

The Role of Organizational Commitment in Influence of Justice Toward Employee Performance (Study at the Animal Husbandry Training Center – Batu Ministry of Agriculture)

Siti Jami'iaturochmah^{1*}, Achmad Sudjadi², Ade Irma Anggraeni³

¹ Faculty of Economics and Business, Jenderal Soedirman University

² Faculty of Economics and Business, Jenderal Soedirman University

³ Faculty of Economics and Business, Jenderal Soedirman University

Abstract. Employee commitment is one of the determinants of the superiority of Government institutions in optimizing public services. This study aims to examine and analyze the role of organizational commitment in the relationship between the dimensions of justice organizations namely distributive justice, procedural justice, interactional justice and informational justice on individual performance . The study sample was taken from 89 employees of the Animal Husbandry Training Center - Batu UPT Ministry of Agriculture. The data taken is primary data collected by distributing questionnaires to respondents who have been chosen. Data analysis uses the Partial Least Square (PLS) approach . The results of this study indicate that effect of procedural justice, ter toward commitment organizational significant influence, the influence of distributive justice on employee performance significant influence, commitment, organizational on employee performance effect is not significant whereas the effect of distributive justice, interactional justice, informational justice to the commitment of organizational effect is not significant and that the effect of interactional justice, informational justice against employees performance has no significant effect . This research contributes to explaining the justice mechanism using four dimensions. Two dimensions of justice, informational and interactional, are perspectives that still require further testing in the context of public organizations. The practical implications of this study can provide a view of the leadership at the Animal Husbandry Training Center - Batu UPT Ministry of Agriculture about the effect of justice on individual performance of workers so that the results of the research can be a consideration to improve performance for the advancement of the goals of the organization.

Keywords: Distributive Justice, Procedural Justice, Interactional Justice, Informational Justice, Organizational Commitment, Employee Performance

1. INTRODUCTION

In carrying out government and development activities, the position and role of the State Civil Servant is very important. This is because civil servant is an element of the state apparatus that carries out government and development in achieving national goals. With the existence of bureaucratic reform, the civil servant is required to improve the competence and quality of public services. this increase must be supported by a deeper understanding of the psychological aspects of civil servants in order to be able to work more professionally. one of the government's efforts to support the achievement of bureaucratic reform and increase the professionalism of the civil servant and to improve the quality of public services is to change the method of performance appraisal. civil servant performance appraisal is no longer based on work performance but planning and performance achievement are based on the duties and functions of the positions occupied by each civil servant, which has an impact on increasing workload because the demands for public services must be increased (PP.30 of 2019).

Justice is a universal value and becomes a human right that has been widely accepted internationally because basically everyone always wants fair treatment by the organization (Hughes, et al., 2002). Furthermore, fair treatment according to organizational members' perceptions is one of the requirements to support the effectiveness of organizational operations

* email: sitijamii9@gmail.com

(Mowday, 1982), because the creation of a sense of justice can foster positive attitudes and behavior of employees to support the achievement of organizational goals.

Among them, the justice factor applied by the organization. According to Ivancevich et al. (2007), the concept of organizational justice, namely the degree to which individuals feel treated fairly in the workplace. Organizational justice is divided into three, namely distributive justice, procedural justice, and interactional justice (Bakhshi et al., 2009). The study of justice is an important part of the study of motivation in the workplace that starts from distributive justice to procedural justice as the central study of justice in the workplace. This study is based on one of the classical theories of justice called equity theory, where people evaluate the contributions given to organizations and what they get from organizations. Then compared with other employees who are considered comparable (Adam 1965 in Palupi et al. 2014). Social science researchers have long recognized the importance of an understanding of organizational justice as the main condition for understanding the effectiveness of organizational functions and the personal satisfaction of the individuals they employ (Greenberg, 1990 in Tjahjono, 2015).

One of the factors that can affect Individual Performance is organizational commitment and organizational justice (one form of aspects of worker behavior). The aspect of organizational justice is very important in the life of the organization, because if justice does not exist, it can cause a decrease in commitment, the occurrence of crime in the work environment, and the desire to protest (Skitka & Bravo, 2005).

Employee Performance is the most important factor in an organization engaged in service. To produce good performance, a good work process is needed (W ibowo, 2010). Therefore, it is very important to look at the factors that can produce good performance. So the focus of the employer is not only to pay attention to the performance of the employee, but also to look at the employee's work process. Robbins defines, "ability (ability) is a capacity of an individual to do various tasks in a job. Individuals with high levels of ability tend to complete work tasks well, quickly and precisely (Robbins, 2009).

