
The Effect of Career Procedural Justice, Career Distributive Justice, and Motivation towards the Career Performance with Affective Commitment as the Intervening Variable on Water Resources Department of Bantul Regency

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Abstract

The purpose of this research is to analyse the effect of career distributive justice, career procedural justice, and motivation towards the performance with affective commitment as the intervening variable on Water Resource Department of Bantul Regency. The research was conducted on the staff of the Department of Water Resources Bantul. The samples were taken as many as 150 respondents. The sampling of this research used the simple random sampling method. The data collection was conducted through spreading questionnaires by using Likert 5 points to measure 30 question items. The analysis was through the path analysis of computer program Amos Version 18. The analysis result shows that career procedural justice significantly and positively affects towards the affective commitment. Motivation significantly and positively affects the affective commitment. This research has also proved that affective commitment is the intervening variable among the career procedural justice, career distribution, and motivation towards performance.

Keywords— *Career Distribution justice, Procedural Career, Motivation, Affective Commitment, Performance.*

INTRODUCTION

The smoothness and the implementation as well as the national development do really rely on the perfection of the state apparatus, in order to achieve and actualize the national development. The goal achievement needs certain means. The civil servant is one mean as the rights and obligation that determine the smoothness of the governance providence and development enforcement.

In reality, the human resources or the employee in the Water Resources Department of Bantul Regency today has not been able to perform the optimal result just yet. The services in the water resource area has not shown a good performance quality, in which are influenced by the employee's perception on justice, the lack of the leader's direct attention in spreading motivation, as well as the lack of motivation and drives from each of the employee in doing a good work. The employee also still has a very low commitment towards the company as shown in the high rate of absence level.

Employee is expected to have a high commitment in working, because if one does not have a high commitment in working, then the vision and the mission of a regional working unit will not be achieved. However, this commitment is sometimes less-noticed by the leaders towards the employees as it then impacted to the decrease of the employee's performance and loyalty. The clearest indication may be seen from the low commitment of the organization practically is the high number of absent employees. Kreitner and Kinicki (2010) described that there are three components of organizational commitment, sourced from the opinion of John Meyer and Natalie Allen, which are affective commitment, continuance commitment, and normative commitment.

Gibson et al (2009) stated that motivation is the driving forces from one-self that refers and directs to attitude. Herzberg in Gibson (2009) explained that there are two factors that drive someone in trying to achieve satisfaction and staying away from dissatisfaction. These two factors are then called as hygiene factor (extrinsic factor) and motivator factor (intrinsic factor). Hygiene factors motivate someone to get out from the dissatisfaction, including the human relations, incentives, environmental condition, and so on, whereas the motivator factor motivates someone to try achieving satisfaction, in which includes achievement, acknowledgement, life development, and so on (intrinsic factor). And when an employee is motivated in his work, then the performance will also increase.

Wirawan (2009) stated that the employee's performance is affected by individual's attitude, and among them is the employee's job satisfaction. The employee's job satisfaction may grow from the justice in an organization. This organization justice refers to three justice forms, namely distributive justice, procedural justice, and interactional justice (Koopman, 2003). The justice measurement within an organization has direct impacts towards the attitudes and reactions of the employees. The employees are expecting a fair and just treatment, both in distributive or procedural aspects, or it may be known as distributive justice and procedural justice (Tjahjono, 2008).

While on the other hand, procedural justice is the organizational justice which relates to the organization's decision making process that is intended to its members (Alotabi, 2001). Procedural justice is the fairness that is sensed from the processes and procedures implemented to allocate a certain decision (Kreitner and Kinicki, 2001). If the employee's job is regulated with a clear mechanism, then there is a big possibility that this would affect the performance.

From these various incidents and phenomenon that occurred, it drove the research to conduct an analysis towards the Effect of Career Procedural Justice, Career Distributive Justice, and Motivation towards the Career Performance with Affective Commitment as the Intervening Variable on Water Resources Department of Bantul Regency.

THEORETICAL STUDY

Performance

Some define the word “performance” as a work output, work achievements, or productivity, while it actually has a broader meaning. Performance is not merely a work output, but it is also about how the process is going. Therefore, performance is both about doing the work and the achieved result of the work. Performance is about what is being done and how to do it (Wibowo, 2008).

