

The Role of Organizational Justice in Determining Work Satisfaction and Commitment among Civil Servants in Aceh, Indonesia

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This study examines the effect of organizational justice which consists of procedural, distributive and interactional justices on job satisfaction and affective commitment. A total of 500 government employee response across a spread of 8 regions were collected by using the random sampling technique and analyzed using path analysis through structural equation modelling technique (SEM) performed with Amos 21. The results of the study showed that organizational justice which is represented by procedural, distributive and interactional justices, has positive and significant effect on job satisfaction and affective commitment among civil servants in Aceh. Meanwhile, job satisfaction has significant effect on affective commitment. In addition, the level of affective commitment of employees is affected by job satisfaction. Thus, leaders need to continue to find wise solutions to keep every employee satisfied at work, including through the implementation of the three justices (procedural, distributive and interactional). The implementation of the three-justice philosophy (procedural, distributive and interactional) in possible conjunction with other policies such as the increase of work facilities, work environment and conducive working arrangement will be optimal. This research recommends a model for government agencies to utilize that will increase the satisfaction and performance of civil servants in Aceh province.

Key words: *Procedural Justice, Distributive Justice, Interactional Justice, Job Satisfaction, Affective Commitment.*

Introduction

Employee loyalty and dedication is the manifestation of emotional ties to the agency/company where one works and is one form of emotional bonding that is an affective commitment in everyday life. A committed employee will certainly have a strong desire to perform all actions in accordance with their designation functions and roles in order to achieve the vision, mission and objectives of the organization where they work. Affective employee commitment is influenced by the job satisfaction factor. According to Han, *et al.* (2012) the employee job satisfaction variable positively affects affective commitment (Han, *et al.* 2012). Furthermore, the assessment of employee job satisfaction is influenced by several factors related to the fairness perceived in the work environment. Among these, justice is theoretically defined as comprising procedural, distributive and interactional justice. This factor has been proven to empirically affect employee satisfaction, which then forms the basis of employee commitment. There is no doubt that employee affective commitment is very valuable and is an intangible asset for any company (Chaudhuri and Bowen, 2008).

Job satisfaction terminology was first proposed by Happock (1935) who stated that job satisfaction is a series of psychological, physical and environmental concerns that cause a person to say "I am satisfied with my job" (Yew, 2007). Locke (1976) posed another definition that job satisfaction is a positive overflow of feelings, a result of evaluation of work or work experience by comparing what is expected and what is obtained from the job (Yew, 2007). Job satisfaction cannot be separated from various factors that influence it such as procedural justice, distributive justice and interactional justice (Kadaruddin, Kadir and Mardiana, 2012).

Based on preliminary observations in several government work units, it is found that there are various gaps among the employees. Among the gaps is the fact that a lot of work delegated to employees with the lowest rank is work that can be done alone or perhaps together. Here it appears that the workload has not been divided equally and in accordance with the responsibilities apportioned to each employee. In other circumstances, job selection is found based on the benefits that will be generated, be it financial benefits or career benefits in the short term. Another thing that portrays a negative indication of distributive justice in an institution is a low level of wages/salaries of employees, especially for non-civil servants where the work schedule and workload are almost the same as for more highly paid civil servants.

This situation becomes more and more uncomfortable for some employees when there are other types of jobs that have the potential to earn rewards or attention from the manager. This type

of work is often not delegated and the assumption is that the manager will not pay attention and that benefits received will be reduced as they are not shared. If the workload is deemed necessary to be shared, then it is done with a different portion adjusted to the rank and status of employment. In other contexts, lower employees more often become the scapegoats of a mistake made by the manager and it can be concluded that in those situations, the procedures are not implemented fairly.

This research tried to establish the cause of low job satisfaction and civil servant performance in Aceh province. The previous research literature and some theoretical studies related to human resource management are referenced. This research will use the commitment theory initiated by Mayer and Allen who found three forms of organizational commitment i.e. affective commitment, ongoing commitment and normative commitment (Mayer and Allen, 1991). Assessment of employee commitments has been made several times by Meyer and Allen and the model for assessing this organizational commitment is known as the Three Commitments Model - TCM.

Research Methodology

This research was conducted in Central Aceh, Bener Meuriah, Bireuen, Lhokseumawe, Aceh Utara, Aceh Timur, Langsa and Aceh Tamiang in Aceh province. The subjects of this research are Civil Servants. The population in this study are all civil servants who work in a range of government agencies in Aceh Tengah, Bener Meriah, Bireuen, Lhokseumawe, Aceh Utara, Aceh Timur, Langsa and Aceh Tamiang. The sampl comprises 500 civil servants that were distributed by using multisatge random sampling. The operational definition of variables is shown in Table 1 below.

