

THE EFFECTS OF ORGANIZATIONAL JUSTICE AND WORK COORDINATION ON EMPLOYEE COMMITMENT AND PERFORMANCE

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Abstract— This research aims to determine and analyze the effects of organizational justice and work coordination on employee commitment and performance at Communication, Informatics and Statistics Office, Bombana Regency. These research samples are some of employees at Communication, Informatics and Statistics Office, Bombana Regency, namely 444 employees. This research used PLS analysis. Results of the research show that: (1) Organizational justice has positive and significant effects on employee commitment, (2) Organizational justice has positive and significant effects on employee performance, (3) Work coordination has positive and significant effects on employee commitment, (4) Work coordination has positive and significant effects on employee performance, (5) Commitment has positive and significant effects on employee performance, (6) Commitment can mediate the effects of organizational justice on employee performance and (7) Commitment can mediate the effects of work coordination on employee performance at Communication, Informatics and Statistics Office, Bombana Regency.

Index Terms— Organizational Justice, Work Coordination, Commitment and Performance

1 INTRODUCTION

Performance serves as one of the important work behaviors since employee performance plays an important role in giving effects on organizational performance (Carter, et.al, 2012; Foloranso, et.al, 2014). It means that when an employee can work appropriately then his or her performance will improve which can directly give effects on increasing organizational performance. Employee performance can improve if organization can encourage motivation and consider work satisfaction which will also give direct effects on organizational performance. Performance means as combination of ability and traits, effort and support which can be measured through production results or work production which have been achieved by the employees (Mukhtar, et.al, 2012; Rastgar, 2012). It means that performance can be observed and measured (Khan, et.al, 2010). Performance basically can be defined as what is done and not done by employees so they give effects on the extent of portion of their contribution to the institution or organization including the presented quality service. Strategy of performance improvement is the way of an organization to improve employee performance in order to be able to achieve organizational goals.

In order to achieve successful performance improvement strategy, it is necessary for an organization to determine its performance targets. The performance targets are individually determined specifically, in terms of project fields, process, routine and main activities as the employee responsibilities. If the performance targets are encouraged by the employees, this will create a self-strength and by supporting environmental situation, the performance achievement will be easier. High level of performance presented by employees can be seen as employee commitment in order to optimize any owned potentials. Commitment can be affected by some variable one of which is organizational justice. In former study taken by Wang et al., (2010), it was found results stating that organiza-

tional justice has relationship with an employee commitment. Further research taken by Hwei and Santosa (2012), showed that procedural justice and distributive justice positively relate with organizational commitment and work satisfaction. A research conducted by Kristanto (2015) at 38 employees in CV Tanaya Fiberglass found out that organizational justice has positive effects on organizational commitment. Akanbi et al., (2013) in their research taken in Nestle Nigeria organizational with 215 employees as the research samples found out significant effects of distributive justice perceived by employee commitment. An organization should provide proper justice for each employee so it can improve employee commitment.

Organizational commitment can be said to have significant effects on employee willingness to leave the organizational (Khan et al., 2014). High level of employee support and development of employee commitment to the organizational will decrease turnover intention (Hussain dan Asif, (2012)). Choong in Khan (2014) stated that employee with high level of organizational commitment certainly will be pleased being in the organizational. Some of the commitment forms shown by employees are improving performance, low level of absenteeism rate and willingness to look for other work alternatives. Low level of organizational commitment will also lead to low level of employee organizational loyalty and improving employee willingness to abandon its membership in the organization (Novriyadhi, 2015).

Organizational Justice is one of the determining factors of turnover level of employee intention. This is proven by some studies stated by Daromes (2006) that organizational justice has negative relation and significant effects on turnover intention. A leader having no justice consideration in decision making will lead to high level of turnover intention. Yavuz (2010) stated that strengthening organizational justice is one of the important steps to improve organizational commitment.

Another variable giving effects on commitment and performance is coordination. Hasibuan (2006) stated that coordination is defined as an activity to direct, integrate and coordinate management elements and subordinate works in achieving organizational goals. Coordination can be done by appropriate authority delegation, clear work division and good communication between organizational members. Coordination is team balancing and moving by giving appropriate work activity locations to each employee and maintain the activity to be done by proper alignment between the members.

