

JOB PERFORMANCE EVALUATION THROUGH AFFECTIVE COMMITMENT AND JUSTICE PERCEPTIONS

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Abstract

Employee performance investigation from justice perception is a must in government sector, especially in HR Division, because it is associated with their job function which operates in employee management. This study aims to investigate the effect of interactional justice and procedural justice on job performance, and assess mediating contribution of affective commitment due to it describe emotional attachment of employee. Recorded sample was 48 and then the data analyst with Smart PLS version 4.0.9. Results stated that interactional and procedural justice have not significant effects on performance in the direct manner. Mediating contribution of affective commitment enhance the relationship interactional justice and performance by partial effect, while in the relationship between procedural justice on performance, affective commitment also has a partial contribution but not improve those relationship.

Keywords: *Affective commitment; Interactional Justice; Job Performance; Procedural Justice*

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INTRODUCTION

In today's digital era, almost every worker in the government sector is required to understand technology-based work systems to provide optimal contributions in organizational development (Donglong et al. 2020). According to Westover (2014), the quality of human resources is determined whether an organization can be stated ready to change or not, because it is related to the quality of personal adaptation and job performance. Job Performance is a measure of individual achievement of the tasks given (Johari, Tan, and Zukarnain 2016). Sharma et al (2021) argues that optimal performance will lead toward quality and quantity of work in order to meet organizational and leadership expectations, because leadership take an important role in this context, and affect employee working spirit (Hidayat et al. 2021).

In the context of government organizations especially on HR division, various factors are found to maintain performance stability and even can improve performance in a sustainable manner, such as their perceptions of procedural justice (Clercq and Azeem 2021), interactional justice (Trincado-Munoz, Valenzuela-Fernández, and Hebles 2020), and affective commitment (Swalhi, ZGOULLI, and Hofaidhllaoui 2017). HR division in the government organization is assigned to supports an implementation of government affairs in

the regional and cities to achieve effective job rotation, organizational development, promotion, etc. Therefore, important to investigate employee performance from justice perception in the bureaucracy level due to several actions such as no room to employee give their argument in decision making process, lack of interaction between leaders and followers, not transparent information have been detected.

The research problem was described is clearly related to interactional and procedural justice. Interactional justice concerns about the fairness of supervisor-subordinate treatment such as respect, distribution of accurate and timely information given (Colquitt et al. 2001). Interactional justice in the HR practices will likely express feeling of being supported by the leader and organization (Lee and Chui 2019). Krishnan et al (2018) suggested that subordinates with interpersonal respectful treatment and valid information received leads to better performance, and own strong affective commitment (Suifan 2019). Further, procedural justice relates to the opportunity of employees to speak up or provide their suggestions and opinions to contribute in decision making process (Colquitt et al. 2001). Jang, Lee, and Kwon (2021) found that procedural justice has a significant effects on job performance, while Dhaouadi and Sliiti (2022) found it strengthening affective commitment.

Affective commitment is an emotional attachment of employees to involve themselves with full sincerity in organizational goals (Allen and Meyer 1990), and it was tested as mediator in several literature (Aflah et al. 2021; Bamiaty 2020; Dhaouadi and Sliiti 2022; Swalhi et al. 2017). Games et al (2022) stated that employee who have strong affective commitment will motivates to be more creative and innovative in performance. Meanwhile, employee with low level affective commitment tend toward lazy, bad performance, lack of motivation, and even has a desire to exit (Chaudhry et al. 2020; Kaur 2020; Yuliani et al. 2021). Employees with strong affective commitment also will be more obedient to the job rules and respect to the values of organization (Sharma and Dhar 2016; Sharma and Kumra 2020).

METHODOLOGY

This study is conducted on person's that working at Human Resource Division in the regional government of Indonesia. Responses were received from 48 civil servants who served in regional government organization of West Sumatera. The questionnaire was distributed since November 2022 to January 2023 through online method with g-form questionnaires. Further, statistical analysis was performed to test the data in the Structural Equation Modeling technique by assisting Smart PLS (Hult, Sarstedt, and Ringle 2015). Regarding with measurement scale, this study measures job performance using ten items which was preferred from Williams and Anderson (1991) then fit to research conditions. Interactional justice and procedural justice indicators was measure in update version of Abubakar et al (2019) which has been commonly used and validated in several newest literature. Further,

Affective commitment was assessed by eight items from Allen and Meyer (1990), which is the original version. The respondents were asked on *Likert* scale ranging “1- (strongly disagree) to 5- (strongly agree)” (Sekaran and Bougie 2016).