Based on previous research conducted by (Jae pil & Chao 2007), it was shown that the perception of compensation system justice was related to the three dimensions of distributive justice, namely performance-based distributive justice and distributive justice significantly related to perceptions of compensation system justice. P enelitian done by (EG Lambert, LD Keena, et al (2019) shows that there are only a few studies that examine the relationship of perceptions of organizational justice and two working attitude variables of job satisfaction and organizational commitment and use two main forms of organizational justice (distributive justice and procedural justice) have satisfaction and commitment. Previous research (Xiaosan Lee , et al. (201 6) shows that interactional justice is positively related to knowledge sharing behavior both at the individual and team level , and organizational commitment becomes a mediating role.

Based on the description of the background above, the author will explain justice mechanisms using four dimensions. The two dimensions of justice namely informational and interactional are perspectives that still require further testing in the context of public organization in the Ministry Argriculture staaf at the UPT of Animal Husbandry Training Center Batu.

2. LITERATURE REVIEW

Theoretical basis

Gibson et al. (2012) defines organizational justice as a level at which an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a fair perception of a person towards decisions taken by his superiors (Colquitt, LePine, & Wesson, 2009).

Procedural Justice.

According to Colquitt (2001) procedural justice is a justice process carried out in providing a distribution to employees or in other words perceptions of the procedures used to make decisions so that employees feel the impact of the fairness of the procedures carried out. Whereas Ivancevich et al. (2007), said that procedural justice is a consideration made by employees regarding perceived justice regarding the process used by the organization to arrive at decisions such as who receives promotions, what salary increases will be given, and how bonus payments will be allocated. According to (Cropanzano et al., 2007) there are six indicators in procedural justice: Consistent, Avoiding bias, Accuracy, Representation from all fields, Correction and Ethics.

Distributive Justice

According to Colquitt (2001) Distributive Justice is justice that refers to the results received for work provided. Distributive justice is closely related to employee welfare with the intention of allocating compensation for a job that produces something material to meet the economic needs of employees. Therefore, distributive justice is a form of justice that provides a focus that employees get appropriate compensation for their work. In it there are also promotions, rewards, or rewards for employees' work and self-development.

According to (Cropanzano et al., 2007) there are at least three indicators of distributive justice: first, Equity. Give rewards to employees based on the contributions they make to the company. Second, Equality. Providing equal compensation among employees. And third, Need. Provides benefits based on employee personal needs.

Interpersonal Justice

According to Colquitt (2001) interactional justice is the fairness assessment of the treatment carried out by superiors to employees. Things that can be used as indicators in evaluating interactional justice include assessment (originating from decisions based on judgment), truth (about honesty over judgment), caring, and appropriateness (appropriate treatment given).

According to (Cropanzano et al., 2007) there are at least two indicators of interactional justice: Interpersonal Justice, Treating employees with noble, polite, and respectable and Informational Justice, Sharing relevant information. Both between supervisors and employees or employees with fellow employees.

Informational Justice

According to Colquitt (2001) , Lepine and Wesson (2009, p. 231), which reflects the perception of justice relating to communication by managers to employees. Informational Justice according to George and Jones (2012, p. 173) is informational justice that captures employee perceptions regarding the extent to which managers explain the decisions and procedures they use. According to (Cropanzano et al., 2007) there are at least two indicators of interactional justice : Interpersonal Justice, Treating employees noble, polite, and Dear and Informational Justice , Share relevant information. Good between supervisor with employees or employees with follow employees.

Organizational Commitment.

According to Hellriegel and Slocum (2004) , organizational commitment is the level of employee involvement in the organization and has the same identity as the organization. Colquitt et al. (2009) defines organizational commitment as the desire of employees to be part and member of an organization. Commitment in organization can be formed because of several factors, both from the organization and from the individual. In the development of affective commitment, continuance

commitment, and normative commitment, each has its own pattern. These factors according to Allen and Meyer (1990) are: 1. Affective commitment can develop because of four categories, namely, organizational characteristics, individual characteristics, structural characteristics and work experience, Mowday et al. (1982) in Allen and Meyer (1990). 2. Continuance commitment can develop because of various actions or events that can increase losses if leaving the organization.

Commitment is seen as a behavior if the individual has felt bound by his actions or activities in the past and or he has invested something valuable such as time, money, energy, attention, and others towards the organization that he feels will be very difficult to be withdrawn (quoted by Meyer, et al., 2002).