Based on pre-research conducted by the researchers at the Communication, Information and Statistics Office Bombana Regency, it found out that the implementation of performance is still low, this can be seen from the presence of employees who feel the injustice by their leadership in assessing subordinates' works, the existence of employees who are reluctant for making any cooperation and work coordination between employees, the existence of employees who do not obey office hours based on regulations and the presence of employees who do not carry out their duties during office hours. This research aims to test and analyze: (1). the effects of organizational justice on employee commitment, (2) the effects of organizational justice on employee performance, (3). the effects of work coordination on employee commitment, (4). the effects of work coordination on employee performance, (5). the effects of commitment on employee performance, (6). the role of commitment in mediating the effects of organizational justice on employee performance, and (7). the role of commitment in mediating the effects of work coordination on employee performance at the Communication, Information and Statistics Office, Bombana Regency.

2 LITERATURE REVIEW

2.1 Concept of Organizational Justice

Concept of organizational justice according to (Luthans and Fred. 2006) is based on three essential aspects such as process, results and interpersonal relationship. Based on theory of organizational justice, employees keep measuring and comparing input and outputs. Organizational justice is defines as a concept showing employee perception on the level they are treated fairly in organization. The organizational justice is conceptualized as a combination of various dimensions. According to Robbins and Judge (2008), it is defined as individual perception on the level of an employee is treated with full of dignity, attention and respects. According to Usmani and Jamal (2013), there are three main dimensions of organizational justice, namely: (a). distributive justice, (b) procedural justice and (c). interactional justice.

2.2 Concept of Work Coordination

Handoko (2016) wrote that coordination is a process of integrating goals and activities in distinct units of an organization in order to achieve organizational goals efficiently. Brech in Hasibuan (2014:85), "Coordination is balancing and moving team in giving appropriate work activity locations to each employee and maintain the activity to be done by roper

alignment among the members. According to Manullang (2001:72-73), indicators of measuring coordination are: (a). direction, (b). cooperation, (c). meeting and (d). orders.

2.3 Concept of Work Commitment

Employee commitment to an organization is also called as work commitment which should obtain consideration from managers and organizational behavior which develops since the preliminary studies concerning employee loyalty which is expected by each employee. Work commitment or organizational commitment is a condition perceived by the employees that can create strong positive behavior to work organization. Blau in Sanjaya (2019) mentioned 4 items of work commitment indicators namely: (a). Conformity of life orientation with task/work, (b). Attention to tasks/work, (c). The amount of time devoted to the task/work, and (d). Willingness to always be involved in the task / work.

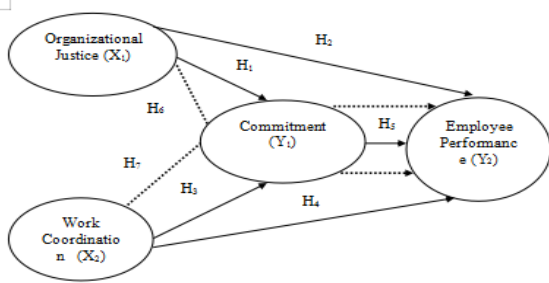
2.4 Concept of Employee Performance

Mohamad Mahsun (2016), performance is a description of implantation level of activity or plan or policy to achieve organizational goals, targets, mission and vision in organizational strategy planning. Then, Mangkunegara (2015) said that performance is result of work quantity and quality completed by employees based on tasks given to them. Based on Regulation of Government Number 30 of 2019, it stated that assessment of work performance using this SKP includes some aspects, namely quantity, quality, time and costs. In addition of SKP, work achievement is also measured by using work behavior consisting of service orientation, commitment, work initiative, cooperation and leadership.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

This research begins with a theoretical study, namely examining any relevant theories to this study. This theoretical study guides deductive thinking as a process of thinking from general aspects to the specific ones. Preparation of the thesis is not only based on the results of studies originating from theory, but also empirical studies originating from previous relevant studies to this research study. Empirical studies in this research lead to inductive thinking as a thinking process from specific aspects to the general ones. Therefore, the flow of thinking in this thesis is not only based on deductive or inductive thinking, but a combination of deductive and inductive thinking lines because both are interconnected and mutually support each other. Based on several aforementioned theories and research, the researchers developed a conceptual framework in this study as presented in Scheme 3.1. as the following:



Scheme 3.1. Research Conceptual Framework

Notes:

→ Direct Effects

..... Indirect Effects

3.2 Research Hypotheses

Based on the aforementioned problem formulation and literature review, the hypotheses in this study are as follows:

- H1 Organizational justice has positive and significant effects on employee commitment
- H2 Organizational justice has positive and significant effects on employee performance
- H3 Work coordination has positive and significant effects on employee commitment
- H4 Work coordination has positive and significant effects on employee performance
- H5 Commitment has positive and significant effects on employee performance
- H6 Commitment can mediate the effects of organizational justice on employee performance
- H7 Commitment can mediate the effects of work coordination on employee performance at the Communication, Information and Statistics Office, Bombana Regency.

