

The commitment of organizational justice: A case study

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Abstract: This study aimed to examine the effect of distributive justice, procedural justice, and interactional justice on commitment at ISTA Cooperative Penatih Denpasar. The population of this study was all employees at ISTA Cooperative Penatih Denpasar, which were 33 respondents. The hypothesis in this study are tested using T test and F test. The data analysis techniques used in this study were classical assumption test, multiple linear regression analysis, and model feasibility test. The results of the study indicated that distributive justice, procedural justice, and interactional justice had a positive and significant effect on commitment by t-test and f-test had simultaneously influences on commitment at ISTA Cooperative Penatih Denpasar.

Keywords: Distributive Justice, Procedural Justice, Interactional Justice, Employee Commitment

INTRODUCTION

ISTA Cooperative Penatih Denpasar provide services to customers as well as possible, a good administration system felt by customers so that customer satisfaction arises. Thus, the cooperative establishes external and internal policies. External policy is a policy that is oriented to customer satisfaction, while internal policy is a policy made by the company so that employees have a high commitment to work. This is certainly inseparable from the leadership's role in realizing distributive justice in the form of compensation. As for the types of compensation given in the form of: salary, position allowance, transport money, bonuses, holiday allowances and overtime pay. In order to establish good relations and cooperation between leaders and employees and among employees as a form of procedural justice, daily meetings are held for each department and monthly meetings for all employees and tri-monthly meetings for all Cooperative management. In addition, the leader is very friendly to all employees by always greeting when meeting with employees and the leader always fairly resolving problems between employees. Every year the best employee selection is held and given awards. But the reality that occurred at the ISTA Cooperative Penatih Denpasar, not all employees have a high commitment. Commitments among employees appear to be declining, an indication of declining employee commitment can be illustrated by a note from the

Personnel department that some of the employees are late coming to work, skipping, left office during working hours and there are even some employees who submitted resignation.

THEORITICAL REVIEW

Organizational Justice

Organizational justice is view of organization members toward justice in distributing available resources. This theory is used as an employee outline to evaluate the justice of three classifications events (Greenberg 1990), namely: (1) distributive justice (results they receive from organization), (2) procedural justice (formal policy or process in achieving something that has been allocated by organization), (3) interactional justice (treatment taken by the decision makers in organization interpersonal).

Distributive Justice

Distributive justice refers to the amount of income or rewards distributed to employees. Distributive justice is related to fairness in allocating sources of income when compared to procedural justice that focuses on fairness in the decision-making process (Samad 2006).

Procedural Justice

Procedural justice refers to the justice received from the procedures used to make decisions (Chi and Han 2008).

Interactional Justice

Interactional justice refers to fair communication between employee-employer or among employees (Choudhary et al. 2016).

RESEARCH METHOD

Setting

This research was conducted at the ISTA Cooperative Penatih Denpasar. The ISTA Cooperative Penatih Denpasar was a multi-business cooperative located on Trenggana Street Number 30A Penatih-Denpasar. As for the reason for the location selection was the commitment of employees in the ISTA Cooperative Penatih Denpasar is still low in terms of attendance.

Population and Sample

Population was a generalization area consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono 2015). The samples were 33 employees of the ISTA Cooperative Penatih Denpasar.

Data Type

The type of data in this study was quantitative data. Quantitative data were data in the form of numbers such as the number of employees and the respondent's answer score regarding distributive justice, procedural justice, interactional justice and employee commitment.

Data Source

This research used primary data and secondary data. Primary data were data obtained directly from the study site by means of observation and questionnaires to respondents in the form of respondents' answers about distributive justice, procedural justice, interactional justice and employee commitment. Secondary data are obtained by recording official documents that were available.

Data Collection Technique

Data collection techniques used in this study were documentation study and questionnaire. Documentation study that is a data collection technique is carried out by studying relevant literature and documents in the ISTA Cooperative Penatih Denpasar covering data on the number of employees and absenteeism data. Questionnaire, which is a technique of collecting data through the submission of written questions in a list of statements compiled systematically.

Research Instrument

Before the questionnaire was distributed, it was tested to find out whether the questionnaire is valid and reliable. In this study the validity and reliability test using SPSS for Windows version 22.

Data analysis technique

Data in this study are analyzed with classical assumption, multiple linear regression and Model Feasibility Test.

Multiple Linear Regression Test

The analytical tool used in this study is multiple linear regression analysis with SPSS program. The multiple regression models in this study are as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

DATA ANALYSIS AND DISCUSSION

Validity Test

According to Umar (2002) for testing the level of instrument validity in the study used Pearson product-moment correlation coefficient analysis techniques. After the correlation is obtained, compared to the critics, if sig (sig value) < is smaller than α (0.05) the data is significant (valid), otherwise if the value of sig > α (0.05) then the data is not significant (invalid).