Table 1: Operasional definition of variable

No	Variable	Definition	Indicator	Attribute
1.	Distributive Justice (KD)	Distributive justice is a person perception of justice on the distribution of resources among the employees (Greenberg and Baron, 2003; in Hasmarini and Yuniawan 2008)	1. Work schedule 2. Wage/salary level 3. Workload 4. Reward 5. Job responsibilities (Usmani and Jamal, 2013)	KD1 KD2 KD3 KD4 KD5 KD6

2.	Procedural Justice (KP)	Procedural justice is the perception of fairness to the procedure used to make decisions so that every member of the organization feels involved in it. (Budiarto and Wardani, 2005).	<ol style="list-style-type: none"> 1. Process control 2. Decision control 3. Consistency 4. Free of prejudice 5. Accuracy of information 6. Able to correct 7. Ethic and moral <p>(Kristanto, 2013)</p>	<p>KP1 KP2 KP3 KP4 KP5 KP6 KP7</p>
3.	Interactional Justice (KI)	Interactional justice related to the combination of a subordinate trust to his superiors with fairness apparent in the everyday work environment. (Bass, 2003; in Budiarto and Wardani, 2005)	<ol style="list-style-type: none"> 1. Courtesy 2. Dignified 3. Honor 4. Word appropriety 5. Honesty 6. Justification <p>(Kristanto, 2013)</p>	<p>KI1 KI2 KI3 KI4 KI5 KI6</p>
4.	Job satisfaction (KK)	Job satisfaction is a positive emotion; a result of the evaluation of one's job or work experience by comparing what is expected of the job and what is received. (Locke 1976; in Yew, 2007)	<ol style="list-style-type: none"> 1. Satisfaction 2. Enthusiasm 3. Enjoyment 4. Excitement 5. Contentment. <p>(Kristanto, 2013)</p>	<p>KK1 KK2 KK3 KK4 KK5</p>
5.	Affective Commitment (KA)	Affective commitment is a degree to which a worker psychologically commits to organization through feelings like loyalty, affection, because he agrees with the organizational objectives. (Meyer and Allen, 1991)	<ol style="list-style-type: none"> 1. Be part of organisational problem 2. Be part of the organisation 3. Attachment feeling 4. Personal meaning 5. A sense of belonging <p>(Kristanto, 2013)</p>	<p>KA1 KA2 KA3 KA4 KA5</p>

The data analysis method used in this research is Structural Equation Modeling (SEM) through the AMOS-20 (Analysis of Moment Structure) device. The structural equation model (SEM) is a set of statistical techniques that allow the testing of a series of relative pure ‘complex’ relationship (Ferdinand, 2006). In general there are two stages of data analysis with SEM; first, to validate the measurement model and second, to adjust to the structural model (Hair et al., 1999). In this research, the first step is solved through confirmatory factor analysis, while the second step is solved through path analysis with latent variables.

