

The Fairness of Organization's Performance Appraisal Social Capital and The Impact Toward Affective Commitment

HERU KURNIANTO TJAHJONO

Department of Management in the Faculty of Economics and Business Universitas Muhammadiyah Yogyakarta, Indonesia
heruutilitas@yahoo.com

Abstract. This experimental study aims to examine the impact of distributive and procedural justice towards affective commitment in every context or situation that is configurational. The meta-analysis, concluded by Hartman, Yale, and Galle (1999), explained that researches on fairness in general was conducted in the context of unfairness. This particular study examined various situations to form a configuration of distributive justice, procedural justice, and subjective perspective of social capital as moderating variable. This study involved 268 subjects in one class relation to performance appraisal's policy. The findings show that both distributive and procedural justice are vital predictors. Similarly, the configuration of these variables play a role in explaining affective commitment. Another important finding is that social capital, as a subjective perspective, plays a significant role in explaining affective commitment.

Keywords: affective commitment, distributive fairness, procedural fairness, social capital

Abstrak. Penelitian eksperimen ini bertujuan menguji pengaruh keadilan distributif dan keadilan prosedural terhadap komitmen afektif dalam berbagai konteks/ situasi yang bersifat konfigurasi. Meta analisis yang dilakukan Hartman, Yale & Galle, (1999) menjelaskan bahwa penelitian keadilan pada umumnya dilakukan dalam konteks ketidakadilan. Penelitian ini melakukan pengujian dari berbagai situasi sehingga membentuk konfigurasi keadilan distributif, keadilan prosedural dan perspektif subjektif modal sosial sebagai variabel moderasi. Penelitian melibatkan 268 subjek dalam kelas terkait dengan kebijakan penilaian kinerja. Hasil menunjukkan bahwa keadilan distributif dan keadilan prosedural merupakan prediktor penting. Demikian pula konfigurasi kedua variabel tersebut berperan dalam menjelaskan komitmen afektif. Hal penting lainnya, modal sosial sebagai perspektif subjektif berperan signifikan dalam menjelaskan komitmen afektif.

Kata kunci: komitmen afektif, distribusi keadilan, keadilan prosedural, modal sosial

INTRODUCTION

In an organization, an employee has limited information in assessing organizational policies such as promotion, performance appraisal, and other policies related to the interests of the members. This limited information often initiate them to use cognitive "shortcut" in assessing organizational fairness.

This showed that limited information is used by the organization's members as an important source to assess fairness. Theoretically, this phenomenon is explained in fairness heuristic theory, which stated that the members of organization were unable to obtain a complete information on the fairness of organizational policies (Harris, Lievens, and Hoyer, 2004). The unavailability of the information resulted in the members experiencing difficulties in assessing the fairness objectively. In this condition, the members would likely assess the fairness subjectively. On the other hand, fairness is the "value" that play an important role in building positive attitude and behavior within an organization. Affective commitment is the type of positive attitude and behavior that an organization like the most since it is a form of bond between employee and organization based on vision, values, and emotional bound. Several studies showed that distributive and procedural justice were crucial antecedents in explaining attitude phenomenon, specifically organizational commitment (Folger and Konovsky, 1989; McFarlin and

Sweeney, 1992; Sweeney and McFarlin, 1993; Skarlicky and Folger, 1997; Schminke et al., 1997; Masterson et al., 2000; Colquitt et al., 2001; Colquitt, 2001; Viswesvaran & Ones, 2002; Parker & Kohlmeyer, 2005; Tjahjono, 2008; Tjahjono, 2010; Tjahjono, 2011; Palupi, 2013). With that, the fairness in terms of distribution's allocation or distributive justice and fairness in terms of allocation's process or procedural justice have an effect on the improvement of affective commitment.

The first issue is related to the presence social capital in fairness study. This issue explained the phenomenon of individual's subjective assessment, which, in this context, takes form of social capital, differentiate the individual's attitude. In the organizational psychology model, the psychological differences within individuals should be taken into consideration since this could influence the individual's attitude (Skarlicky, Folger and Tesluk, 1999). Social capital is the psychological variable that could explain how an individual act and behave. As an example, those who possess high level of social capital would not emphasize on equity-based fairness principles compared to those who have a lower level of social capital. The latter tend to emphasize in the attempt to maintain social relations.

The second issue is related to the method approach in fairness study. In general, studies on the influence of organizational fairness toward organizational commitment was conducted with survey method. The survey-based