RESULTS AND DISCUSSION

In the result section, participants profile first describe to inform readers about the characteristic of the sample, in which only civil servant who might be participated. As many as 54% woman and 46% man with the majority ages ranging 30 to 40 years (44%), and 21 to 30 years are 31%, while over than 40 years are 26%. Most of them well-educated at bachelor level (67%), 19% stated master, and 10% diploma III, while only 4% educated at SHS level. In regard to the working experience, as many as 67% states had been work over than 5 years, and the other 33% states less than 5 years. The majority of civil servants that participated was married (77%) and 23% of them stated not yet, with the total of depends 1 to 2 person (50%), over than 3 persons as many as 27%, and other 23% civil servant that participated has no dependent. Further, participant responses to the item of questionnaires will also describe on each variable.

Performance has a mean score of 4,01 on average, and indicates that performance not yet above organizational standard, while knowledge and capabilities of civil servants had been matched with the division. Interactional justice has a mean score of 3,89, lack of transparency in sharing information by the leader was detected in this study, but as working system the leader has emphasized open discussion in decision making process, but it such organizational formality. Procedural justice has a mean score of 3,76 on average, informational collecting method that was implemented by the leader isn't accurate, in which detected social exchange theory breakdown, because voice freedom possibly creates self-egoism that triggers conflict in discussion. Affective commitment has a mean score of 3,91 on average, here detected that not all of servant can felt organizational problems as their mine, while the sincerity of servants to give their best was strong since first join.

In this research, the validity was assessed by analyzing the convergent validity and discriminant validity. Single criteria were used for establishing the convergent validity is AVE score have to greater than 0,5 (Heale and Twycross 2015), while Fornell and Larcker criterion used to establishing discriminant validity (Henseler, Ringle, and Sarstedt 2014). To analyze the internal consistency reliability of the instruments, composite reliability was used. The recommended value close to or above 0.7 for item-total correlations (Hult et al. 2015). In this research, all the criteria for reliability were met, and it seen in the table 2 below.

Table 2. Validity and Reliability

	Average Variance Extracted	Composite reliability	R-Square
Affective Commitment	0,697	0,941	0,545
Interactional Justice	0,654	0,958	
Job Performance	0,798	0,922	0,406
Procedural Justice	0,709	0,967	

Source: Processed Data, 2023

Table 2 shows that the score of AVE on each variable stated no problem, in which all variable have AVE score greater than 0,6, thus convergent validity can be stated pass the test. Further to completing validity test, the discriminant validity refers to Fornell and Larcker criterion, and it stated no problem detected by the score of goals construct > 0,7 on each variable. Regarding to the R-square which seen in the table 2, this study confirms that the model is strong to affective commitment than performance, and stated no problem for next testing. Further, *Bosstraping* analysis can be seen in the table 4, is one-tail with t-statistic of 1,64 (Hair et al. 2010).

Table 3. *Boostraping* Analysis

	Original sample	T statistics	P values
Interactional Justice -> Job Performance	0,314	1,443	0,074
Procedural Justice -> Job Performance	-0,071	0,272	0,393
Interactional Justice -> Affective Commitment	0,651	3,339	0,000
Procedural Justice -> Affective Commitment	0,103	0,459	0,323
Affective Commitment -> Job Performance	0,426	2,148	0,016
Interactional Justice -> Affective Commitment -> Job Performance	0,278	1,887	0,030
Procedural Justice -> Affective Commitment -> Job Performance	0,044	0,357	0,361

