



The Effect of Organizational Justice and Organizational Commitment on Employee's Performance

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ABSTRACT

The objectives to be achieved of this study are to: examine and explain the simultaneous effect of Organizational justice and organizational commitment on employee performance of the Education and Culture Office of Southeast Sulawesi Province. The population in this study were all employees of the Education and Culture Office of Southeast Sulawesi Province, all of which were civil servants totaling 41 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. The result of this study showed Organizational Justice and Organizational Commitment simultaneously have a positive and significant effect on employee performance. Organizational Justice has a positive effect on employee performance. This means that the increase in employee organizational justice has a significant contribution to employee performance. Organizational commitment has a positive but not significant effect on employee performance. This means that good organizational commitment makes a positive contribution to improving employee performance but is not significant or not meaningful.

Keywords: *Organizational Justice and Organizational Commitment, Employee Performance*

I. INTRODUCTION

Organizations in the modern global world are intently concerned with the performance of their employees. This is because the performance of employees directly affects the performance of the organizations. So employee performance is a core concept within work and organizational psychology. The leader of the organization must provide proper attention to employees' personal needs and concerns. Organizations must be able to create a positive perception toward the governing body of the organization. Today's HR managers are increasingly recognizing the importance of human social interaction as a basic requirement for the objective functioning of their organization. The company realizes that HR is an important asset that requires management that meets business needs to improve the company's competitiveness and employee performance. Performance is generally defined as a person's success in performing a task. Employee performance is the work achieved by a person in carrying out a given task to achieve a work target. This definition is under the theory put forward by Bernadin and Russell (1993) that work performance is a record of the results obtained from certain job functions or activities during a period.

Individual performance is a combination of abilities, efforts, and opportunities that can be measured from the results produced. Therefore, performance is not related to the personal characteristics directed by a person 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 predetermined organizational goals. Performance is about doing the job and the results achieved from that work.

Employee performance is considered a multi-faceted concept in the literature (eg, task performance, contextual performance, interpersonal facilitation, work dedication, etc.), although many factors have not been agreed upon (Somers and Birnbaum, 1998; Suliman, 2007). Concerning employee performance, Borman and Motowidlo (1993) have defined two key factors, namely task performance (behavior in roles) and contextual performance. Task performance has traditionally been defined as the ability of an employee to fulfill his duties and responsibilities as stated in the role description (Griffin et al., 2007).

In the field of leadership, an approach examines the quality of the relationship between superiors and subordinates (Leader-member Exchange Theory) (Yammarino, Dionne, Chun & Dansereau, 2005). LMX theory was introduced by Dansereau, Graen, and colleagues during the 1970s and was originally referred to as the Vertical Dyad

Linkage (VDL) Approach (Dansereau, Graen & Haga, 1975; Graen & Cashman, 1975). LMX theory through various types of exchange, leaders differentiate the way they treat their followers (Dansereau, et al., 1975) leading to different quality relationships between leaders and each follower.

The study showed that the relationship between superiors and subordinates on performance was carried out by several previous researchers consisting of Ana Noor Andriana, Arwin Sanjaya, Silvi Elvara Putri Insani (2021) TT Selvarajana, Barjinder Singhb, Stephanie Solanskyc (2018), Redi Fikarlo, Erni Masdupi, Syahrizal (2018), Sidra Shan, Hafiz Muhammad Isha, and Maqsood Ahmad Shaheen (2016), where the results of their research show that the relationship between superiors and employees has a positive and significant effect on performance.

In every job and working relationship between employees and the organization, there is always an expectation of reciprocal changes regarding inputs and results. This fairness change is an employee's perception of equity about the methods used in the organization, organizational behavior towards employees, and employee reactions to it. All perceptions underlie organizational justice (Chou et al., 2013). Organizational justice is becoming one of the most important motivational theories and is now one of the leading research subjects in the fields of organizational behavior, work psychology, and human resources (Cojuharenco and Patient, 2013). Employees pay attention to fairness in their organizations (Folger, 1998) and as a result, employees' perceptions of organizational justice can influence organizational commitment, job satisfaction, withdrawal behavior, organizational citizenship behavior, entrepreneurship, and employee organizational trust. (Cohen-Charash and Spector, 2001; Ambrose et al., 2002; Zhang et al., 2014).