The desire to maintain membership in the organization or become part of the organization. Employees are willing to be involved in the organization and strengthen their position so that they feel they are needed and valued. This will provide a high work commitment in employees.

Performance.

Bernardin and Russell (1993) state that: " Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period ". That is, performance can be explained as a record of what has been done on a specific job in a certain period of time. According to Hasibuan (2006) that Performance is a result of work achieved by someone in carrying out tasks assigned to him based on skills, experience, sincerity and time. According to Mangkunegara (2009) that Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Bernadin and Russell (1993) state that there are six criteria for measuring employee performance, namely: Quality, Quantity, Timeliness, Cost effectiveness, Need for supervisor and Interpersonal impact.

Development of Hypotheses

1. Distributive justice towards organizational commitment and employee performance

Distributive justice is justice related to the allocation of outcomes or results obtained by employees, such as satisfaction, commitment and performance (Folger & Konovsky, 1989). Distributive justice refers to perceptions that the results of the organization (eg, salaries, benefits, task shifting, job evaluation, positioning, promotion, and work discipline) are fair and equitable (Greenberg, 1982). It is important to note that distributive justice is based on equality (Greenberg, 1990a). Thus the hypothesis can be formulated as follows:

H1: Justice Distributive has a positive effect on Organizational commitment

H2: Justice Distributive positive effect on E mployee performance

2. Procedural justice to Organizational commitment and employee performance

Procedural justice explains that people do not only evaluate results, but also evaluate procedures to determine the allocation. (Taylor et al, 1995). Tjahjono (2008) asserts that procedural justice is a fair mechanism to obtain expected welfare . Thus the hypothesis can be formulated as follows:

H3: Procedural Justice positive effect on Organizational commitment

H4: Procedural Justice has a positive effect on E mployee performance

3. Interactional Justice towards organizational commitment and employee performance

Interactional justice theory assumes that justice that occurs when treatment in the implementation or allocation of wage levels is seen as fair. Interactional justice includes truthfulness, respect, propriety, and justification. This element is thought to strongly capture the essence of interpersonal treatment during the implementation of procedures. Recent research also suggests interactional justice consists of two different forms, namely interpersonal justice and informational justice (Colquitt, et al. 2001). Interpersonal justice reflects the extent to which people are treated in a polite, glorified, respected manner.

H5: Interactional Justice positive effect on Organizational commitment

H6: Interactional Justice positive effect on Employee performance

4. Informational Justice towards organizational commitment and employee performance

Informational justice according to Colquitt, Lepine and Wesson (2009, p. 231), which reflects the perception of justice relating to communication by managers to employees. Informational Justice according to George and Jones (2012, p. 173) is informational justice that captures employee perceptions regarding the extent to which managers explain the decisions and procedures they use. Thus the hypothesis can be formulated as follows:

H7: Informational Justice has a positive effect on organizational commitment.

H8: Informational Justice positive effect on Employee performance.

5. Organizational Commitment influences Employee Performance

Organizational commitment is an attitude that must be owned by every employee. Commitment is a binder that gives an impetus to give what is best to what is their responsibility. The normative commitment relates to the feeling of being obliged to keep working with the leader. This feeling arises because it has benefited from the leader, such as payment of tuition fees or special skills training (Schultz & Schultz, 1998 in Nidya, 2012). Allen and Meyer (1990) state that normative commitment has a positive influence on employee performance. Thus the hypothesis can be formulated as follows:

H9: Commitment organization has a positive effect on employee performance

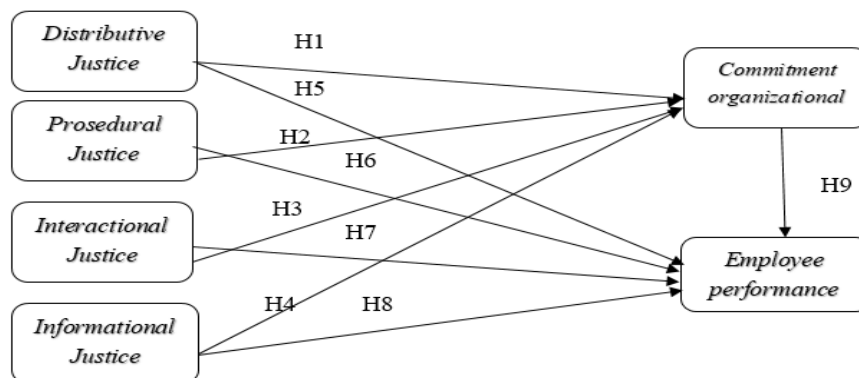


Figure 1 Framework

3. DATA AND METHODOLOGY

Research Objects and Subjects

This study uses a quantitative approach where a study is required to use a lot of numbers, starting from the time of data collection, interpretation of data, and appearance of the results of data processing.