The following will show the results of the validity test of the variables of distributive justice, procedural justice, interactional justice and commitment as shown in table 1 below.

Table 1
Validity Test Results

No	Variable	Statement Item	Correlation Coefficient	Sig Value	Explanation
1	Distributive Justice	X1.1	0,633	0,000	Valid
		X1.2	0,914	0,000	Valid
		X1.3	0,910	0,000	Valid
		X1.4	0,865	0,000	Valid
		X1.5	0,856	0,000	Valid
		X1.6	0,814	0,000	Valid
		X1.7	0,809	0,000	Valid
		X1.8	0,809	0,000	Valid
2	Procedural Justice	X2.1	0,460	0,010	Valid
		X2.2	0,562	0,001	Valid
		X2.3	0,613	0,000	Valid
		X2.4	0,684	0,000	Valid
		X2.5	0,742	0,000	Valid
		X2.6	0,742	0,000	Valid

No	Variable	Statement Item	Correlation Coefficient	Sig Value	Explanation
		X2.7	0,706	0,000	Valid
		X2.8	0,636	0,000	Valid
3	Interactional Justice	X3.1	0,564	0,001	Valid
		X3.2	0,763	0,000	Valid
		X3.3	0,804	0,000	Valid
		X3.4	0,857	0,000	Valid
		X3.5	0,698	0,000	Valid
		X3.6	0,838	0,000	Valid
		X3.7	0,799	0,000	Valid
		X3.8	0,767	0,000	Valid
4	Commitment	Y.1	0,912	0,000	Valid
		Y.2	0,830	0,000	Valid
		Y.3	0,881	0,000	Valid
		Y.4	0,929	0,000	Valid
		Y.5	0,889	0,000	Valid
		Y.6	0,682	0,000	Valid

Based on Table 1 above it can be seen that the distributive justice variable with eight indicators, procedural justice with eight indicators, interactional justice with eight indicators and commitment with six indicators each indicator has a value of sig <0.05. So that each indicator for the variables of distributive justice, procedural justice, interactional justice and commitment are valid.

Reliability Test

The reliability test uses the alpha coefficient (α) of Cronbach's alpha, with a value greater than 0.60. If the alpha coefficient is greater than 0.60 then the item or variable is reliable, whereas if the alpha coefficient value is smaller than 0.60 then the item variable is not reliable (Sugiyono 2015). Table 4.3 will describe the results of the reliability analysis of distributive justice, procedural justice, interactional justice and commitment variables as follows.

Table 2
Reliability Test Results

No.	Variable	<i>Cronbach's Alpha</i>	Explanation
1	Distributive Justice	0,935	Reliable
2	Procedural Justice	0,779	Reliable
3	Interactional Justice	0,897	Reliable
4	Commitment	0,859	Reliable

Based on table 2 above, it can be seen that the distributive justice, procedural justice, interactional justice and commitment variable are reliable.

Classical Assumption Test

Because in this study using parametric statistics with multiple regression models, it was necessary to test the classical assumptions which include the normality test, multicollinearity test and heteroscedasticity test. To analyse the classic assumption test was carried out using the Statistical Package for Social Science (SPSS) program for Windows version 22. The classic assumption test can be explained as follows:

Normality Test

Normality test aims to test whether in the regression model, the residual value has a normal distribution or not. A good model is a model that provides residual values that meet the assumption of normality that is $\text{sig} > \alpha$ (significance level = 0.05). Here are the results of the normality test analysis.

Table 3
Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		33
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.66974364
Most Extreme Differences	Absolute	.164
	Positive	.164
	Negative	-.119
Kolmogorov-Smirnov Z		.940
Asymp. Sig. (2-tailed)		.340

The data in the table above shows the results of the normality test with Kolmogorov smirnov with asymp values. Sig (0.340) > α (0.05), it can be concluded that the residual data samples are normally distributed.

Multicollinearity Test

The multicollinearity test aims to test whether there is a correlation between the independent variables in the research model. A good model is a model that has no correlation between independent variables. To detect the presence or absence of multicollinearity in the regression model is to look at the value of Tolerance and Variance Inflation Factor (VIF). If the Tolerance value (TOL) > 0.1 and VIF < 10, it can be concluded that there is no multicollinearity between independent variables in the regression model. Multicollinearity test results are shown as in table 4 below.

Table 4
Multicollinearity Test Analysis Results

Model	Collinearity Statistics	
	Tolerance	VI F
1 (Constant)		
Distributive Justice	.991	1.009
Procedural Justice	.797	1.254
Interactional Justice	.794	1.260

Based on the results of multicollinearity analysis as in table 4 above shows that Tolerance value > 0.1 and VIF value < 10 . So it can be concluded that there is no multicollinearity between independent variables in this regression model.