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

Organizational justice can be defined as the process of evaluating administrative decisions by employees within the framework of variables such as division of employee duties, compliance with shifts, empowerment, pay levels, distribution of rewards, experiencing a fair economic and social work environment, and employees' perceptions of the internal decision-making process and how it works. these decisions are shared with employees (Kaneshiro, 2008). Organizational justice is generally divided into three aspects: distributive, procedural, and interactional justice (Moorman, 1991; Niehoff and Moorman, 1993; Cohen-Charash and Spector, 2001; Wang et al., 2010). Some scholars approach organizational justice as consisting solely of distributive and procedural justice (e.g., Greenberg, 1990; Roch and Shanock, 2006), while others regard interactional justice as an aspect of a sub-dimension of distributive justice (e.g., Suliman ve Kathairi, 2013). Others, however, look at four factors, dividing interactional justice into sub-dimensions of interpersonal and informational justice (eg, Greenberg, 1993; Colquitt, 2001; Walumbwa et al., 2009; Crawshaw et al., 2013; Scott et al., 2015).

In connection with the phenomenon that occurred at the Office of Education and Culture of Southeast Sulawesi Province, one of them was related to employee performance caused by several factors. First, concerning the quantity of work or the completion of some workloads imposed on some employees, it has not been completed properly following the set targets. Then the time of completion of the work there is still some obstacles faced by some employees. For example, work should be completed at the end of the month but there are still some employees who do not complete the work assigned to them. Some of the factors that cause the work completed are not optimal is the relationship between superiors and subordinates which is not good, one of which is that employees lack respect in communication between leaders and subordinates who are less developed so the evaluation of work completion is still not optimal. Then it relates to organizational justice, where there are still some employees who feel that the leadership is not treating them fairly about involvement in several activities.

Concerning organizational justice, which concerns the issue of justice related to the distribution of duties and responsibilities, sometimes the work given is not by the main duties of some employees. Then the lack of justice in involving employees in activities carried out by the agency so some employees feel the lack of organizational justice towards some employees.

Another problem is related to the phenomenon of organizational commitment. Organizational commitment is currently found in many employees who are not committed, for The Office of Education and Culture of Southeast Sulawesi Province, for example, relates to affective commitment where there is still a lack of emotional attachment and involvement of several employees in an activity. Usually, the agency carries out activities that involve all employees in its implementation. But not all employees take part in the implementation of these activities. This shows that there are still some employees who lack the commitment to the organization. The commitment of the employees must be considered because the commitment of the employees can later affect their performance. With high employee commitment, employees will be more enthusiastic to work optimally and be more responsible for their work to achieve the expectations and goals of the company.

II. LITERATURE REVIEW

2.1. Organizational Justice

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 a 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 defined as a personal feeling of fair wages and benefits (Farahbod, 2013). Organizational justice emphasizes managers' 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.

Organization justice is the employees' perception concerning their equal behavior in organizations. The employees who are treated unfairly in their organizations become annoyed, which results in disappointment, (Bierhoff et al. 1986). Organizational justice describes the perception of individuals or groups towards fair treatment from the organization and their responses to such perception, (James, 1993). Organizational justice refers to employee perceptions of fairness in the workplace or organizational setting. The term organizational justice relates to the function that fairness has as a consideration in the organization, (Greenberg, 1990, Corpanzano & Greenberg, 1997).

2.2. Organizational Commitment

According to Allen & Meyer in Gandhi & Hyde (2015: 75) organizational commitment is considered an attitude, which is related to an 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 stay with the organization.

