the percentage referred to in descriptive statistics (Sugiyono, 2010).

The inferential statistics used in this study are multiple linear regression analysis which aims to test and explain the relationship of each variable. With this method, it can be seen to what extent the relationship of the independent variables, namely Organizational Justice and Organizational Commitment, on the dependent variable, namely Employee Performance at the Central Bureau of Statistics for the City of Kendari.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is an analytical tool for forecasting the value of the influence of two or more independent variables on the dependent variable. Multiple linear regression is used to prove the presence or absence of the impact of two or more independent variables with one dependent variable (Ghozali, 2016).

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Multivariate Regression Test Results

In the previous discussion, it was stated that to answer the problems and hypotheses put forward in this study, namely Influence Leadership, Interpersonal Communication, and Work Discipline on Employee Performance at the Kendari City Central Bureau of Statistics, simultaneously and partially were carried out using multivariate regression analysis.

The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 4.1. Summary of Multivariate Regression Analysis Results

Influence Between Variables	Standardized Coefficient (Beta)	t-Count	Sig. t	Note:
Organizational Justice- Employee Performance	0 . 632	4. 47 2	.000	Be accepted
Organizational Commitment- Employee Performance	0 . 1 92	1. 8 6 9	.0 64	Rejected
R = 0.838 _	F- Value = 48.56 0			
R ² = 0.786 _	Sig. F = 0.000			
SEE = 1.65431	N = 54			

Source: Results of Primary Data Processing, 2022

4.2 Correlation Coefficient Test (R) and Determination Coefficient Test (R²)

The value of $R = 0.838$ shows the correlation between the independent variables (Organizational Justice and Organizational Commitment) on employee performance at the Central Bureau of Statistics for Kendari City. The value

of R is close to 1.00, which means that the relationship between the independent and dependent variables is getting stronger.

Furthermore, multivariate regression should use the adjusted or written R - Square R - Square because it is changed to the number of *independent variables* t used. Based on the test results of the coefficient of determination, it is known that the value of the coefficient of determination in R - Square is 0.786, which means the ability of the explanatory variables (Organizational Justice and Organizational Commitment) to explain the response variable (employee performance) is 78.6%. The rest is equal to 21.4% is influenced by other variables outside the regression model. From the value of the coefficient of determination (R^2), this research model has good accuracy or accuracy of the model.

4.3 Research Hypothesis Testing

Testing hypotheses and path coefficients of partial and simultaneous effects between variables, Organizational Justice, and Organizational Commitment on employee performance. For more details, the description of testing the research hypothesis is as follows:

4.3.1. Simultaneous Testing (Test F)

The test results show a simultaneous positive influence between Organizational Justice and Organizational Commitment on employee performance. Can be described as follows:

H1. Organizational Justice and Organizational Commitment Simultaneously Influence significant Employee Performance

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, the variables of Organizational Justice and Organizational Commitment have a positive and significant effect on employee performance because of the value of Sig F < 0.05.

4.3.2. Partial Test (t-test)

Partially (t-test), this study aims to test the effect on the performance of employees at the Kendari City Central Statistics Agency as follows:

H2. Organizational Justice Has a Significant Influence on Employee Performance

The results of testing the influence of Organizational Justice on employee performance can be proven by the path coefficient *estimate value* of 0.632 in a positive direction. The path coefficient is marked positive, meaning that the influence between Organizational Justice and employee performance is unidirectional. Then it can also be proven by a significance value (sig.) of $0.005 < \alpha = 0.05$. The test results demonstrate that Organizational Justice positively affects employee performance. It means that the higher the level of Organizational Justice, the more it affects the increase in employee performance at the Kendari City Central Bureau of Statistics office. Thus, the third hypothesis proposed can be accepted or supported by empirical facts.

H3. Organizational Commitment Has a Positive Effect on Employee Performance

The results of testing the effect of Organizational Commitment on employee performance can be proven by the path coefficient *estimate value* of 0.192 in a positive direction. The path coefficient marked positive means the influence of Organizational Commitment on employee performance at the Central Bureau of Statistics for Kendari City is unidirectional. Then it can also be proven by the critical point value (t-count) of 1.869 and a significant value (sig.) of $0.064 < \alpha = 0.05$. The test results prove that Organizational Commitment positively affects employee performance but is not substantial, so the submission of the hypothesis in this study can be rejected or not supported by the reality that occurs in the research object.

4.4. Discussion of Research Results

4.4.1 The Effect of Organizational Justice and Organizational Commitment on Employee Performance

Based on the results of multivariate regression analysis, the results of simultaneous testing show that Organizational Justice and Organizational Commitment have a jointly positive effect on employee performance. It means that an increase in Organizational Justice and Organizational Commitment simultaneously significantly impacts employee performance.