4 RESEARCH METHODE

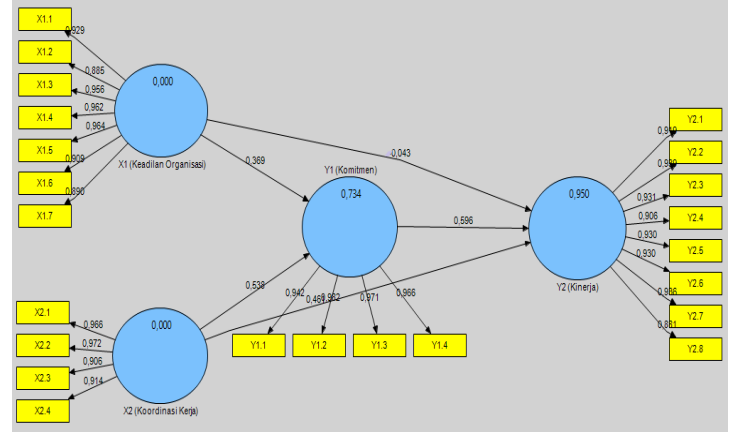
This study used the census method in determining the number of samples as the number of samples is the same as the total population, namely 44 employees at the Communication, Information and Statistics Office, Bombana Regency, excluding the leadership. The types of data collected in this study are: (1). Qualitative data is unmeasured data such as statements or perceptions. The qualitative data in this study taken from perceptions of the variables studied. (2). Quantitative data is measured data in the form of numbers such as scores or intervals. Secondary data in this study includes the number of employees, achievement of work results in 1 year and other information obtained from the research location. Sources of data collected in this study are primary data and secondary data. The data collection technique uses a questionnaire, documentation, while the data analysis technique uses Partial Least Square (PLS).

5 RESEARCH RESULTS

5.1 Testing of Path Coefficient and Hypotheses Testing

Testing the hypotheses and the path coefficient of direct effects between the organizational justice, work coordination, commitment and employee performance variables. Results of testing of the effects between the variables can be seen from the path coefficient values and the critical point (t-statistics) presented in the path diagram in Scheme 5.1.

scheme 5.1. Path Coefficient Diagram and Hypothesis Testing



Source: Processed Primary Data in 2022

Test results in Scheme 5.1. and table 5.14. obtained from the five tested direct effects, all of which have positive and significant effects, namely: (1) organizational justice has positive and significant effects on commitment, (2) organizational justice has positive and significant effects on employee performance, (3) work coordination has positive and significant effects on commitment, (4) work coordination has positive and significant effects on employee performance, (5) commitment has positive and significant effects on employee performance. It can be fully presented in:

Table 5.14. Path Coefficient and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X1 -> Y1	0,36882	0,38519	0,09276	0,09276	3,976022
X1 -> Y2	0,17692	0,19276	0,06732	0,06732	2,628111
X2 -> Y1	0,53810	0,52865	0,07705	0,07705	6,983446
X2 -> Y2	0,78111	0,76989	0,05619	0,05619	13,90252
Y1 -> Y2	0,59575	0,58714	0,07100	0,07100	8,390576

Source: Processed Primary Data in 2022

5.2 Testing of Indirect Effect Path Coefficient (Mediation)

H6 : Commitment Can Mediate the Effect of Organizational Justice on Employee Performance.

