

Career Perception at the Republic Indonesian Police Organization Impact of Distributive Fairness, Procedural Fairness and Career Satisfaction on Affective Commitment

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Abstract. In general, this study describes the phenomenon of career's fairness and the importance of career for the satisfaction and commitment of members of the police in organization. This test also explains whether a career in human resource management practices explain the higher level of commitment, namely affective commitment. Specifically, first to conduct further testing of the impact of career distributive and career procedural fairness on career satisfaction and affective commitment. The second was to test the impact of career satisfaction on the affective commitment. The third was to describe the condition of career fairness, career satisfaction and affective commitment at the police resort organization in province X. The data analysis technique used in this study is SEM which is operated through the AMOS software program. The population of this research was 134 officers of police resort organization. The results indicated that career distributive and procedural fairness are strong predictor to explain career satisfaction. Then both of career fairness type and career satisfaction are predictor to explain affective commitment.

Keywords: affective commitment, career distributive fairness, career procedural fairness, career satisfaction

Abstrak. Secara umum studi ini menggambarkan fenomena keadilan karir dan pentingnya karir bagi kepuasan dan komitmen anggota kepolisian. Pengujian ini sekaligus menjelaskan apakah karir dalam praktek manajemen SDM yang bersifat transaksional berperan penting menjelaskan level komitmen yang lebih tinggi, yaitu komitmen afektif. Secara spesifik studi ini bertujuan untuk menjelaskan beberapa hal, pertama untuk menguji dampak keadilan distributif karir dan keadilan prosedural karir pada kepuasan karir dan komitmen afektif. Kedua adalah menguji dampak kepuasan karir pada komitmen afektif. Tujuan ketiga adalah menggambarkan fenomena keadilan karir baik distributif dan prosedural, kepuasan karir dan komitmen afektif pada organisasi kepolisian di tingkat resort (Polres) di provinsi X. Analisis data yang digunakan adalah SEM yang dioperasikan dengan program AMOS. Populasi penelitian ini adalah 134 anggota kepolisian resort (Polres). Hasil menunjukkan bahwa keadilan distributif dan keadilan prosedural adalah prediktor kuat yang menjelaskan kepuasan karir. Demikian pula kedua keadilan karir dan kepuasan karir adalah prediktor kuat kepuasan komitmen.

Kata kunci: komitmen afektif, keadilan distributif karir, keadilan prosedural karir, kepuasan karir

INTRODUCTION

Indonesians police force's reputation nowadays tend to decrease in public's eyes related to a number of violations by a number of police officer individual. This is worsen by reports on both electronic and printed media that lately tend to expose negative news on the police force instead of work achievements of the police force itself. Also of the news on the police force criminalization by non-liable individuals.

In Human Resources management perspective, the police force reputation is highly depending on the attitude and behavior of human resources of the concerned institution. Therefore the function of Human Resources management within the police institution is to build an attitude and behavior that encourage the institution strategic performance. According to Allen and Meyer (1990), an affective commitment is a form of employee commitment to the organization based on values and emotional attachment. Thus, affective

commitment has a positive impact to the feelings of a police officer as an integral part with values being built within the police institution. It is crucial that Human Resources management puts strategic efforts in building the police officers' affective commitment.

One of the Human Resources Management practice with strategic impact toward the organization performance is the career management practice (Palupi et al, 2014). Career practice is closely related to building a long term relationship between the organization and its members. Empirical evidences show that career is an employee's concern in building a long term relationship with the organization, because the employee's motive in affiliating to the organization is to build a long term welfare (Delery & Doty, 1996; Tjahjono, 2005). In the transactional perspective, the issue of distributive and procedural fairness are the main antecedents in predicting satisfaction and commitment within an organization (Folger & Konovsky, 1989; McFarlin & Sweneey, 1992; Colquitt et al., 2001; Tjahjono, 2010 and

2011) or dysfunctional behaviors (Skarlicky & Folger, 1997; Tjahjono, 2008; Palupi, 2013).

In investigating the affective commitment within the police institution, this research is focusing on the career distributive fairness and career procedural fairness within the police institution. Related to Human Resources policies, career has an important position in the employee's perspective, thus it is an important motivation to work (Tjahjono, 2005). Based on social trade theory, the career phenomenon explains the long term exchange pattern. Career distributive fairness is related to the career allocation obtained, while the career procedural fairness is related to the mechanism of career allocation obtained by the employees.