The results of this study are supported by facts in the field based on the statements of the majority of respondents stating that the performance achievements of the Kendari City Central Bureau of Statistics employees have been exemplary. This fact can be observed from the average value of the respondents' perceptions which shows that the indicators of employee work behavior consisting of service orientation, work commitment, and work initiative, are at reasonable intervals, which are the main factors or priorities in its implementation because it has a higher average value compared to indicators of employee work targets which are described through quality, quality, time, and cost.

This study's results align with research conducted by Anata-Flavia Ionescu, Dan Dragos Iliescu (2021), Nur Insana, and R. Masmarulan (2020). Sidra Shan, Hafiz Muhammad Isha, and Maqsood Ahmad Shaheen (2016) stated that Organizational Justice and Organizational Commitment jointly positively affect employee performance. It means that an increase in Organizational Justice and Organizational Commitment simultaneously significantly impacts employee performance.

4.4.2 The Effect of Organizational Justice on Performance

Organizational justice has a positive effect on employee performance. It means increased employee organizational justice significantly contributes to employee performance Central Bureau of Statistics for Kendari City.

Based on empirical facts related to respondents' responses regarding Distributive Justice which reflects that the majority of respondents stated that they agreed, it means that employees of the Kendari City Central Statistics Agency can feel justice related to the division of tasks and responsibilities, fairness in terms of providing opportunities for employees to get promotions according to the performance they have achieved.

Interactional justice is categorized as good. It relates to the respondent's statement about the value of justice felt by employees because of the process of interaction with other parties in the organization, both from leaders and co-workers, and how employees are treated about assessments of politeness shown by superiors to employees, reviews of the complete treatment of managers. Dignity evaluation of the respect shown by leaders to employees and the appropriateness of the words used by leaders in communicating.

Informational justice has an average value categorized as good. It can be interpreted that the majority of employees agree. Employees feel fairness in sharing relevant information with employees relating to the assessment of the superior's honesty in communicating, the evaluation of how the leader explains the regulations/procedures that apply to the Kendari City Central Bureau of Statistics, the assessment of the reasonableness of the explanation given, the assessment of the superior's readiness to communicate at any time and the evaluation of how the superior adjust communication to the unique needs of employees.

Organizational justice describes individual perceptions of the treatment received from an organization and behavioral reactions to these perceptions; organizational justice can also be defined as the study of equality in the workplace (Fatimah et al., 2011). The organizational framework refers to fairness and ethical behavior in an organization. Organizational justice is a personal feeling of fair wages and benefits (Farahbod, 2013). It emphasizes manager decisions, perceived equality, the effects of justice, and the relationship between individuals and their work environment and describes individual perceptions of fairness in the workplace.

This study's results align with research conducted by Sidra Shan, Hafiz Muhammad Isha, and Maqsood Ahmad Shaheen (2016). Distributive justice, procedural justice, and interactional justice predicted job performance, but interactional justice and leader-member exchange had a more substantial impact on job performance. The research results will help library leaders foster a greater sense of the value of employees and teamwork among staff members by adopting organizational justice practices. Furthermore, Ari Warokka, Cristina G. Gallato, and Thamendren a/l Moorthy (2012) state that interactional justice has a more significant influence than other types of justice Organizational justice in assessing employee performance, which is contrary to previous research. Employees pay more attention to interactions during and after process evaluation. They are interested in knowing how they are evaluated and their supervisor's feedback after the performance appraisal process. It strongly supports the relationship between employees' perceptions of organizational fairness in performance appraisal systems and job performance. It also helps a significant relationship between performance appraisal satisfaction and job performance. An important implication for the organization is the critical role of employees' perceptions of the success or failure of a system. Therefore, management must pay attention to their employees' perceptions when designing or modifying appraisal systems. In contrast to Faruk Kalay (2016), distributive justice has a positive and significant effect on task performance among the three aspects of organizational justice. However, it was decided that the other two aspects, procedural justice, and interactional justice, had no significant impact on task performance.

4.4.2 The Effect of Organizational Commitment on Performance

Organizational commitment has a positive effect on employee performance but is insignificant. It means that a good Organizational Commitment positively contributes to improving employee performance Central Bureau of Statistics for Kendari City but not significant or not significant. Based on empirical facts related to respondents' responses regarding affective *commitment*, it shows that most employees feel emotional attachment, identification, and involvement of the Kendari City Central Bureau of Statistics employees in the organization.

Organizational commitment is considered an attitude related to an individual's mindset about the organization, where there are three parts, namely affective, continuance, and normative. Furthermore, according to Allen & Meyer, commitment is seen as a reflection of an affective orientation towards the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization (Allen & Meyer ;2009).