Heteroscedasticity Test

Heteroscedasticity test is done to test whether in the regression model there is an inequality of variance from one observation residual to another. Heteroscedasticity does not occur if the significance value is greater than 0.05. The results of the heteroscedasticity test as in Attachment 12 show the significance value of each independent variable as in table 5 below.

Table 5
Heteroscedasticity Test Analysis Results

Model	t	Sig.
1 (Constant)	1.008	.322
Distributive Justice	-1.251	.221
Procedural Justice	1.005	.323
Interactional Justice	-.538	.595

Based on the results of heteroscedasticity test as in table 5 above the distributive justice independent variable has a significance value of $0.221 > 0.05$. The independent variable of procedural justice has a significance value of $0.323 > 0.05$ and the independent variable of interactional justice has a significance value of $0.595 > 0.05$. Thus it can be said that all

independent variables have a significance value > 0.05 . This means that the regression model does not occur symptoms of heteroscedasticity.

Analysis of Multiple Linear Regression

This multiple linear regression analysis is used to determine the magnitude of the influence of distributive justice, procedural justice and interactional justice on the commitment of ISTA Cooperative Penatih Denpasar employees. As a basis for calculation of multiple linear regression models, namely:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Table 6
Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-3.425	2.650		-1.293	.206
Distributive Justice	.461	.066	.665	6.942	.000
Procedural Justice	.280	.088	.338	3.167	.004
Interactional Justice	.143	.066	.232	2.170	.038
R Square = 0,736		Fcount = 26,982			
Adjusted R Square = 0,709		Sig F = 0,000			

From these results it can be arranged multiple linear regression equations as follows.

$$Y = -3,425 + 0,461X_1 + 0,280X_2 + 0,143X_3$$

The regression equation can be explained as follows.

- 1) A constant value of -3.425 illustrates that if distributive justice, procedural justice and interactional justice are equal to 0, the commitment of employees of the ISTA Cooperative Penatih Denpasar is -3,425 units.
- 2) Distributive justice variable regression coefficient of 0.461 means that for every change or increase of 1 (one) distributive justice unit, the commitment of employees of the ISTA Cooperative Penatih Denpasar will increase by 0.461, and vice versa, if distributive justice

is reduced by 1 (one) unit, then the commitment of ISTA Cooperative Penatih Denpasar employees will also decrease. The change shows that there is a positive influence between distributive justice on the commitment of employees of ISTA Cooperative Penatih Denpasar.

- 3) Regression coefficient of procedural justice variable of 0.280 means that for every change or increase of 1 (one) procedural justice unit, the commitment of employees of the ISTA Cooperative Penatih Denpasar will increase by 0.280, and vice versa, if procedural justice is reduced by 1 (one) unit, then the commitment of ISTA Cooperative Penatih Denpasar employees will also decrease. The change shows that there is a positive influence between procedural justice on the commitment of employees of ISTA Cooperative Penatih Denpasar.
- 4) Interactional justice variable regression coefficient of 0.143 has the meaning that for every change or increase of 1 (one) interactional justice unit, the commitment of employees of the ISTA Cooperative Penatih Denpasar will increase by 0.143, and vice versa, if interactional justice is reduced by 1 (one) unit, then the commitment of ISTA Cooperative Penatih Denpasar employees will also decrease. These changes indicate a positive influence between interactional justice on the commitment of employees of ISTA Cooperative Penatih Denpasar.

Determination Analysis

To find out the percentage of the effect of the variable under study, the formula used to determine the coefficient of determination (D) is $D = R^2 \times 100\%$. Thus it can be stated that distributive justice, procedural justice and interactional justice have an influence of 73.6% on the commitment of ISTA Cooperative Penatih Denpasar employee. While the remaining 26.4% is influenced by other factors not discussed in this analysis.

Significance of Regression Coefficient Simultaneously Test (F-Test)

Based on the results of data analysis with SPSS in table 6, the significance value obtained for the F test is 0,000. The significance value is $0,000 < 0.05$ so that H_0 is rejected. Thus the fourth hypothesis proposed in this study, namely distributive justice, procedural justice and interactional justice have a positive and significant effect on commitment is the truth of the test.

Discussion

1. The effect of distributive justice on commitment

The acceptance of the first hypothesis stating distributive justice has a positive and significant effect on commitment. Distributive justice can be defined as fair treatment for employees in terms of salary or wages, bonuses and other rewards. If the leader gives a salary that matches the employee's performance, the employees will be satisfied and committed to the organization. In this study most of the respondents are men, where men are the breadwinner of the family so that financial needs are more dominant to meet the needs of family life. The more distributive justice is given equitably, the commitment will surely increase. The results of this study are in line with the results of research conducted by Li and Zeng (2019) finding distributive justice has a positive relationship with organizational commitment. Friday and Ugwu (2019) found that organizational justice in the form of distributive justice had a significant positive relationship with employee commitment. Tjahjono et al. (2019) found theoretically that distributive justice generally had an effect on individual commitment.