Chow in Gandhi & Hyde (2015: 76) defines organizational commitment as the degree to which employees identify with the managerial goals of their organization, and show a willingness to invest effort, participate in decision making and internalize organizational 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 remain members of the organization or leave the organization in search of a new job.

2.3. Performance

Employee performance is a very important thing in the company's efforts to achieve its goals. Mathis and Jackson (2009:378) suggest that performance is what employees do or don't do. Employee performance that is common to most jobs includes the following elements: (a) quantity of results, (b) quality of results, (c) timeliness and results, (d) attendance, and (e) ability to work together. Mangkunegara (2009:67) provides an understanding that performance is "the result of work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him". Maulizar et al. (2012) stated that employee performance is the result of work achieved by employees by the authority and responsibility given by the organization to achieve the vision, mission, and goals of the organization concerned legally, not violating the law and following morals and ethics. Akbar (2015) suggests that performance is the result of work achieved by a person or group of people in carrying out the tasks assigned to them by established criteria.

III. RESEARCH METHOD

This research belongs to the category of survey research / direct observation in the field to confirm the predictions made and explain based on facts or conditions in the field. The population in this study were all 164 employees of the Education and Culture Office of Southeast Sulawesi Province. Because the population in this study is more than 100, the researcher in terms of the research sample refers to Suharsimi Arikunto (2010:112) if the subject is less than 100 people, all of them should be taken if the subject is large or more than 100 people can be taken 10-15% or 20-25% or more. In this study, the researcher took a sample of 25%, thus the number of samples was 41 people. The method used in this study used a questionnaire method and was recorded in obtaining data and information related to this research. The data analysis method used in this study uses multiple regression analysis with the help of SPSS version 16.

IV. RESULTS AND DISCUSSION

4.1. Result

For multivariate regression, it is better to use an adjusted or written R- *Square* R - *Square*, because it is adjusted to the number of *independent variables* *t* used. Based on the results of the coefficient of determination test, it is known that the value of the coefficient of determination in *The R - Square* is 0.713, which means the ability of the explanatory variable (Organizational Justice and Organizational Commitment) to explain the response variable (employee performance) is 71. 3 %, while the rest is 28. 7 % influenced by other variables outside the regression model. So it can be concluded that from the coefficient of determination (R^2) this research model has a good accuracy or model accuracy. Then the value of $R = 0.862$ shows the correlation of the independent variables (Organizational Justice and

Organizational Commitment) on employee performance at the Education and Culture Office of Southeast Sulawesi Province. The value of R is close to 1.00, it can be interpreted that the relationship between the independent variable and the dependent variable is getting stronger.

4.2. Discussion

4.2.1. The Effect of Organizational Justice on Performance

Organizational justice has a positive effect on employee performance. It means an increase The fairness of the employee organization has a significant contribution to the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province.

Based on empirical facts related to respondents' responses to distributive justice, which reflects that the majority of respondents agree, it means that they are employees of the Education and Culture Office of Southeast Sulawesi Province. can feel justice related to the division of tasks and responsibilities, and fairness in terms of providing opportunities for employees to get promotions by the performance they have achieved.

Based on the employee's perception that the majority responded strongly agree about fairness which focuses on the process used to make decisions. The decision-making process can take the form of making regulations in the organization, giving punishment or *punishment* to employees who violate the rules, and employee discipline. Procedural justice is following the rules that apply to the Office of Education and Culture of Southeast Sulawesi Province. and applies to all employees.

The next indicator of organizational justice is interactional justice which is categorized as good. This 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 the leadership and co-workers and how employees are treated about the assessment of politeness shown by superiors to employees, assessment of the full treatment of superiors. dignity, an assessment of the respect shown by superiors to employees, and an assessment of the appropriateness of the words used by superiors in communicating.