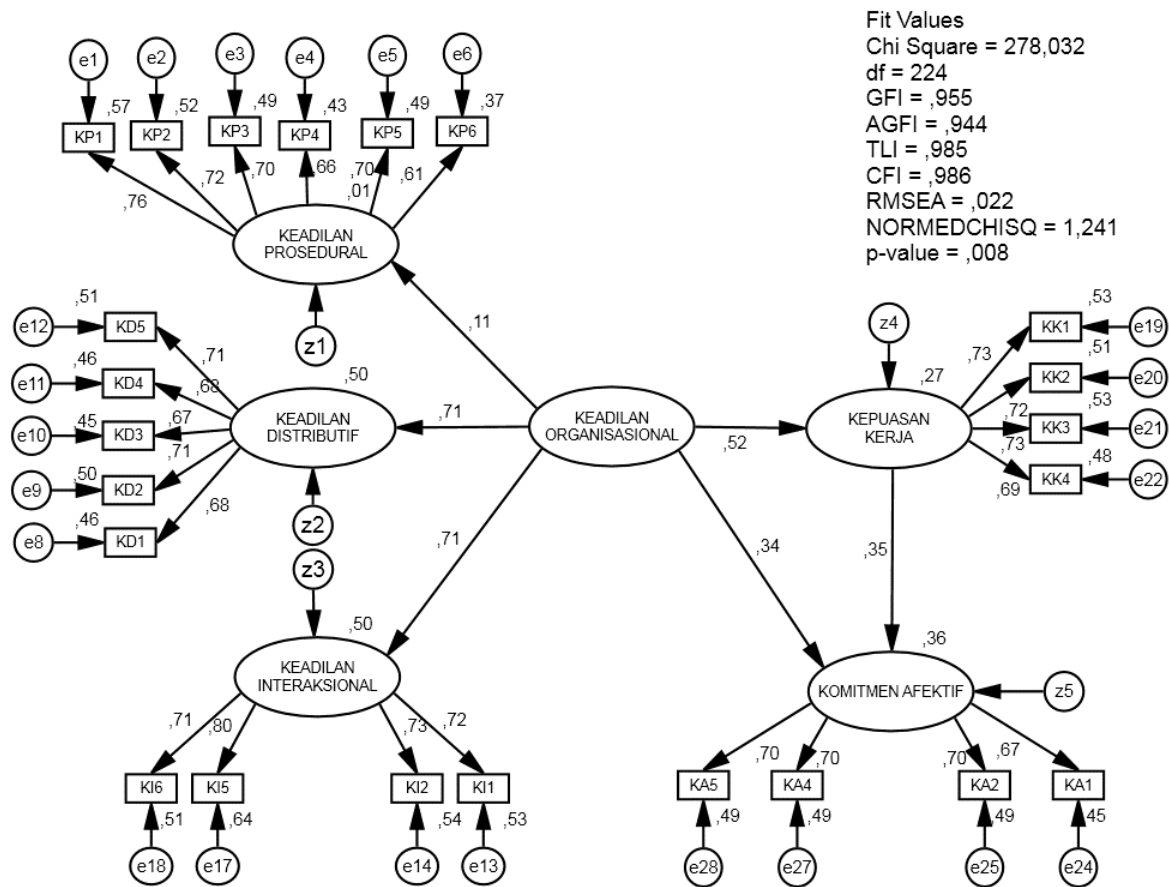
The goodness of fit test of model

The goodness of fit test model is achieved through a flow chart in the full model equation. The was test conducted on all exogenous and endogenous variables that were combined into one whole diagram (path) through the variant or covariant matrix and the full model is referred to as the research model. The full model test was completed in two stages i.e. full SEM model before modification and full SEM model after modification. The goodness of fit test was conducted through full SEM model before testing how far the basic model formed in this study met the criteria of goodness of fit so that the model can describe the research phenomenon without any modification. The suitability of the model was evaluated by examining some goodness of fit criteria that tested its conformity and cut off value was used to test whether the model was accepted or rejected.

Results and Discussion

SEM full model test is a test conducted on the entire exogenous or endogenous variables that have been combined into one and intact through variance and covariance matrix and the full model is also called the research model. The results of data processing conducted by using AMOS 21 before modification is shown in Figure 1 below.

