

## THE EFFECT OF ORGANIZATIONAL JUSTICE ON COMMITMENT EMPLOYEES AT UNIVERSITY X

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### ABSTRACT

This research aims to see whether organizational justice has an effect on employee commitment at University X. Sampling in this study uses probability sampling by means of simple random sampling, to employees at University X as many as 181 employees. Organizational justice in this study was measured using a Likert scale adapted by researchers from Luthans (2006). Organizational justice in this study was measured using a Likert scale adapted by researchers from George & Jones (2011). The hypothesis in this study was tested using a simple analytical technique with the help of the SPSS version 22 application. Organizational justice contributed 24.3% to employee commitment at University X, the remaining 75.7% was influenced by other factors not examined in this study. Based on the results of the research that has been done, it can be concluded that organizational justice has a significant effect, with a positive direction on employees at University X, in other words, the higher organizational justice applied at University X, the higher the commitment raised by employees in working at University X, the more the high level of commitment raised by employees in working at University X, Vice versa.

**Keywords:** Organizational Justice, Organizational Commitment, Employees.

### INTRODUCTION

Human resources are one of the elements that influence the success or failure of a company in achieving its goals, human resources are elements that will significantly differentiate the results of a company with its competitors. This statement is in line with the results of research (Kurniawan, 2015) that human resources are the most basic thing in an organization because the success of the organization is also supported by the quality and performance of human resources in the organization. Entering the era of globalization, competition among companies is getting tighter, because companies are not only faced with domestic competition but also abroad. HR management is a must if the company wants to develop in facing this competition (Darmawati et al. 2013). To help a company achieve its goals, employees are needed who are ready to commit to giving their time and effort.

Psychological feelings in the form of high organizational commitment are needed by organizations to advance their companies. Employees who have a high sense of commitment will do their best to advance the company where they work. This statement is in line with the results of research put forward by (Arishanti, 2009) that organizational commitment is a strong belief and acceptance of the values in the organization, a willingness to work hard and want to remain part of the organization, this strong desire is born from a psychological bond to the organization in the form of organizational commitment. Employees who have commitment within themselves will reflect a work attitude that is attentive, responsible and loyal in completing every task they receive. This attitude clearly shows that commitment has a great

impact on the work performance of human resources in an organization. This explanation is in line with the theory put forward by (Luthans, 2006) that organizational commitment is an employee's attitude of loyalty to the organization where he works and a continuous process that is shown through the success and progress that continues to be made to his organization.

Employee commitment to an organization or company is currently a very important issue in the world of work, so that this becomes one of the benchmarks or requirements for holding a position in a company. in line with this statement (Darmawati et al. 2013) found that organizational commitment is a condition where employees side with a particular organization that aims to maintain their membership in the organization, so that it is reflected in the form of an attitude of ongoing loyalty in the organization. The perception of organizational commitment comes from two directions, from the employee's perspective and from the company. Commitment to employees varies widely from very little commitment to very committed. This can happen if employees feel happy and satisfied in the company concerned (Luthans, 2006).

There are three components in organizational commitment, first affective commitment in the form of emotional attachment, identification and involvement of employees in an organization, second ongoing commitment, namely employee perceptions regarding the losses they face if they leave the organization such as loss of position, promotion and other benefits. Third is normative commitment, namely employee feelings to continue to be in the organization because they think their actions are right (Luthans, 2006). Based on the results of initial interviews with ten employees at University X, researchers found indications of problems related to organizational commitment. Employees feel happy & proud to be accepted to work at University X, but 7 out of 10 employees interpret University X only as a place of work that provides a life for their families, which is indicated by the attitude of working as is according to the job description that has been determined at the beginning without any desire to contribute more to University X. Building relationships as needed with coworkers without building more relationships other than for work matters. Surviving until now due to economic considerations, not desires from within. This indication shows that the commitment of employees at University X needs to be improved because it is possible that in the future they will leave University X.

### **Organizational Commitment**

Organizational commitment is an attitude of employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization through continued success and progress. (Luthans, 2006) defines organizational commitment as a strong desire to remain a member of a particular organization, a desire to strive according to the wishes of the organization, certain desires, and acceptance of the values and goals of the organization, in line with this definition (Wahyudi & Salam, 2020) explains that organizational commitment is an attitude and work behavior that is in accordance with the provisions set by the organization. Employees who stay or leave their jobs and organizations certainly have various reasons, but the bigger problem in many organizations is why employees quit voluntarily. Putra et al. (2020) found that in order to maintain the organization so that the organization's goals are achieved, employee commitment is something that must be considered. Based on several opinions of the experts above regarding organizational commitment, it can be concluded that organizational commitment is a form of employee feelings that are reflected through the results that have been achieved in accordance with the goals of the organization. This study will use the definition according to (Luthans, 2006).