Career satisfaction is decided by the differences of what is expected by a police officer to what he actually gained from his job career. When the two types of fairness both career distributive and career procedural have an impact to career satisfaction that later on promotes to a better degree of affective commitment. Therefore the goal of this research is testing the impact of career distributive fairness and career procedural fairness on the career satisfaction and in turn impacting the affective commitment. This research also describes the degree of career distributive fairness, career distributive procedures and career satisfaction and affective commitment as perceived and experienced by the police officers in the institution.

Affective commitment as an organization commitment becomes an important concept with the role of explaining a number of positive and negative behaviors at the work place that impacted work productivity. To encourage productive behavior, affective commitment study in a number of researches becomes important compared to the other two types of commitment. Furthermore, affective commitment is preferred by the organization because it adheres to the vision, values, and emotional resemblance (Tjahjono, 2011). Parker and Kohlmeyer (2005) define work satisfaction as a pleasant emotional expression from someone's perspective on their work or work experience. Therefore, career satisfaction as a main specification is important in work satisfaction. Employee's career satisfaction is a positive emotion over career gains. And then, this satisfaction is specifically termed as career fairness.

Distributive fairness research in an organization currently focuses mainly on individual perception on the fairness of the outcome they receive, which is their valuation on final condition of the allocation process (see Tjahjono, 2008, 2010, and 2011; Majang Palupi, 2013). Distributive fairness is a fairness related to resources distribution and the criteria used to decide the resources allocation. This type of fairness relates to individual perception on the fairness of the career they obtain. On the other side, the imbalanced ratio between input and reward have lead to the perception of unfairness (Colquitt et al, 2001; Tjahjono, 2010, 2011; Palupi, 2013).

According to Greenberg and Baron (2003) procedural fairness is defined as a perception of fairness on decision making in the organization. Procedural fairness perception is explained through two approaches

comprises of self interest and group value. In the self interest perspective, procedure is a tool to maximize self interest or at least to accommodate self interest (Thibaut & Walker, 1978). Meanwile group value has a view that a procedure is a tool to build harmony (Lind & Tyler, 1988).

In the career specific context, career distributive fairness has an impact on comfort of the obtained career. Therefore this research proposes the first hypothesis that H1: Career distributive fairness has positive impact on career satisfaction.

Lind & Tyler (1988) viewed that procedural fairness can support the establishment of satisfaction. Other researches, such as Lee (1999) explains that procedural fairness impacted work satisfaction and organizational commitment. Based on the arguments above, it can be concluded that there is a relation between procedural fairness and work satisfaction. In the career specific context, career procedural fairness has an impact on comfort of the obtained career. Therefore this research proposes the second hypothesis that H2: Career procedural fairness has positive impact on career satisfaction.

Several researchers have proven that fairness is closely related to better work behavior, performance achievement and work satisfaction (Cropanzano et al., 2001). In the career specific context, career distributive fairness has an impact on employees emotional attachment. Therefore this research proposes the third hypothesis that H3: Career distributive fairness has positive impact on affective commitment.

Results of McFarlin & Sweeney (1992) and Sweeney & McFarlin (1993) researches explain that procedural fairness compared to distributive fairness is much more dominant in explaining organizational commitment. Thus this research proposes the fourth hyposthesis that H4: Career procedural fairness has positive impact on affective commitment.

According to Robbins (2003) work satisfaction is the employee's general attitude toward their work. In the context of career, career satisfaction is experienced by employees on career management perceived as able to increase emotional attachment to the organization Referring to these, the fifth hypothesis in this research is H5: career satisfaction has positive impact to the affective commitment.

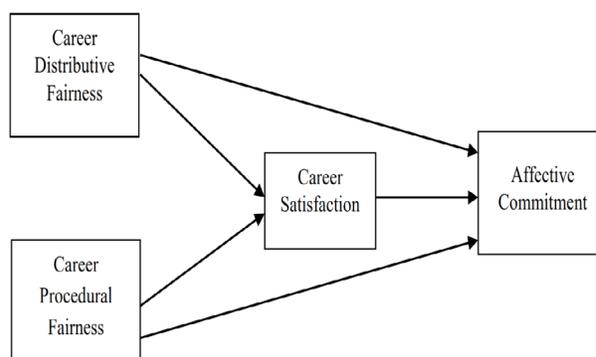


Figure 1. Model of Fairness, Satisfaction and Affective Commitment

RESEARCH METHODS

Survey was held in September - October 2013 involving the whole population, who are officers of a Police Resort Office at X Province which is a part of the Indonesian Republic Police Force who implement their Human Resources activities to increase their members' affective commitment. Total data obtained was 135 with 100% response rate.