Figure 1. Full model before modification



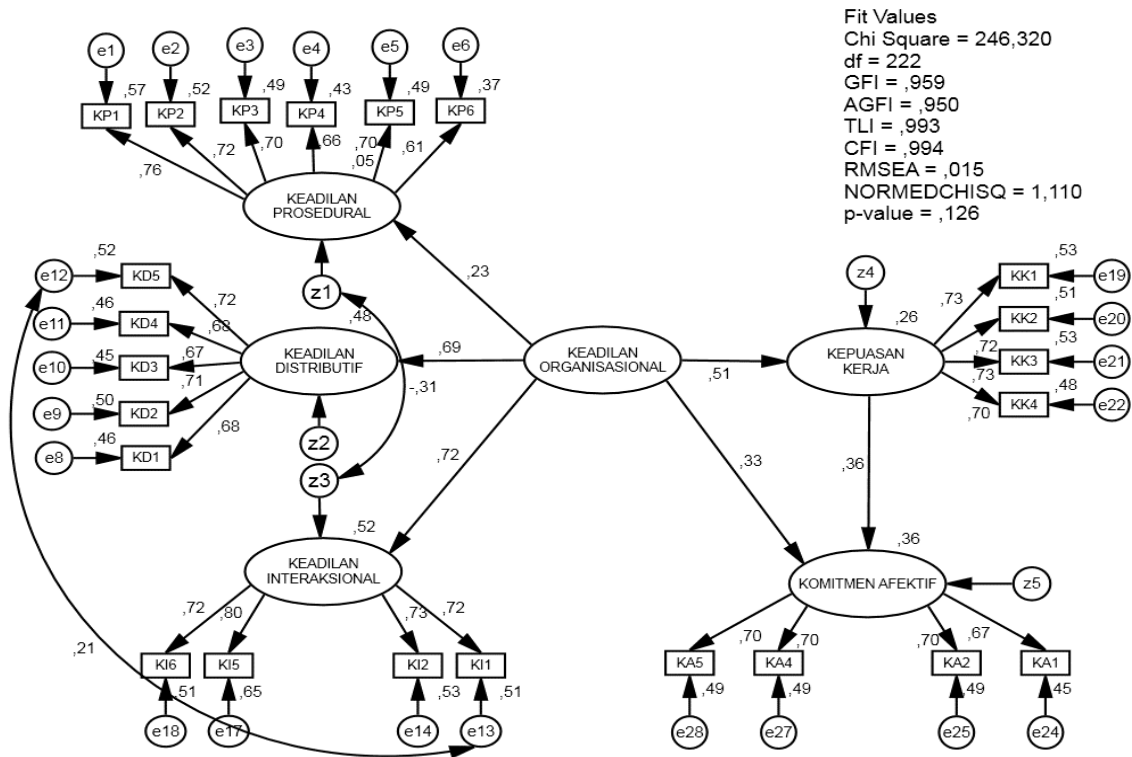
In the structural equation model in this study, there is only one GOF index that does not meet the cut-off value, the probability value is 0.008, still below the required value but in general, the structural equation model in this study is a good fit and modifications suggested by Amos need to be effected to improve the probability value as shown in Table 2 below:

Table 2: Goodness of fit indices for full model before modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Evaluation Model
χ^2 Chi-Square Statistics	Expected small	278.032	Good
Probability	≥ 0.05	0.008	Bad
CMIN/DF	≤ 2.00	1.241	Good
GFI	≥ 0.90	0.955	Good
AGFI	≥ 0.90	0.944	Good
TLI	≥ 0.95	0.985	Good
CFI	≥ 0.95	0.986	Good
RMSEA	≤ 0.08	0.022	Good

Since the model is not fit with the data, the model needs to be modified and re-analyzed. Modification is the act of connecting an error indicated by modification indices. Full Model after modification suggested by Amos can be observed in Figure 2 below. The value of goodness of fit and its accordance with the required criteria is shown in Table 3 below.

Figure 2. Full model after modification



Based on the data processing as shown in Figure 2 and then included in Table 2, the overall construct that is used to establish a model of this research has met the criteria of goodness of fit indices that have been set such as the value of chi-square (246,320) is smaller than before modification, RMSEA (0.015), TLI (0.993), CFI (0.994), CMIN/DF (1,110), P-Value (0,126) GFI value (0,950) and AGFI (0.950). From the research result after modification, it can be concluded that the research model is fit as is presented in Table 3 below.

Table 3: Test of goodness of fit proposed model

Goodness of Fit Index	Cut-off Value	Results Analysis	Evaluation Model
χ^2 Chi-Square Statistics	Expected small	246.320	Good
Probability	≥ 0.05	0.126	Good
CMIN/DF	≤ 2.00	1.110	Good
GFI	≥ 0.90	0.959	Good
AGFI	≥ 0.90	0.950	Good
TLI	≥ 0.95	0.993	Good
CFI	≥ 0.95	0.994	Good
RMSEA	≤ 0.08	0.015	Good

In addition to testing the goodness of fit on the model, the correlation between the constructs of organizational justice dimensions and the construct of job satisfaction and affective commitment can be seen.

Procedural justice, distributive justice and interactional justice as organizational justice dimensions

The results show that procedural justice contributes to shaping organizational justice of 0.228 or 22.8%, distributive justice of 0.694 or 69.4% and interactional justice contributes to shaping organizational justice of 0.724 or 72.4%. Overall it is found that the dimension of justice has a significant role.

The effect of organizational justice on job satisfaction

The subsequent analysis is to determine how much influence organizational justice has on job satisfaction and that is one of the objectives of this research. The analysis shows that the role of organizational justice can provide job satisfaction for civil servants in Aceh province. Its effect is displayed by the standardized coefficient estimate of 0.508 to the value of the critical ratio (CR) of $7.901 \geq 2.00$ and a significance of $0.000 < 0.05$. This means that job satisfaction of civil servants in Aceh province as a whole is formed because of a sense of procedural justice such as a chance for civil servants to provide an opinion on the implementation of rules and a freedom to supervise the implementation of rules and a consistency in the implementation of the regulations in the institution.