## **Organizational Justice**

Organizational justice is an important topic in the field of organizational behavior because it is substantially meaningful and has significant value to members of the organization. Organizational justice refers to fairness in various aspects such as the decision-making process and its consequences felt by employees in an organization. George & Jones (2011) define organizational justice as the overall perception of employees about fairness in their organization. This theory explains that employees who are treated with dignity and respect by managers will determine the level of performance achieved, and then actually distribute the results. Park & Seo (2019) define organizational justice as the extent to which a person feels the ratio between the inputs (eg knowledge, time, experience, effort) that will be invested in his work and the outputs (eg wages, recognition, praise, job security) that he receives is reasonable and equal compared to others or not. While Robbins & Judge (2012) define organizational justice as the overall perception of what is fair in the workplace. Employees consider their organization fair when they believe that the results they receive, the way in which they receive those results, are fair. Meanwhile, Sutrisna and Rahyuda (2014) concluded that organizational justice is a concept of balance that is expected to be applied by organizations in treating employees with the aim of triggering the growth of a sense of commitment in employees. Based on several explanations of the experts above, this study will use the theory of organizational justice from George & Jones (2011) as the basis for the researcher's analysis because this theory explains the process of how organizational justice affects employee commitment.

## **The Influence of Organizational Justice on Employee Commitment**

Several previous studies that found that organizational justice has a significant and positive effect on organizational commitment are, (Park & Seo (2019) with the title effect of shared leadership, psychological empowerment, and organizational justice on organizational commitment. Alromeedy (2017) with the title The effect of organizational justice on organizational commitment in the Egyptian travel agencies- From employee perspective. Saputra & Wibawa (2018) with the title The effect of job satisfaction, organizational justice and employee empowerment on employee organizational commitment. Hasyim & Palupingdyah (2021) entitled Organizational Justice and Organizational Citizenship Behavior: The Mediating Roles of Organizational Commitment and Leader-Member Exchange. Prameswari & Suwandana (2017) with the title "The Effect of Organizational Justice, Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior". Kristanto (2015) with the title "Organizational Justice, Organizational Commitment and Employee Performance". Nihat Kaya et al (2016) with the title "The Effects of Organizational Politics on Perceived Organizational Justice and Intention to Leave". Therefore, in this study, the researcher will analyze the Influence of Organizational Justice on Employee Commitment at University X.

## RESEARCH METHODS

**Respondents:** Population is a group of subjects who are to be subjected to generalization of research results and have the same characteristics (Hadi 2017). The population referred to in this study is all employees at University X totaling 334 employees. The sample referred to in this study is permanent employees at Bosowa University with a selection of a 5% error rate from a population of 334 employees in the Krejcie-Morgan table, a sample of 181 employees can be drawn. So that in this study the sample used by researchers from a population of 334 people became 181 employees. Sampling in this study used probability sampling. by means of simple random sampling. Azwar (2017) explained that simple random sampling is a method of taking samples from population groups without considering the existing strata or carried out randomly.

### Research Instruments

The research instrument provides an overview of what kind of measuring instrument is used in this research.

### Data Analysis Techniques

After the data is collected, the author determines what data analysis techniques are used. In certain sections, the author can add related procedures to experimental research.

## RESULTS AND DISCUSSION

### Data Analysis Results

**Table 1.**  
**Descriptive Statistics of the Variable Organizational Commitment and Organizational Justice**

Variable	N	Max	Min	Mean	Standard Deviation
Organizational Commitment	181	87	70	80	3.543
Organizational Justice	181	66	51	59	2.967

**Table 2.**  
**Categorization Level of Organizational Commitment and Organizational Justice Variable**

Categorization Levels	Organizational Commitment	Organizational Justice
	F %	F %
Very High	5	15
High	8	18
Currently	13	20
Low	0	17
Very Low	155	111

**Table 3.**  
**Simple Regression Analysis Results**

Variable	R Square	F	Sig.	Information
Distributive, Procedural and Interactional Justice on Employee Engagement	0.350	44.103	0.000	Significant

Note : *R Square* = Coefficient of Determinant  
 F = Simultaneous regression coefficient test value  
 Sig. = Significance Value,  $p < 0.05$ .

## CONCLUSION

Based on the results of research conducted by researchers on the influence of organizational justice on employee commitment at University X, several things can be concluded, namely, the results of data analysis show that out of 181 employees, as many as 155 (85.2%) employees showed a level of commitment in the very low score category. Of the 181 employees, as many as 111 (61.0%) employees showed that the justice they felt was in the very low score category. This study found that the level of commitment of employees at Bosowa University is still low as well as the organizational justice felt by employees at Bosowa University, this can be seen from the answer scores obtained from each variable that dominates the respondents' answers from both variables fall into the very low category. Organizational justice contributes an influence of 24.3% on employee commitment at Bosowa University, the remaining 75.7% is influenced by other factors not examined in this study. Organizational justice has a significant influence with a positive direction of influence on employee commitment at Bosowa University. In other words, the higher the organizational justice felt by employees at Bosowa University, the higher the organizational commitment shown by employees in working at Bosowa University, and vice versa.

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