Affective commitment measures how strong is the employees' emotional attachment to the organization, employees' identification to the organization and employees' involvement in the organization. Measurement uses 6 item queries (Allen & Meyer, 1990). Measurement scale used is between (1) strongly disagree to (5) strongly agree.

Career satisfaction measures employees' satisfaction related to career obtained from the organization. Measurement refers to Roberts and Reed (1996) modified by Tjahjono (2008) by using 5 items queries. Measurement scale used is between (1) strongly disagree to (5) strongly agree.

Distributive fairness measures employees perception on managerial fairness related to career allocation within the organization. Measurement uses 4 item queries used by Colquitt (2001) modified by Tjahjono (2007) with Likert scale between (1) strongly disagree to (5) strongly agree.

Procedural Fairness measures employees perception on fairness based on the procedures used by the management to decide career opportunities. Measurement uses 7 item queries used by Tjahjono (2007) with Likert scale between (1) strongly disagree to (5) strongly agree.

There are three limitations in this research. First, the result of data processing done in SEM, most of the model criteria is on the marginal valuation. Although model and data suitability is relatively marginal in value, yet a number of researchers are quite optimistic with the quality of model and data suitability compared to other previous model constructions using SEM.

Secondly, the results of this research is influenced by the common method variance because the measurement of all variables in this research sourced to one respondent on several inter-variables relation that it is potential to maintain the consistency of their answers. Thirdly, the number of respondents in this research is relatively small when compared to the complexity of this research model.

RESULT AND DISCUSSION

Data analysis with descriptive statistics and SEM (structural equation modelling). Descriptive analysis is done to obtain a description regarding respondents' answer tendencies on the research queries. Descriptive statistic results are shown in table 1 below.

With scale base 1 to 5 the four variables above are including high averages. Thus it could describe the police officers fairness perception toward the X

Province Police Resort institution career management is included as high in applying the values of fairness. This can be observed in the average value of 4.13. Police officers' procedural fairness perception toward the career mechanism and procedures in this police institution is high with average point of 4.00. Likewise the career satisfaction of police officers in the police institution is relatively high with average point of 3.99. Affective commitment of police officers in the police institution is relatively high with average point of 4.07.

The data in the table shows that all research construct has construct reliability and AVE points in accordance with the recommended criteria above 0.70 and 0.50 (Ghozali, 2011). So the research's construct has a good convergent validity.

Table 3 shows that although model evaluation of each test do not all show good results, but in overall the model is able to describe the data quite well. Based on the figure 1, the values of regression coefficient (standardized estimated), standard error (SE), critical ratio (CR), and significance rate (probability) shows hypothesized variable causality relations estimated

Table 1. Descriptive Statistics

Variables	Averages	Deviation Standard
Career Distributive Fairness	4,13	2,16
Career Procedural Fairness	4,00	3,18
Career Satisfaction	3,99	2,68
Affective Commitment	4,07	2,99

Table 2. Validity and Reliability

No.	Construct	CR	AVE
1	Career Distributive Fairness	0.815	0.529
2	Career Procedural Fairness	0.785	0.641
3	Work Satisfaction	0.766	0.592
4	Affective Commitment	0.820	0.562

Source: Processed primary data

Table 3. Model Fitness Test

Goodness of Fit	Construct	CR	AVE
Test	Cut off value	Result	Model evaluation
Chi-Square	123.746	248.743	Deficient
Significant	p >0,05	0,069	Efficient
GFI	>0,90	0,843	Marginal
AGFI	>0,95	0,800	Marginal
CFI	<0,96	0,902	Efficient
TLI	<2,0	0,956	Efficient
CMIN/DF	<2,0	1,146	Efficient
RMSEA	<0,08	0,006	Efficient