Cho (2006) defines organizational commitment as the level at which employees identify with the organizational goals of their organization, demonstrate a willingness to invest effort, participate in decision-making, and internalize corporate values. According to Colquitt, LePine & Wesson in Wibowo (2016: 430), organizational commitment is defined as the desire of some workers to remain members of the organization. Organizational commitment affects whether employees stay as members or leave the organization looking for a new job. This study's results align with Mojtaba Rafieia, Mohammad Taghi Aminib, and Navid Foroozandehc (2014), finding that organizational commitment significantly affects performance. In addition, research also shows that the three organizational dimensions of Commitment, Affective, Continuity, and Normative Commitment, have a significant positive impact on employee performance. These findings indicate that good work performance is strongly related to employee commitment.

V. CONCLUSIONS AND RECOMMENDATIONS

6.1. Conclusion

Based on the data analysis, discussion, and research findings, some conclusions can be put forward in this study as follows: Organizational justice and organizational commitment positively affect employee performance. It means that increased organizational justice and commitment simultaneously positively contribute to improving employee performance Central Bureau of Statistics for Kendari City. Organizational justice has a positive effect on employee performance. It means increased employee organizational justice significantly contributes to employee performance Central Bureau of Statistics for Kendari City. Organizational commitment has a positive but not significant effect on employee performance. It means that a good Organizational Commitment improves employee performance Central Bureau of Statistics for Kendari City but not significantly.

6.2. Suggestion

Based on the findings and conclusions of this study, suggestions can be put forward that become recommendations as follows: Furthermore, organizational justice related to interactional justice is interactional justice, namely politeness shown by superiors to employees, the respect shown by managers to employees, and the appropriateness of the words used by the leader in communicating. Therefore, leaders need to improve organizational justice so that employees can improve performance effectively and efficiently. Regarding employee performance, leaders need to pay attention to normative commitment to work that can be completed by the assigned tasks. For future researchers, it is recommended to develop this research by adding other variables that can influence employee performance improvement by analyzing each other variable indicator by conducting in-depth interviews through a qualitative approach to strengthen the findings of this study.

REFERENCES

- Allen, N.J. and Meyer J.P. 2009. The Measurement and Antecedents of Affective, Continuance and Normative Commitment to The Organization, *Journal of Occupational Psychology*. Vol.63. No.1. pp. 1-18
- Anata-Flavia Ionescu Dan Dragos Iliescu (2021). LMX Research Title, Organizational Justice And Performance: Curvilinear Relationships. Emerald Insights. *Journal of Managerial Psychology*. Volume 36 Issue 2
- Arikunto, S. (2006). *Research Procedures (A Practice Approach)*. Jakarta: Rineka Cipta.
- Amiri, et al., 2012. "Evaluation of Effective Fashionism Involvement Factors on Impulse Buying of Costumers and Condition of Interrelation between These Factor". *Journal of Basic and Applied Scientific Research*, Vol. 2, No. 9, 9413-9419
- Borman, W.C. & Motowidlo, S.J. 1993. Expanding The Criterion Domain to Include Elements of Extra-role Performance, dalam Schmitt, N. & Borman, W.C (editors). *Personnel Selection in Organizations*. San Francisco: Jossey-Bass.
- Chou, S., Chen, C. W. & Lin, J. Y. (2015). Female online shoppers: examining the mediating roles of e-satisfaction and e-trust on e-loyalty development. *Internet Research*, 25 (4).
- Colquitt, et al. 2001. *Organizational Behavior: Essentials for Improving Performance and Commitment*. McGraw-Hill Higher Education.
- Cooper, & Schindler. (2003). *Business Research Methods*. 11th ed. McGraw-Hill International Edition.
- Cho, J., Laschinger, H. K., & Wong, C. (2006). Workplace Empowerment, Work Engagement and Organizational Commitment of New Graduate Nurses. *Nursing Research*, 43-59. doi:10.12927/cjnl.2006.18368
- Cohen-Charash, Y. and Spector, P.E. (2001), "The role of justice in organizations: a meta-analysis", *Organizational Behavior and Human Decision Processes*, Vol. 86 No. 2, pp. 278-321.
- Cojuharenco, I., & Patient, D. (2013) Workplace fairness versus unfairness: Examining the differential salience of facets of organizational justice. *Jurnal of Occupational and Organizational Psychology*, 86, 371-393
- Cropanzano, R., Bowen, D. E., and Gilliland, S. W., (2007), *The Management of Organizational Justice*. Academy of Management Perspectives. 21(4), 34-48.
- Colquitt, Jason A., LePine, Jeffery A., & Wesson, Michael J. (2015). *Organizational Behavior*. New York, McGraw-Hill Education.
- Dwi Sulisty Wahono & Yunus Mustaqim. (2016). The Influence of Organizational Justice and Islamic Work Ethics on Organizational Commitment and Employee Performance in BMTs throughout Kudus Regency. *EQUILIBRIUM: Journal of Islamic Economics* Volume 4, Number 2, 2016, pp. 269 - 283 P-ISSN: pp. 2355-0228, E-ISSN: pp. 2502-8316.
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144-150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Farahbod, F., Salimi, S. B., & Dorostkar, K. R. (2013). Impact Of Organizational Communication In Job Satisfaction And Organizational Commitment. *Interdisciplinary Journal Of Contemporary Research In Business*, 5(4), 419-430