The results of the path diagram analysis show that organizational justice has direct effects on commitment with a value of 0.176 in a positive direction. The following is a calculation of the indirect effects using the Sobel test formula (Solimun, 2012) as follows:

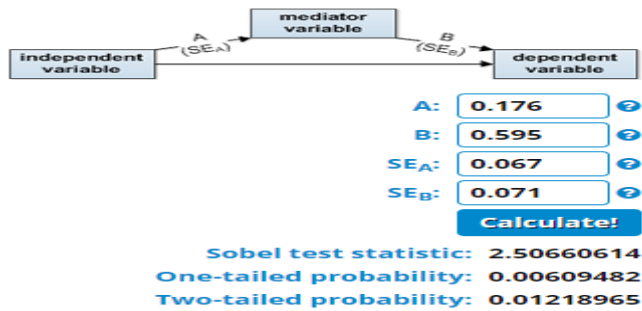
Based on the Sobel formula, the indirect effect (mediation) test can be carried out using the Sobel Online Test application on the <http://quantpsy.org/sobel> site and then inputting values based on the Partial Least Square outputs in the Bootstrap-

ing Inner Weight Appendix. The inputted data are:
a is the path coefficient of organizational justice (X1) on employee performance (Y2).

B is the path coefficient of the mediator variable (commitment) on employee performance (Y2).

Sa is the standard error of the path coefficient a.

Sb is the standard error of the path coefficient b



Based on the results of the online Sobel test calculations, the results of the t-statistic (t arithmetic) with a value of 2.506 > from the t-critical of 1.96. While the probability value (p-value) obtained a value of 0.0060 < (a) 0.05. Based on the results of this analysis, it can be explained that commitment can mediate the effects of organizational justice on employee performance at the Communication, Information and Statistics Office, Bombana Regency.

H7: Commitment Can Mediate the Effects of Work Coordination on Employee Performance

Based on the results of the online Sobel test calculations, the results of the t-statistic (t arithmetic) with a value of 7.183 < from t-critical of 1.96. While the probability value (p-value) obtained a value of 0.000 > (a) 0.05. Based on the results of this analysis, it can be explained that commitment can mediate the effects of work coordination on employee performance at the Communication, Information and Statistics Office, Bombana Regency.

5.3 Results

5.3.1. Effects of Organizational Justice on Commitment

The testing results of the effects of organizational justice on commitment can be proven by the estimated value of the perception data path coefficient of 0.368 with a positive direction. This means that the path coefficient is positive and has significant effects. So, it can be concluded that organizational justice has positive and significant effects on commitment. The results of this study are in line with the opinion expressed by Bakhshi, Kumar, and Rani stating that employees who perceived to be treated fairly by the company will hold commitment, trust, satisfaction, and a sense of belonging to each other compared to those who perceived to be treated unfairly (in Pratiwi, 2015).

5.3.2. Effects of Organizational Justice on Employee Performance

The testing results of the effects of organizational justice on employee performance can be proven by the estimated value

of the perception data path coefficient of 0.176 with a positive direction. This means that the path coefficient is positive and has significant effects. So, it can be concluded that organizational justice has positive and significant effects on employee performance. Results of this research are in line with the opinion given by Luthans (in Aslam, 2017), stating that organizational justice concept is based on three essential aspects such as process, results and interpersonal relationship. Based on theory of organizational justice, employee keep measuring and comparing input and outputs. In previous study, organizational justice is divided into four sub-types such as distributive, informational, procedural, and interpersonal. However, organizational justice is broadly considered and used into three dimensions, namely: distributive, interactional and procedural justice. Based on Adams' opinion, the history of organizational justice begins with the theory of justice (in Kaswan, 2015). This theory states that people compare the ratio between the results of the work they do, such as rewards and promotions, with the inputs they provide compared to the same ratio from others.

5.3.3. Effects of Work Coordination on Commitment

The testing results of the effect of work coordination on commitment can be proven by the estimated value of the perception data path coefficient of 0.538 with a positive direction. This means that the path coefficient is positive. So, it can be concluded that work coordination has positive and significant effects on commitment. The results of this study are in line with the opinion expressed by Handoko (2016: 193) who wrote: "coordination is a process of integrating goals and activities in distinct units of an organization in order to achieve organizational goals efficiently". According to Brech in Hasi-buan (2014:85), "Coordination is balancing and moving team in giving appropriate work activity locations to each employee and maintain the activity to be done by proper alignment among the members.

5.3.4 Effects of Work Coordination on Employee Performance

The testing results of the effect of work coordination on employee performance can be proven by the estimated value of the perception data path coefficient of 0.781 with a positive direction. This means that the path coefficient is positive and has significant effects. So, it can be concluded that work coordination has positive and significant effects on employee performance. The results of this study are in line with the opinion expressed by Hasibuan (2006:85) stating that coordination is an activity to direct, integrate, and coordinate elements of management and the work of subordinates in achieving organizational goals. Coordination can be done through proper delegation of authority, clear work division, and good communication between organizational members.