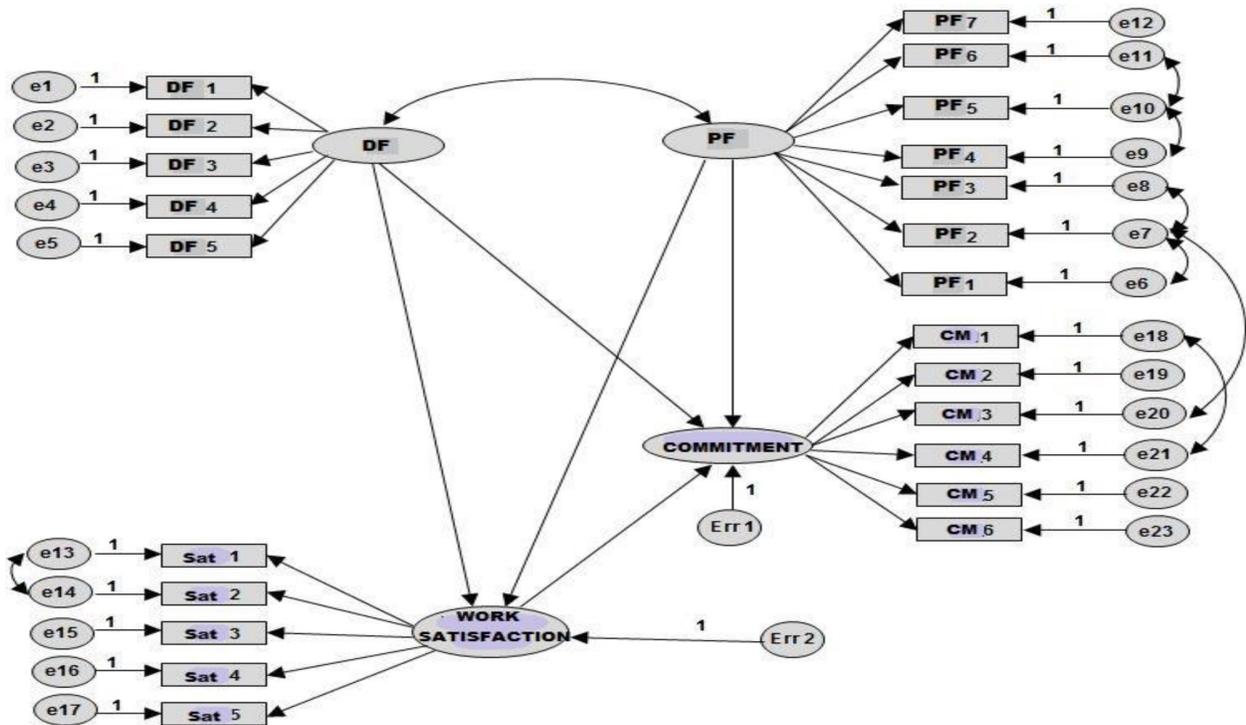


Figure 2. Structural Equation Model

from full model of affective commitment structural equation. Whereas the test result can be seen in Table 4.

H1 - Career distributive fairness has positive impact on career satisfaction. The estimation parameter of relation between career distributive fairness and work satisfaction shows a result of 0.046 point. The two variables test show C.R value = 2.215 with probability = 0.027 (p < 0.05). Therefore it could be concluded that career distributive fairness has positive impact to the employees career satisfaction, thus the higher distributive fairness is perceived by employees the higher employees' career satisfaction will be. Thus hypothesis 1 is supported.

H2 - Career procedural fairness has positive impact on career satisfaction. The estimation parameter of

relation between career procedural fairness and career satisfaction shows a result of 0.0276 point. The two variables test show C.R value = 2.586 with probability = 0.044 (p < 0.05). Therefore it can be concluded that procedural distributive fairness has positive impact on career satisfaction, thus hypothesis 2 is supported.

H3 - Career distributive fairness has positive impact on affective commitment. The estimation parameter of relation between career distributive fairness and affective commitment shows a result of 0.256 point. The two variables test show C.R value = 2.368 with probability = 0.016 (p < 0.05). Therefore it could be

Table 4. Results of Affective Commitment Structural Commitment Full Model Equation

Line	Hypothesis	Coefficient	CR	P
KDK=>KKr	H1	0,046	2,215	0,027
KPK=>KKr	H2	0,276	2,585	0,044
KDK=>KAf	H3	0,256	2,369	0,016
KPK=>KAf	H4	0,178	2,656	0,008
KKr=>KAf	H5	0,570	3,189	0,010
CFI	<0,96		0,902	Efficient
TLI	<2,0		0,956	Efficient
CMIN/DF	<2,0		1,146	Efficient
RMSEA	<0,08		0,006	Efficient

Table 5. Summary of Hypothesis Test Results

Code	Hypothesis	Conclusion
H1	Career distributive fairness has positive impact on police officers affective commitment to the police institution.	Accepted
H2	Career procedural fairness have positive impact on the police affective commitment to the police institution	Accepted
H3	Career distributive fairness has positive impact on the police career satisfaction in the police institution.	Accepted
H4	Career procedural fairness has positive impact	Accepted
H5	on the police career satisfaction in the police institution.	Accepted

concluded that career distributive fairness has positive impact to the employees affective commitment, thus the higher distributive fairness is perceived by employees the higher employees' affective commitment will be. Thus hypothesis 3 is supported.