- Faruk Kalay and Van, Turkey. (2016). *The Impact of Organizational Justice on Employee Performance: A Survey in Turkey and Turkish Context t*. International Journal of Human Resource Studies ISSN 2162-3058 2016, Vol. 6, No. 1.
- Fatimah, St. 2011. Pola Konsumsi Ibu Hamil Dan Hubungannya Dengan Kejadian Anemia Defisiensi Besi, J. Sains & Teknologi, Desember 2011. Vol. 7 No. 3 : 137-152
- Folger, R., Konovsky, M.A. & Cropanzano, R. (1992). A due process metaphor for performance appraisal. *Research in Organizational Behaviours* 14, 129-177
- Ghozali, I. (2016). *Aplikasi Analisis Multivariete Dengan Program IBM SPSS 23 (1st ed.)*. Semarang: Badan Penerbit Universitas Diponegoro
- Greenberg, Jerald dan Robert A. Baron. 2003. *Behavior in Organization*. Prentice Hall. New Jersey.
- Griffin, Ricky W. dan Ronald J. Ebert. 2007. *BISNIS*, edisi Kedelapan. Jakarta : Erlangga
- Muhammad Zafar Iqbal, Muhammad Rehan, Anum Fatima and Samina Nawab . (2017). *The Impact of Organizational Justice on Employee Performance in Public Sector Organizations of Pakistan*. Iqbal et al., *Int J Econ Manag Sci* 2017, 6:3 DOI: 10.4172/2162-6359.1000431 .
- Perka BKN (Personnel Agency No. 1 of 2013 concerning Assessment of Civil Servant Work Performance.
- Rini Sarianti, Hendri Andi Mesta, Mayang Sari . (2017). The Effect of Organizational Justice on Employee Performance Mediated By Organizational Commitment. *Journal of Business Management Studies* Volume 6, Number 2, September 2017
- Rafieia, Mojtaba. Anib, Mohammad, Taghi. Dan Foroozandehc, Navid. 2014. Studying the impact of the organizational commitment on the job performance. *Management Science Letters* 4 (2014) 1841–1848, Contents lists available at GrowingScience Management Science Letters, homepage: www.GrowingScience.com/msl.
- Robbins, Stephen and Timothy A. Judge. (2015). *Organizational Behavior* 16th Edition. Jakarta. Salemba Four.
- Sugiyono 2010. *Metode Penelitian Pendidikan Pendekatan Kuantitatif Kualitatif R&D*. Bandung: Alfabeta.
- Shanock, L. R., & Eisenberger, R. (2006). When Supervisors Feel Supported: Relationships With Subordinates' Perceived Supervisor Support, Perceived Organizational Support, and Performance. *Journal of Applied Psychology*, 689-695.
- Somers, M.J. and Birnbaum, Dee. 1998. Work-Related Commitment and Job Performance: It's Also The Nature of The Performance That Counts. *Journal of Organizational Behavior*, (19) : 621-634.
- Sulaiman, T.N.S., 2007, *Teknologi & Formulasi Sediaan Tablet*, Pustaka Laboratorium Teknologi Farmasi, Fakultas Farmasi, Universitas Gadjah Mada, Yogyakarta. 56 – 59, 198 – 215.
- Shahida Parveen. (2019). *Exploring the Impact of Organizational Commitment on Employees Performance*. IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: pp. 2319–7668. Volume 21, Issue 12. Series. II (December. 2019), PP 47-56 .
- Sidra Shan, Hafiz Muhammad Ishaq, Maqsood Ahmad Shaheen. (2014). *Impact of organizational justice on job performance in libraries Mediating role of the leader-member exchange relationship*. Emerald Insights. *Library Management*, Vol. 36 Iss 1/2 pp. 70–85
- Suharto, Suyanto, and Nedi Hendri . (2019). *The Impact of Organizational Commitment on Job Performance*. International Journal of Economics and Business Administration Volume VII, Issue 2, 2019, pp. 189-206.
- Sekaran, Uma (2003), *Research Methods For Business: A Skill Building Approach*, New York-USA: John Wiley and Sons, Inc
- Warokka, Ari Cristina G. Gallato., dan Thamendren a/l Moorthy. 2012. Organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market. *Journal of Human Resources Management Research*, vol 2012, pp.1-18.
- Winarno Surakhmad. 1985. *Pengantar Penelitian Ilmiah: Dasar, Metode, dan Teknik*. Bandung, Tarsito.