Another opinion stated that performance is a function of motivation and ability. In order to finish a task, one is supposed to possess a certain willingness degree and a certain capability level (Rivai: 2005: 309). At the same time, employees require feedback upon their performance as a guidance of their attitudes in the future (Rivai: 2005: 311). The employees also would like to get a positive feedback upon things that they did not finish well, even though in reality, the achievement result still needs a lot of corrections/critique.

The government of the Republic of Indonesia has experienced improvement in assessing the employees’ performance. The most recent improvement was the issuance of *Peraturan Pemerintah No.46 Tahun 2011* which was explained through *Peraturan Kepala Badan Kepegawaian Nomor 1 Tahun 2013*, assessing employees through two main factors, such as:

1. Employees’ Work Target is the working target and plans which shall be achieved by a civil servant. This assessment scores 60 percent of the total performance of a civil servant, and this assessment consists of quantity, quality, time and cost (efficiency), creativity, and additional tasks assessments.
2. Employees’ Work Behavior is every attitude, manner, or action that is performed by a civil servant or does not perform something that shall be performed according to the provision of the laws. This assessment scores 40 percent of the total performance of a civil servant, and the work behavior assessment includes the aspects of service, integrity, commitment, discipline, cooperation, and leadership.

Career

Career is a series of individual’s feeling upon the behavior and attitude related to the work experience and activity in one’s life span (San Fransisco: Jossey Bass, 1986 in Gibson 2002). Furthermore, according to Handoko (2000: 121), career is the whole works or positions carried out during one’s work life. A career consists of a sequence of experience or a series of works that has been carried out in one’s life which creates sustainability as it shapes attitudes and behaviors. From several definitions above, career may be defined as consisting of a sequence of experiences or a series of works that has been carried out in one’s life which creates sustainability as it shapes certain attitudes and behaviors.

Organizational Justice

Employees will evaluate organizational justice in three different classifications, namely the result that they obtained from the organization (distributive justice), formal policy or a process in which an achievement is allocated (procedural justice), and the treatment of the interpersonal decision taker in an organization (interactional justice) (Cropanzano et al, 2000).

In organizational behavior literatures, the concept of justice is divided into three, namely distributive justice, procedural justice, and interactional justice (Koopman, 2003).

a. Distributive Justice

Distributive justice research in organization is mainly focusing on one’s perceptions about whether the outcome that they obtain is fair, that is the assessment towards the final conditions in their allocation process (Tjahjono, 2014). Distributive justice leads to the fairness in the low level, which includes the salary, training, promotion, and dismissal issues. Distributive justice

conceptually is related to the distribution of goods that will affect individual's welfare. The individual's welfare refers to physical, economic, psychology, and social aspects. Company's distributive justice may grow the employees' job satisfaction. With equal jobs and equal rewards between two employees in a same company, the jobs satisfaction may be achieved. Aside of the reward that appropriates with the sacrifices, undertaken policies may as well as affect their performance and career, such as just and fair compensation, cooperative working environment, and a good welfare guarantee. Tjahjono's research (2009) stated that in the distributive justice study, there are principles in the distributive justice theories that are not aligned to each other. For another provision example that might be compared is someone who has the same position or occupation. The proportion principle does not align with the equalization principle. Proportion principle is driven by the spirit of personal interest, while the equalization principle is driven by the spirit of togetherness.

b. Procedural Justice

According to Greenberg and Baron (2003), procedural justice is defined as a fairness perception of a decision making in an organization. The people in the organization do really notice the decision making fairly and they feel that both the organization and the employees will be benefited if the organization conducts the procedure fairly. According to Konovski in Beugre (2007, 24), procedural justice perception is based on the employee's view towards the fairness of reward and punishment process made by the organization, such as the obligation to pay incentives, evaluation, promotion, and disciplinary measures. According to several experts' views above, it may be concluded that the procedural justice is the perception and view of the employees towards the fairness of all processes and decision procedures in organization, like the obligation to pay incentives and salary, evaluation, promotion, and disciplinary measures (Rusdianah Khasanah, 2015).

Affective Commitment

Commitment to the organization is a prominent behavior aspect which might be used to evaluate the power of a manager and employee towards the organization in which they work. According to Meyer & Allen (1990), organizational commitment is the strong willingness of an organization member to remain working there and has the sense of belonging to the organization. There are two approaches in formulating the definition of commitment in organization. First, involving efforts to illustrate that commitment may appear in various forms, the meaning of commitment explains the relation differences between the member of the organization and another entity (one of them is the organization itself). Second, involving efforts to separate among various entities where individual grows commitment. These two approaches are not compatible, yet, they are able to explain the definition of commitment, how the development process is, and how the implication towards individual and organization is (Meyer & Allen, 1997).