Based on the formulation of the problem and the research objectives to be achieved in this study, this research is an explanatory type of research with a quantitative approach. Sekaran (2016) explained that if the explanatory research is research with the aim to get related causal explanation of the variables and hypotheses. Then there will be known interrelations between variables, Procedural Justice, Distributive Justice, Interaction Justice and Informational Justice, organizational commitment and Employee Performance.

The object of this research is the Effect of Procedural Justice, Distributive Justice, Interaction Justice and Informational Justice Against organizational commitment and Employee Performance. The subjects of this study were all 89 civil servants who worked at the Batu Animal Husbandry Training Center with a total of 89 people.

Population and Samples

Population in this study there civil servant employees in the Animal Husbandry Training Center with a total of 89 people. The sample used in this study was obtained by sampling technique (sampling technique) Non-probability sampling with saturated sampling. The researcher used this sampling technique because the population was 89 people.

Technique The data collection

Technique data collection used in research this is by questionnaire. Data type in research this using quantitative data i.e. data presented in form scale numeric (number) in the form of the answer respondent in questionnaires that measured with scale likert. Scale likert designed for examine how much strong subject agree or not agree on 7 point scale.

Measurement

Justice Distributive : Measurement use 7 items developed questions by Colquitt (2001)

Justice Procedural : Measurement use 6 items of questions developed by Colquitt (2001)

Justice interactional : Measurement use 4 items of questions developed by Colquitt (2001)

Justice Informational : Measurement use 5 items developed questions by Colquitt (2001)

Commitment Organization : Commitment in organization could be formed because existence some factor, good from organization or from individual alone. In the development of affective commitment, continuance commitment, and normative commitment, respectively have pattern alone. Measurement used 8 items of questions developed by Allen and Meyer (1990)

Employee Performance

Performance as the results generated from function something work certain or activities for time period certain. Measurement use 8 items of questions developed by (Bernardin & Russe, 1993 in Gomes 2003)

Data analysis technique

In this study data analysis used the Partial Least Square (PLS) approach. PLS is a model of Structural Equation Modeling (SEM) based on components or variants. PLS is a powerful analytical method (Ghozali, 2015), because it is not based on many assumptions. For example, data must be normally distributed, samples do not have to be large. Besides being used to confirm the theory, PLS can also be used to explain whether there is a relationship between latent variables.

Results and Discussion

Descriptive statistics

Of the 89 questionnaires distributed to respondents, 88 were returned and considered to be used for data analysis that the percentage of the number of employees is more men than in women, namely as many as 64 men or by 72.7% and as many as 24 women or 27.3%. In terms of educational qualifications, it was found that the last number of graduates graduated was 34 people or 38.6%, while those with the last graduated from junior high school were 7 people or 8%. While graduates from high school are 17%. For postgraduate graduates there are 32 people with a percentage of 36.4%. For the characteristics of respondents who have > 14 years of work, that is as many as 42 employees or 47.8%. While employees who have worked for 1-4 years are as many as 6 employees

or 6.8%, employees have 5-9 years of work, which are as many as 19 employees or 21.5%, employees who have worked for 10-14 years or 23 , 9%.

1. Testing the Outer Model

1) Test of Convergent Validity

Convergent validity aims to determine the validity of each relationship between the indicator and the construct or latent variable. The loading value has a high validity level if it has a loading factor greater than 0,70 (Ghozali, 2015 p.74). But according to Chin 1988 (in Ghozali, 2015 p. 74)) for the scale of measurement with a value of loading 0,5 to 0.6 it is considered sufficient

From processing the data in Figure 2, it can be seen that there are several indicators on each of the variables in this study had an average me loading more value d ari 0,60. This shows that