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 a 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 defined as a personal feeling of fair wages and benefits (Farahbod, 2013). Organizational justice emphasizes managers' 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.

The results of this study are in line with research conducted by Sidra Shan, Hafiz Muhammad Isha, and Maqsood Ahmad Shaheen (2016) distributive justice, procedural justice, and interactional justice predict job performance but interactional justice along with leader-member exchange has a stronger impact on job performance. The results of this study will help library leaders to foster a greater sense of the value of employees and teamwork among staff members by implementing organizational justice practices. In contrast to Faruk Kalay (2016) who states that among the three aspects of organizational justice, distributive justice has a positive and significant effect on task performance. However, it was decided that the other two aspects, procedural justice, and interactional justice, had no significant effect on task performance.

4.2.2. The Effect of Organizational Commitment on Performance

Organizational commitment has a positive effect on employee performance. This means that good organizational commitment makes a positive contribution to improving the performance of the Education and Culture Office of Southeast Sulawesi Province employees . . Based on empirical facts related to respondents' responses to affective *commitment*, it shows that the majority of employees feel emotional attachment, identification, and involvement of employees of the Education and Culture Office of Southeast Sulawesi Province . in the organization.

Furthermore, respondents' responses related to the indicators of continuity commitment (*continuance commitment*) have an average value that can be categorized as good. This indicates that the majority of employees feel aware of the costs associated with leaving the organization. Because employees are aware of the costs and threats that arise when leaving the organization.

Respondents' responses regarding normative commitment *have* an average value which can also be categorized as good. This shows that the majority of employees feel that it is the responsibility of the Education and Culture Office of Southeast Sulawesi Province to continue their work or stay with the agency. Employees with a high level of normative commitment do not want to disappoint the organization, so they will stay in the organization because they feel obliged to remain in the agency.

Organizational commitment is considered as 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 the affective orientation towards the organization, the recognition of the costs associated with leaving the organization, and the moral obligation to stay with the organization (Allen & Meyer in Gandhi & Hyde, 2015: 75).

Chow in Gandhi & Hyde (2015: 76) defines organizational commitment as the degree to which employees identify with the managerial goals of their organization, and show a willingness to invest effort, participate in decision making and internalize organizational 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 remain members of the organization or leave the organization in search of a new job.

The results of this study are in line with research conducted by Mojtaba Rafieia, Mohammad Taghi Aminib, and Navid Foroozandehc (2014) which states that organizational commitment has a significant positive effect on performance. In addition, the study also shows that the three organizational dimensions of commitment, affective, continuity, and normative commitment have a significant positive effect on employee performance. From these findings, it is proven that good work performance is closely related to employee commitment.

V. CONCLUSION AND SUGGESTION

5.1. Conclusion

Based on the results of data analysis, discussion, and research findings, some conclusions can be drawn from this research as follows:

1. The results showed that organizational justice and organizational commitment have a positive effect together on employee performance. This means that an increase in superior-subordinate relationships, organizational justice, and organizational commitment simultaneously has a positive contribution to improving the performance of the Education and Culture Office of Southeast Sulawesi Province.
2. Organizational justice has a positive effect on employee performance. It means an increase in the fairness of the employee organization has a significant contribution to the performance of the employees of the Education and Culture Office of Southeast Sulawesi Province.
3. Organizational commitment has a positive effect on employee performance. This means that good organizational commitment makes a positive contribution to improving the performance of the Education and Culture Office of Southeast Sulawesi Province employees.

5.2. Suggestion

Organizational justice related to Interactional Justice is the lowest indicator. Therefore, leaders need to improve organizational justice so that employees will be able to improve performance effectively and efficiently. Regarding employee performance, leaders need to pay attention to normative commitment to work that can be completed by the tasks assigned to them. For future researchers, it is recommended to develop research models that are more complex in answering the question of improving employee performance by analyzing each other variable indicators by conducting in-depth interviews through a qualitative approach to strengthen the findings of this study.

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