Motivation

According to Gibson (2009), motivation is a concept used to illustrate the driving forces that appear on an individual to move and lead the behavior. Reksohadiprodo and Handoko (2001), motivation is the inner condition of someone that drives the individual's will to do certain activities in order to achieve a certain goal. Herzberg Motivation Theory (Motivator-Hygiene Herzberg Model), according to Herzberg in Tjahjono (2010), there are two factors that affect job attitudes of the employees, such as: first, the presence of extrinsic conditions series, like the salary and the job's extreme condition. The condition will result in dissatisfaction among the employees' if the condition is not present. On the opposite, if the condition is on the optimal level, it apparently does not grow satisfaction. Then Herzberg gave name this factor as *hygiene factors* as this factor is needed to preserve in the lowest level, which is eliminating

dissatisfaction. Those factors are salary, job security, working condition, status, company policy, administration, and interpersonal relations and supervision-technical (interpersonal relations among colleagues, superiors and subordinates). Whereas the second is the sequence of intrinsic conditions related to job content or may be known as motivator, which includes: achievement, recognition, responsibility, advancement, the work itself, and the possibility to growth.

Hypothesis

Distributive justice is the most assessed justice with the base of result justice, which states that employees shall receive salary that appropriates their income and outcome relatively with other references comparison (Adams, 1965; Cohen, 1987 in Gilliland, 1994). When an employee perceives that the income ratio that they contribute and the result that they receive are equal, then they would feel the existence of equity as it would grow the emotional relations with the organization. Hewi and Santosa (2012) concluded that distributive justice variables have significant relations with the organizational commitment. Based on the description above, the hypothesis is proposed as follow:

H₁ : career distributive justice affects significantly positive towards the affective commitment on the Water Resources Department Bantul. Procedural justice is the organizational justice that is related with the decision making procedures within the organization that is intended to its members (Alotaibi, 2001). Hwei and Santosa (2012) concluded that procedural justice variables have relations with organizational commitment. The research conducted based on the explanation above proposes a hypothesis as follow:

H₂ : Career procedural justice affects significantly positive towards the affective commitment on the Water Resources Department Bantul. According to Meyer & Allen (1990), organizational commitment is the strong willingness of an organization member to remain, work, and have a strong feeling towards the organization. A research of Lieke E.M.E (2001) concluded that organizational commitment is affected by motivation. Titik Sumarti (2007) came into conclusion that motivation has a direct effect on the employee's job satisfaction and organizational commitment. Based on the explanation above, thus, the research hypothesis is as the following:

H₃ : Motivation affects significantly positive over the affective commitment on the Water Resources Department Bantul. Distributive justice basically could be achieved if the result/revenue and the income between two people/employees are equal. If the proportion comparison received is proportional or even bigger, then there is a probability that this may be considered as fair and just, and this impacts to their performance result. However, if the proportion comparison received is smaller than the others, then there is a possibility that this may be considered as unfair as this would also affect their working performance (Supardi, 2008). The research conducted by Hidayah and Haryani (2013) concluded that distributive justice partially affects performance. Based on the explanation above, therefore, the research hypothesis is as follow:

H₄ : Career distributive justice affects significantly positive towards the performance of the Water Resources Department Bantul's employees. According to Cropanzano et al. in Beugre (1998), a fair organization has the characteristic of having a procedure that guarantees it as a statement, process, warning, and so on. Procedural justice involves formal characteristic in a system, and one of the clear indicators of procedural justice is the presence of several mechanisms that clearly regulate the employees to speak about anything that occurs in the work. The research's result of Hidayah and Haryani (2013) concluded that procedural justice partially affects the employees' performances. Based on the explanation above, thus, the research hypothesis is proposed as follow:

H₅ : career procedural justice affects significantly positive to the performance of the Water Resources Department Bantul's employees. Motivation is a force that drives an employee's behavior (Gibson, 2009). Wiryawan (2009) argued that one of the factors that affect performance is the work motivation. Intrinsic motivation is a driving force that grows from

within the inner-self of an employee to work well (Herzberg in Gibson, 2009). Herzberg then defined that intrinsic motivation is the one that motivates someone to work seeking for satisfaction that it would impact positively towards the employee's performance. The research's result of Chanita Jiratchot (2014) concluded that a high intrinsic motivation would affect a high working performance as well. Juliani (2007) also conducted a research about the intrinsic motivation's effect on performance, and concluded that instinsic motivation significantly affects the performance. Based on the explanation above, the research proposes hypothesis as the following:

H₆ : motivation affects significantly positive towards the performance of Water Resources Department Bantul's employees. Employees who have low commitment would result into turnover, high rate of absence, the increase of working-lateness, the lack of intensity to remain as an employee in the organization, low work quality, and the lack of loyalty to the company (Streers, 1991) in Sopiah (2008). According to the research conducted by Suswati and Budianto, it says that partially, affective commitment has a significant effect to performance. Then the research's result of Frederick Reichheld (1993), in the Loyalty Effect, shows that there is a positive correlation between the employees' commitment and the company's performance level. Based on the explanation above, the research proposes the hypothesis as follow:

H₇ : Affective commitment affects significantly positive towards the performance of Water Resources Department Bantul. The employees consider the distributive justice decision when receiving financial rewards (salary or bonus received from the profit-sharing plan, for instance) in the job exchange that they did, which affects their behavior to the organization (Ambrose & Arnaud, 2005; Feather, 1999; in Chi & Han, 2008). Kristanto's research (2015) concluded that organizational justice affects the employee's performance with organizational commitment as the intervening variable. Based on the explanation above, thus, the research hypothesis is as the following:

H₈ : career distributive justice affects significantly to the performance of the Water Resources Department Bantul's employees through commitment. Procedural justice relates to the conflict level and the disharmony within the organization. With the conflict's existence, parties have the bargaining chance although the portion is not big. Career procedural justice may be considered as fair if there is consistency, bias minimizing, accurate information, repairable, representative, ethical (Colquitt et al, 2001). Kristanto's research (2015) concluded that organizational justice affects the employees' performance with organization commitment as the intervening variable. Based on the explanation above, thus, the research hypothesis is as the following:

H₉ : career procedural justice affects significantly to the performance of Water Resources Department Bantul's employees through affective commitment. Intrinsic motivation is the driving force that grows from within the inner self of an employee to work well (Herzberg in Gibson, 2009). Then, Herzberg defined that intrinsic motivation is the one that motivates someone to work seeking for satisfaction that would positively impact the employees' performance. Motivation providing by the leaders are expected to create the employees' working passion that they would be willing to cooperate, work effectively, and make them bound with organization in which they work. If an employee is bound with the organization, then he will be more diligent in working and the performance will increase. Based on the explanation above, thus, the research hypothesis is as the following:

H₁₀ : motivation significantly affects the employees' performance of Water Resources Department Bantul through affective commitment.

RESEARCH METHODOLOGY

A. Research Design

This research is categorized as an explanatory research which is a research that intends to explain the causal relations among variables through hypothesis testing. This research's approach was through survey approach. The paradigm which based the research was path paradigm, with a statistical analysis technique namely Structural Equation Modeling (SEM). This research was conducted on the Water Resources Department Bantul with 150 respondents. This research used primary data which are data obtained from the first-hand to the next analysis in order to figure out the solution or problems that is being researched, (Sekaran, 2011). In this research, the data (primary data) are directly obtained from the employees by spreading a set of questions to the respondents in order to get the explanation or answers in the questionnaire, and the questionnaire collection was conducted in the agreed time.

Definition of Variable Operational and Research Indicator

Career Distributive Justice measures career improvement which describes the efforts given in accordance to the performance and to how it is supposed to be. Career Distributive Justice was measured through five questions referring Tjahjono (2008).

Career Procedural Justice measured career procedure consistently, did not contain interests' bias, based in accurate information, in accordance to the standard and expectation. Career Procedural Justice was measured through seven questions referring to Tjahjono (2008).

Intrinsic Motivation measured acknowledgement from the leaders, colleagues on work achievements, challenging job, working with responsibility, and always develop potential. Intrinsic Motivation was measured through six questions referring to Herzberg (2001).

Affective Commitment measured the employees' pride, sense of belonging, loyalty, and emotional binding with the company. Affective Commitment was measured through six questions according to Meyer & Allen (1990).

Employees' Performance measured the service orientation, integrity, commitment, discipline, cooperation, and leadership. This performance was measured through six questions in accordance to *PP nomor 46 Tahun 2011* about the Employees' Work Standard.