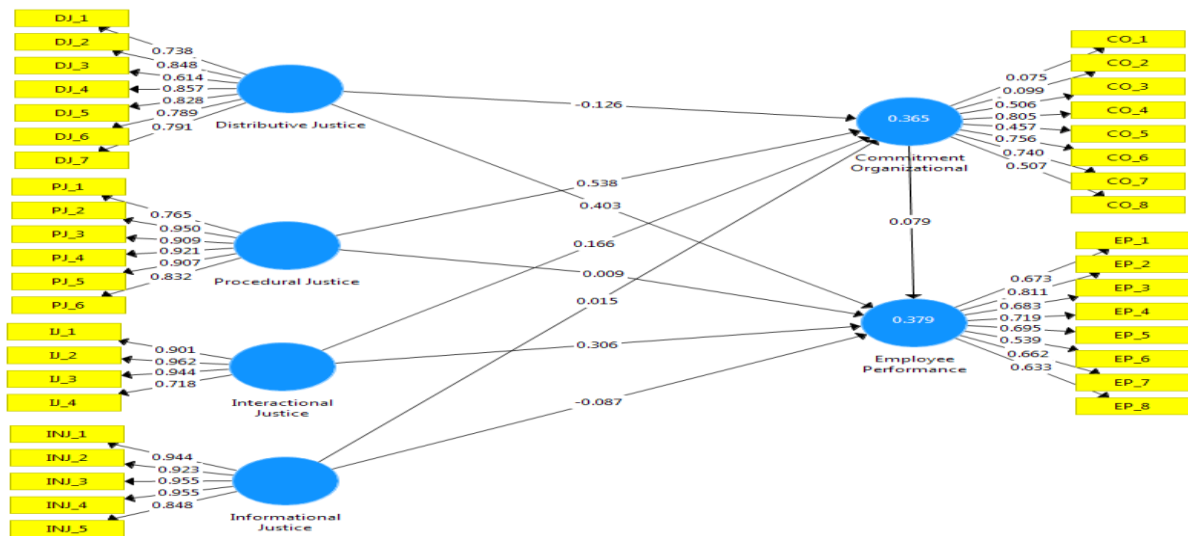


Figure 2 Convergent Validity

variable indicators that have a loading value greater than 0,70 have a high level of validity, thus meeting convergent validity .

2) Test the validity of discrimination

Discriminant validity is used to ensure that each concept of each construct or latent variable is different from the other variables. A model has good discriminant validity if the construct correlation value with the measurement item is greater than the value of the correlation with other constructs. (Ghozali and Latan, 2015 p. 74). Table 1 shows the result of discriminants validity

Table 2 Discriminant Validity

	Distributive Justice	Procedural Justice	Interactional Justice	Informational Justice	Commitment Organizational	Employee Performance
Distributive Justice	0.784				0.357	
Procedural Justice	0.695	0.883	0.761	0.872	0.590	
Interactional Justice	0.604		0.886	0.862	0.512	0.522
Informational Justice	0.604			0.962	0.551	0.471
Commitment Organizational					0.559	
Employee Performance	0.789				0.570	0.681

From the results of cross loading estimation in Table 2 shows that the construct correlation value with the indicator is greater than the value of the correlation with other constructs. Thus it can be concluded that all constructs or latent variables already have good discriminant validity , where the indicator on the construct indicator block is better than the indicator in the other block except the organizational commitment variable whose correlation value is greater procedural justice variable.

3) Reliability Test

Constructions are declared reliable if the composite reliability value and cronbach alpha value are greater than 0,70 (Ghozali, 2015 p. 75). The output results for composite reliability and cronbach alpha values can be seen in Table 2

Table 2 Reliability and Croanbadh Alpha

Variable	Item	Reliabilitas Komposit	Cronbach Alpha	Explanation
Distributive Justice	7	0.917	0.894	Reliable
Procedural Justice	6	0.955	0.942	Reliable
Interactional Justice	4	0.935	0.904	Reliable
Informational Justice	5	0.968	0.958	Reliable
Commitment Organizational	8	0.739	0.645	Tidak Reliable
Employee Performance	8	0.872	0.834	Reliable

From the results of the SmartPLS output in Table 2 , the model shows the composite reliability value and cronbach alpha for all constructs above the value of 0 , 70 . It can be concluded that all constructs have good reliability in accordance with the limit values specified minumun.

2. Testing the Inner Model

Determination Coefficient (R Square)

According to Chin (1998), the value of R² considered weak, moderate, and strong if it shows sequentially around 0 , 19 , 0.33, and 0.67 (Chin 1998 in Ghozali and Latan, 2015 p. 81). The coefficient of determination (R²) in this study is used to see the effect of jointly exogenous variables in the model were analyzed. Here the coefficient of determination

Table 3 Coefficients of Determinan

Variable	R ²
Commitment Organizational	0.365
Employee Performance	0.379

Based Table 3 known coefficient of determination (R²) equal to 0,365 on organizational commitment approaching the moderate category and 0, 379 on employee performance approaching the moderate category. This means that in this research model the organizational commitment variables have a moderate effect 36.5% and 37.9% moderate influence employee performance. The remaining 25,6% other influenced variable not described in this research model.