Also, the regulations do not represent any particular group but are for the common good of the organization. Employees are allowed to file an objection against the application of the rules if they are not in line with expectations. Another thing that shapes job satisfaction is that the agency where they work upholds moral and ethical conduct which means that if procedural

justice is applied correctly, employees will feel satisfied in their work and the benefits will have an impact on the continuity of the organization, where every employee will perform their duties as compared to the expectations of the organization.

Job satisfaction may be formed by the sense of distributive justice including fairness in applying the appropriate and not burdensome work schedule and fairness in providing compensation/salary as commensurate with the duties and responsibilities of the workload associated with respective positions. This is in line with what Robbins et al., claim in that when employees compare rewards to the input given, they should conclude that the company provides fair compensation or they will experience increased negative behaviour and the opposite occurs if there is a desire to behave positively (Robbins et al., 2000).

The influence of organizational justice on affective commitment

The results also show that there is an influence between organizational justice consisting of procedural justice, distributive justice and interactional justice on affective commitment of civil servants. The effect is evidenced by the standardized coefficient estimate of 0.332 to the value of the critical ratio (CR) of $4.431 \geq 2:00$ and a significance of $0.000 > 0.05$. Thus, if procedural, distributive and interactional justice in both departments and agencies in Aceh province is improved, the affective commitment to the organization will increase. Employees will be concerned about organizational issues so that they will try to give the best to solve various problems for the organization. They feel attached to the organization and they attribute meaning to the organization as a sense of belonging since they consider themselves a part of it. The results of this study support previous research conducted by Budiarto and Wardani about the relationship between distributive justice and affective commitment in 133 employees of a battery manufacturer company (Budiarto and Wardani, 2005). The result was that distributive justice is the most dominant factor affecting affective commitment when compared to other justice factors.

The effect of job satisfaction against affective commitment

Based on the analysis, the coefficient value of job satisfaction influences affective commitment at 0.358 with the value of the critical ratio (CR) of $5.111 \geq 2.00$ and significance value of $0.000 < 0.05$. When considered through Robbins' (2002) theory that job satisfaction refers to individual attitude toward work in general, a person with high job satisfaction has a positive attitude towards his work; someone who is not satisfied with his work has a negative attitude towards the job (Khuzaini and Kaihatu, 2008). Luthans (1992) states that there are several dimensions to job satisfaction i.e. the type of job, wage/salary, promotion, monitoring and composition of working groups.



Job satisfaction that has been formed will be able to create employee commitment through loyalty and a sense of belonging, or being a part of the company, institution or organization. Affective commitment is an emotional attachment of employees to an organization that is reflected through the involvement and feelings of pleasure and enjoyment gained through their activities within the organization. Affective commitment shows that the existence of a person in the organization is due to their own choice and will.

Research Implications

In the context of the dimension of procedural justice, employee considers this aspect as the primary shaper of job satisfaction and affective commitment. Therefore, leaders need to maintain consistency in the application of rules and criteria and to streamline communication with employees or their relevant Union as a check and balance related to the implementation of regulations. Further, as to distributive justice, employees consider remuneration as a significant influence on job satisfaction and organization need to continuously review and increase the employee income appropriately. Leaders need to assess any changes associated with rewards by involving all stakeholders, conducting simulations and discussing with the regent.

With in-depth study, it is expected that an appropriate reward system could be a stimulus for job satisfaction. In terms of the interactional justice dimension, employees considers this dimension as instrumental in forming job satisfaction. Management needs to maintain egalitarian principles in communicating and interacting with employees. The leader plays a vital role in realizing this egalitarian atmosphere because they are the one who interacts directly with the managers and consequently through to the lowest levels of the hierarchical structure. Ultimately the desired outcomes is a harmonious atmosphere that supports employee performance achievement. The role of leaders is crucial and needs focus on consistent implementation of the structural official selection competency-based process. Although the level of affective commitment of employees is affected by job satisfaction, leaders need to continually to find wise solutions to keep every employee satisfied at work. This research found the implementation of the three-justice (procedural, distributive and interactional) approach, possibly in conjunction with other policies such as the increase of work facilities, work environment and conducive working arrangements to have greatest effect on employee satisfaction.



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