H4 - Career procedural fairness has positive impact on affective commitment. The estimation parameter of relation between career procedural fairness and affective commitment shows a result of 0.178 point. The two variables test show C.R value = 2.656 with probability = 0.008 ($p < 0.05$). Therefore it can be concluded that career procedural fairness influences affective commitment. Thus hypothesis 4 is not supported.

H5 - Career satisfaction has positive impact on affective commitment. The estimation parameter of relation between career satisfaction and affective commitment shows a result of 0.570 point. The two variables test show C.R value = 3.189 with probability = 0.010 ($p < 0.05$). Thus it can be concluded that career satisfaction has positive impact to affective commitment, the higher career satisfaction is the higher affective commitment will be. Thus hypothesis 5 is supported.

Descriptive statistics show that in general career distributive fairness perceived by police officers in the police institution toward career management at the police institution is categorized as fair. Data also shows that mechanism and procedures of career management in the police institution is also considered as fair. This is shown by the high value of procedural fairness. The consequence of high career fairness is the high career satisfaction of the police officers in the police institution. Likewise the high level of affective commitment of police officers in the police institutions.

Based on inferential assessment it is discovered that affective commitment is influenced by career satisfaction on the police organization at the resort. Based on transactional exchange, career management at the police institution is considered to be fair that affective commitment and career satisfaction is perceived and experienced by police officers of the institution. In line with previous fairness theory, both career distributive fairness and career procedural fairness are main antecedents in this study.

For police resort institution in X Province, in general the career management is categorized as good. Both distributive fairness and procedural fairness are perceived as fair by police officers of the institution. Likewise career satisfaction experienced by police officers is categorized as satisfied and the police affective commitment is high. Nevertheless the effort to keep doing career evaluation is maintained to ensure that career management is fair and has productive impact to the police officers' attitudes and behaviors. Based on inferential statistics, affective commitment in this study is an interesting phenomenon in each organization including the specific phenomenon at the police institution.

The study explains that prior to describing the affective commitment phenomenon, both type of fairness whether it is distributive and procedural, has direct impact to work satisfaction, in this case career

satisfaction. In the transactional perspective, both fairness are directly impacting satisfaction, because individual motive to work in an organization is to build a long term welfare. Long term welfare is built through mutually beneficial transactional relation, whether it is the employee, organization or the company. This research is a development based on research models of the McFarlin & Sweneey (1992), Sweneey & McFarlin (1993), Masterson et al. (2000), dan Heru Kurnianto Tjahjono (2010). The research issue is model development by incorporating career satisfaction as a variable influenced by career distributive fairness and career procedural fairness. Further, career satisfaction has impact on affective commitment.

This study provides important description that career management has strategic role not only on career satisfaction that is transactional mechanism in the organization, furthermore career role perceived to be fair in distribution and procedure has important impact on the level of higher commitment, which is affective commitment, a commitment built on the similarities of vision and values between the organization and its members. These are in line with previous studies that distributive and procedural fairness configurations has important role in explaining organizational outcome such as satisfaction and commitment, because fair procedure and allocation describe the organization long term capability. Hence the individual feels more comfortable in building a long term social and economic relations (Tjahjono, 2011; 2014).

In the context of police organization, distributive and procedural fairness perceived as fair causing an increase of career satisfaction experienced by police officers of X Province police resort institution. Descriptive results also show that in general career satisfaction in the institution is perceived as fair. While career satisfaction significantly gives positive impact to affective commitment. Therefore police officers career satisfaction in the police institution increases the police officers affective commitment. They feel that the police institution provides comfort not only at present, but also in the future.

CONCLUSION

Research results explain that career satisfaction is an important predictor of affective commitment. Career satisfaction has positive impact on affective commitment. The higher career satisfaction is the higher affective commitment will be. And vice versa. In the context of X Province police resort institution, both distributive and procedural fairness have positive impact on career satisfaction and affective commitment.

Further research can be done by observing limitations in this research as idea source for the research development in the future. Among others in managing the common method variance issue in research process and managing an ideal number of respondents in SEM usage to better fulfil the goodness of fit criteria.

Continuous study on career fairness and satisfaction in the police institution in the form of surveys or interviews is important to maintain (at least annually), in managing the organization to increase the police officers affective commitment.

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