2. Effect of procedural justice on commitment

The acceptance of the second hypothesis which states procedural justice has a positive and significant effect on commitment. Procedural justice is the employee's perception and view of the fairness of all processes, as well as the decision procedures in the organization. With the participation of employees in the decision making process making them feel treated fairly in the company will increase employee work commitments. In this study most of the respondents' length of work are over 10 years so that employees know a lot about the running of the company, problems that occur within the company and others related to company operations. The more employees are involved in making a decision, the more loyal the employees will be, which leads to increased commitment. The results of this study are in line with the results of research conducted by Li and Zeng (2019) finding procedural justice has a positive relationship with organizational commitment. Friday and Ugwu (2019) found that organizational justice in the form of procedural justice had a significant positive relationship with employee commitment. Tjahjono et al. (2019) found theoretically that procedural justice generally had an effect on individual commitment.

3. The effect of interactional justice on commitment

The acceptance of the third hypothesis which states interactional justice has a positive and significant effect on commitment. Interactional justice theory explains that if employees are treated by their superiors with dignity, attention and respect, it will increase employee commitment to the company. In this study most of the respondents aged over 40 years which have more experience in life that makes them think more mature. The more often these employees are involved in interactions and the interactions that occur are positive interactions, the more enthusiasm these employees work for because they feel valued which results in increased commitment. The results of this study are in line with the results of research conducted by Li and Zeng (2019) finding interactional justice

has a positive relationship with organizational commitment. Friday and Ugwu (2019) found that organizational justice in the form of interactional justice had a significant positive relationship with employee commitment.

4. The influence of distributive justice, procedural justice, and interactional justice on commitment

The acceptance of the fourth hypothesis stating distributive justice, procedural justice, and interactional justice has a positive and significant effect on commitment. If employees have been given organizational justice in the form of distributive justice, procedural justice and interactional justice well by the company, employee commitment to the company will increase. In this study most of the respondents have long worked in the company and in terms of age most of them are adults so that employees feel distributive justice is very important and they feel valued when involved in making decisions as procedural justice and always respected in interacting with leaders as interactional justice so that all this will lead to increased commitment. The results of this study are in line with the results of research conducted by Li and Zeng (2019) finding distributive justice, procedural justice and interactional justice have a positive relationship with organizational commitment. Friday and Ugwu (2019) found that organizational justice in the form of distributive justice, procedural justice and interactional justice had a significant positive relationship with employee commitment.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the discussion that has been described in the previous chapter, the following conclusions are obtained.

1. The sig value for the distributive justice variable is $0,000 < 0.05$, so H_0 is rejected. Thus the first hypothesis proposed in this study, that distributive justice has a positive and significant effect on commitment, is verifiable.
2. The sig value for procedural justice variable is $0.004 < 0.05$, so H_0 is rejected. Thus the second hypothesis proposed in this study that procedural justice has a positive and significant effect on commitment is verifiable.
3. The sig value for the interactional justice variable is $0.038 < 0.05$, so H_0 is rejected. Thus the third hypothesis proposed in this study that interactional justice has a positive and significant effect on commitment is verifiable.
4. The significance value for the F test is 0,000. The significance value is $0,000 < 0.05$ so that H_0 is rejected. Thus the fourth hypothesis proposed in this study, namely

distributive justice, procedural justice, and interactional justice have a positive and significant influence on commitment is verifiable.

Suggestions

Based on the conclusion above, the suggestion that the writer can propose to the ISTA Cooperative Penatih Denpasar is to give awards to employees who have high dedication to the ISTA Cooperative Penatih Denpasar. Considering the measurement of commitments to the ISTA Cooperative Penatih Denpasar is a very important activity to be carried out so that the Institution or leadership can provide an assessment of commitments professionally and objectively, as well as their implications for commitment. In this study it is known that the variables of distributive justice, procedural justice and interactional justice have an influence on commitment. Therefore, the three variables need to be carried out continuously in producing maximum and optimal commitment in accordance with the goals and expectations of the ISTA Cooperative Penatih Denpasar. For further researcher, in this study there is a limitation which is relatively small number of research respondents, thereby reducing the ability to generalize the results of this study, so for further researchers are expected to choose research location that have more respondents. Future researchers are also expected to examine other factors that influence commitment in addition to distributive justice, procedural justice, and interactional justice variables.

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