Path coefficient

According to Hass and Lehner (2009), the path coefficient values in the range of -0.1 to 0.1 are considered not significant, values greater than 0.1 are significant and directly proportional values, and values smaller than -0,1 is a significant value

Table 4 Path coefficient

	Commitment Organizational	Employee Performance	Explanation
Distributive Justice	-0.126	0.403	Not significant
Procedural Justice	0.538	0.009	Significant
Interactional Justice	0.166	0.306	Significant
Informational Justice	0.015	-0.087	Not significant

Based on Table 4 on the path coefficient shows the results of different studies are significant and not signif i cl ap's because there are variables path coefficient <0.1 and> 0.1 0.1.

3. Hypothesis Testing

For the results of hypothesis testing in PLS SEM can be done using the value of t arithmetic (to) with the value of t table. The values with a 5 percent significance and degree of freedom (DF) = the amount of data (n) -2 that is 89-2 = 87 are 1.67 (t table) below which are the results of the path hypothesis as follows:

Table 5 Hypothesis Testing

	Original Sample	Mean Sample	T Statistic	P Values	Explanation
Distributive Justice > Commitment Organizational	-0,55	0.008	0.348	0.728	Not significant
Procedural Justice > Commitment Organizational	0,499	0.450	2.011	0.045	Significant
Interactional Justice> Commitment Organizational	0.129	0.124	0.647	0.518	Not significant
Informational Justice> Commitment Organizational	0.039	0.068	0.151	0.880	Not significant
Distributive Justice > Employee Performance	-0.020	0.005	0.301	0.764	Not significant
Procedural Justice > Employee Performance	0.178	0.183	1.707	0.088	Significant
Interactional Justice> Employee Performance	0.046	0.056	0.549	0.583	Not significant
Informational Justice> Employee Performance	0.014	0.025	0.131	0.896	Not significant
Commitment Organizational > Employee Performance	0.357	0.410	5.538	0.000	Significant

Based on the image of the calculated t value of each variable, the average variable distributive justice, procedural justice, interactional justice, informational justice, organizational commitment, and employee performance has a number of t tables smaller than < 1.66. For variables that support the hypothesis that procedural justice variables on employee performance have t count greater than t table, that is t count 1.707 > 1.67 so the results are positive and significant. In addition, the variables that support the hypothesis, namely the organizational commitment variable on employee performance has a t count greater than t table, namely t count 5.538 > 1.67 so the results are positive and significant. While other variables do not support the hypothesis, and are not significant.

4. Conclusion

Based on the results of the analysis, it can be concluded that procedural justice is against Organizational and organizational commitment has a significant effect . These results indicate that procedural justice at the staff of the Animal Husbandry Training Center – Batu have an important influence in explaining the organizational commitment of employees, so organizations need to carefully review the formal policy procedures relating to the emergence of policies within the organization. It is significant pros fair edur describe good organizational capacity so that employees are committed to the organization. These results are consistent with research (Lambert, 2003) , decision processes to influence staff are important, because procedural justice is at the core of the legitimacy of the organization (Lambert, 2003) and EG Lambert, LD Keena, et al (2019) .

Recommendations and Limitations

Practical implications

The results of this study have practical implications. First, this research contributes to explaining the justice mechanism using four dimensions. Two dimensions of justice namely informational and interactional are perspectives that still require further testing in the context of the organization . Second, the results of this study can also provide input to the ranks of the leadership of the agency in charge of the Ministry of Agriculture employees both at the regional and central UPT to hold training programs to improve knowledge of employee skills and motivation, employee performance

Limitations and Future Research

This study still has limitations, namely the collection of questionnaires conducted in two ways, namely directly (physical) at the time of staffing and online meetings for those who were not present at the meeting. The obstacles faced by online collection were difficult for respondents to respond because some respondents had different perceptions of how to fill, so filling out the questionnaire was assisted by their colleagues.

This study only connects organizational justice variables to organizational commitment. However, existing research results ignore other variables such as compensation levels, wage satisfaction, job satisfaction, worker performance, corporate financial performance. Therefore future research considers these variables, and research methods can be developed using mix methods or qualitative methods so that a more detailed and in-depth picture can be obtained regarding the application of employee performance

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