Source: Processed Data, 2023

Our study first examined the effect interactional and procedural justice on job performance, and unpredictable result found that the association of interactional justice and procedural justice on job performance is not significant, in which positive correlation still perform in interactional justice (t-statistic 1,443 and original sample 0,314), but negative in procedural justice (t-statistic 0,272 and original sample -0,074). Although there were inconsistencies in the past findings, which were mainly conducted in several countries, but our analysis is clear with the reason leaders give unclear information to the subordinates regarding post-decision context, and the leader behavior often to prioritizing several groups in job context, thus it triggers performance decline of civil servants due to unreachable interactional justice. Regarding to the procedural justice clarification on performance, we

detect self-egoism on each civil servants due to the majority of them well-educated at bachelor level and above with the status of civil servant who can't lay off by the leader directly. Thus, the higher involvement level in decision making process and discussion will triggers conflict of interest on each, then it comes to performance individualism which lead to declining performance of division due to most civil servant unmotivated to help each other and follow the leader. Both our findings lack of support by previous literatures, in which most expert found interactional and procedural justice is strong predictors on job performance (Charoensap et al. 2018; Clercq and Azeem 2021; Kivipõld, Türk, and Kivipõld 2021; Krishnan et al. 2018).

Regarding the effects of procedural and interactional justice on affective commitment, we found that only interactional can give significant impact on affective commitment by t-statistic 3,339, our findings supported by several study from Pradana, Tjahjono, and Nuryakin (2021), Suifan (2019) and Swalhi and Saloua (2017), which stated that affective commitment of civil servants will be strong when their expectation to the leader are fulfill about information and interpersonal, such as neutral treatment, inspirational action and quality of information given. Meanwhile, the effect of procedural justice on affective commitment was found to be insignificant by t-statistic 0,459. As analysis, most civil servants are not very enthusiastic about being involved in procedural planning or decisions at the institution, because most of them already understand that the deliberation method is only considered as formality. In this finding, we found nothing any supporting literature, but our analysis is in line with Rowland dan Hall (2012), which stated that civil servants enthusiasm to be involved in deliberation can be reduced due to negative events that they often see in the meetings, such as bad politics, etc. This result is not in line with some previous literature (Jang, Lee, and Kwon 2019; Kurtessis et al. 2017; Rafael et al. 2017).

The current study is further examined the linier-level mediating effect of affective commitment on the relationship between interactional justice and job performance. The results have shown the positive association between interactional justice and job performance with affective commitment success in mediating by partial effect of t-statistic 1,887 and VAF score of 49,56%. This result means that the clarity of information and attitude of the leadership are important in implementing decisions, because the majority of employees have knowledge in the field of HR are evenly distributed, and it must be treated neutrally. Our study support previous finding (Diamantidis and Chatzoglou 2019; Raveendran and Gamage 2019; Swalhi and Saloua 2017), which stated that affective commitment can enhance predictor on performance, especially in justice perception. Games et al (2022) also stated that affective commitment will create self-motivation which in turn to innovative

performance.

Meanwhile, unpredicted result found that affective commitment couldn't enhance the relationship between procedural justice and job performance by t-statistic 0,357 and VAF score of 43,93%, it is due to the voting rights of employees in deliberations on decision-making are not maximized. As analysis, it is indicated that there are certain groups that are prioritize and more listened by the leader in formulating decisions, so that the expected procedural justice is not evenly distributed. This finding is a new view which emphasizes that the affective commitment of civil servants is not pure when procedural justice not optimally distributed in the work environment, and it leads toward declining performance present and future. Our study analysis is in line with the statement of Lona et al (2020), which stated that affective commitment is unsuitable mediator on performance, when the predictor is not optimal. In the other side, our finding is not in line with several literature (Arifin et al. 2020; Kawiana 2018; Raveendran and Gamage 2019; Supartha, Sihombing, and Sukerti 2019), which stated that affective commitment is strong mediator on performance, especially in bureaucracy levels.

CONCLUSION

Our findings have provided new perspective in the relation of interactional and procedural justice on job performance in the scope of civil servants, especially in the HR division. The performance of civil servants will decrease if leaders continue to hide strategic information about their decisions from subordinates who really understand Human resource management. Performance also disturbed by the leader behavior which is mostly prioritizing certain groups in action and work planning. It also proven that interactional justice expectations are not much achieved directly by subordinates in the office. The suspicions of civil servants about the truth of the information which conveyed by their leaders will also exacerbate the deliberations, it is due to the abilities and dexterity of civil servants who has knowledge about HRM. Therefore, important for the leader to fix this situation because it has entered psychological and mental aspects that lead to self-egoism and performance individualism. This study also found that when the leader able to arouse the trust of subordinates through honest information and a neutral work approach, it will have an impact on their sincerity and strengthen affective commitment which in turn to performance improvement and creativities in the future.

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