5.3.5 Effects of Commitment on Employee Performance

The testing results of the effect of commitment on employee performance can be proven by the estimated value of the perception data path coefficient of 0.595 in a positive direction. This means that the path coefficient is positive and has signifi-

cant effects. So, it can be concluded that commitment has positive and significant effects on employee performance. The results of this study are in line with the opinion expressed by Streers in Sanjaya (2019) stating that employees with low commitment will give effects on turnover, high absenteeism, increased work slowness and lack of intensity to survive as employees in the organization, low quality of work and lack of loyalty to the company. Near and Jansen in Sanjaya (2019) confirmed that if employee has low level of commitment then it can encourage bad employee behavior, for example riots whose further impact leading to decline in organizational reputation, loss of trust from clients and further impact is decreased company profits.

5.3.6. Role of Commitment in Mediating Effects of Organizational Justice on Employee Performance

Based on the results of the online Sobel test calculation, the results of the t-statistic (t-arithmetic) with a value of 2.506 > from t-critical of 1.96. While the probability value (p-value) obtained a value of 0.0060 < (a) 0.05. Based on the results of this analysis, it can be explained that commitment can mediate the effects of organizational justice on employee performance at the Communication, Information and Statistics Office, Bombana Regency. The results of this study are in line with the opinion expressed by Luthans (in Aslam, 2017), the concept of organizational justice is based on three important aspects such as process, outcome, and interpersonal relationships. Based on the organizational justice theory, employees keep measuring and comparing "inputs" with "outputs". In previous research, organizational justice is divided into four sub-types such as distributive, informational, procedural, and interpersonal. However, organizational justice is broadly considered and used into three dimensions: distributive, interactional and procedural justice. And based on Adams' opinion, the history of organizational justice begins with the theory of justice (in Kaswan, 2015). This theory states that people compare the ratio between the work results they do, such as rewards and promotions, with the inputs they provide compared to the same ratio from others.

5.3.7 Role of Commitment in Mediating Effects of Work Coordination on Employee Performance

Based on the results of the online Sobel test calculation, the results of the t-statistic (t arithmetic) with a value of 7.183 < from t-critical of 1.96. While the probability value (p-value) obtained a value of 0.000 > (a) 0.05. Based on the results of this analysis, it can be explained that commitment can mediate the effects of work coordination on employee performance at the Communication, Information and Statistics Office, Bombana Regency. The results of this study are in line with the opinion expressed by Hasibuan (2006:85) that coordination is an activity to direct, integrate, and coordinate elements of management and the work of subordinates in achieving organizational goals. Coordination can be done through proper delegation of authority, clear work division, and good communication between organizational members. In addition to the organizational justice factor, the coordination factor also serves essential role which directs, integrates, and coordinates elements of management and the work of subordinates in achieving or-

ganizational goals.

6 CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Based on the research findings, problem formulation, research objectives, research hypotheses, results of data analysis and discussion of research results, the conclusions of this study can be stated as follows:

1. Organizational justice has positive and significant effects on employee commitment
2. Organizational justice has positive and significant effects on employee performance
3. Work coordination has positive and significant effects on employee commitment
4. Work coordination has positive and significant effects on employee performance
5. Commitment has positive and significant effects on employee performance
6. Commitment can mediate the effects of organizational justice on employee performance
7. Commitment can mediate the effects of work coordination on employee performance at the Communication, Information and Statistics Office, Bombana Regency. This means that commitment can be used as a mediating variable to the effects of work coordination on employee performance.

6.1 Recommendation

Based on the results of data analysis, discussion and conclusions of this study, recommendations that can be put forward are:

1. For the Communication, Information and Statistics Office, Bombana Regency, it is recommended that they should continue to improve organizational justice, work coordination and commitment so that it will give effects on improving employee performance.
2. To obtain a more comprehensive explanation of the effects of organizational justice and work coordination on employee commitment and performance at the Communication, Information and Statistics Office, Bombana Regency, it is recommended that future research can develop other variable dimensions, namely the variable of work ability and work motivation. This is based on this research as part of the variables that give effects on the employee performance.
3. As a reference material for future researchers which are expected to expand further from previous research, it can be done by adding work ability and work motivation variables as well as the objects under study.

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