B. Validity Test

The validity test of this research used the CFA testing and the result is as follow:

Table 4.8.
Validity Test with CFA

	Estimate	S.E.	C.R.	P	Label
KDK5 <-- KDK	1.000				
KDK4 <-- KDK	1.013	.063	16.035	***	
KDK3 <-- KDK	1.135	.061	18.598	***	
KDK2 <-- KDK	1.067	.060	17.898	***	
KDK1 <-- KDK	1.207	.059	20.456	***	
KPK2 <-- KPK	1.000				
KPK1 <-- KPK	.907	.058	15.661	***	
KA1 <-- KA	1.000				
KA2 <-- KA	1.040	.074	14.149	***	
KA3 <-- KA	1.102	.071	15.580	***	
KA4 <-- KA	1.155	.070	16.600	***	
KA5 <-- KA	1.105	.074	14.870	***	
KPK3 <-- KPK	.971	.064	15.176	***	
KPK4 <-- KPK	.881	.060	14.576	***	
MOT3 <-- MOT	1.000				
MOT2 <-- MOT	1.068	.089	12.063	***	
MOT1 <-- MOT	.180	.096	1.866	.062	
KIN1 <-- KIN	1.000				
KIN2 <-- KIN	.958	.058	16.616	***	
KIN3 <-- KIN	1.044	.065	16.053	***	
KIN4 <-- KIN	1.039	.062	16.667	***	
MOT4 <-- MOT	.961	.093	10.296	***	
MOT5 <-- MOT	1.170	.090	13.017	***	
KPK5 <-- KPK	1.022	.063	16.315	***	
KPK6 <-- KPK	.933	.062	15.088	***	
KA6 <-- KA	.970	.073	13.259	***	
KIN5 <-- KIN	1.091	.066	16.559	***	
KIN6 <-- KIN	1.083	.063	17.275	***	
KPK7 <-- KPK	.908	.061	14.923	***	
MOT6 <-- MOT	1.018	.083	12.296	***	

Source: Data processed, 2016, Attachment

The assessment result on this table 4.8 shows that there is one question item (MOT 1) having $CR < 2,58$ or $p > 0,01$, it may be concluded that the item is not valid as this item is eliminated and unused in the research.

Table 4.9.
Validity Test with CFA
After Eliminating Invalid Points

	Estimate	S.E.	C.R.	P	Label
KDK5 <-- KDK	1.000				
KDK4 <-- KDK	1.013	.063	16.034	***	
KDK3 <-- KDK	1.135	.061	18.598	***	
KDK2 <-- KDK	1.067	.060	17.898	***	
KDK1 <-- KDK	1.207	.059	20.455	***	
KPK2 <-- KPK	1.000				
KPK1 <-- KPK	.907	.058	15.661	***	
KA1 <-- KA	1.000				
KA2 <-- KA	1.040	.074	14.148	***	
KA3 <-- KA	1.102	.071	15.581	***	
KA4 <-- KA	1.155	.070	16.601	***	
KA5 <-- KA	1.105	.074	14.870	***	
KPK3 <-- KPK	.971	.064	15.178	***	
KPK4 <-- KPK	.881	.060	14.577	***	
MOT4 <-- MOT	1.000				
MOT3 <-- MOT	1.040	.101	10.325	***	
MOT2 <-- MOT	1.110	.104	10.667	***	
KIN1 <-- KIN	1.000				
KIN2 <-- KIN	.958	.058	16.616	***	
KIN3 <-- KIN	1.044	.065	16.054	***	
KIN4 <-- KIN	1.039	.062	16.662	***	
MOT5 <-- MOT	1.217	.108	11.305	***	
MOT6 <-- MOT	1.058	.098	10.820	***	
KPK5 <-- KPK	1.022	.063	16.315	***	
KPK6 <-- KPK	.933	.062	15.088	***	
KA6 <-- KA	.970	.073	13.259	***	
KIN5 <-- KIN	1.091	.066	16.554	***	
KIN6 <-- KIN	1.083	.063	17.272	***	
KPK7 <-- KPK	.908	.061	14.923	***	

Source: Data processed, 2016, Attachment 5

Calculation result on table 4.9 shows that all question items used in the research have value $C.R > 2,58$ or $p < 0,01$, may be concluded that all question items are already valid.

C. Reliability Test

The Reliability Test in this research used the Construct Reliability test (CR) and the Average Variance Extracted test (AVE).

Table 4.10.
Calculation Result CR and AVE

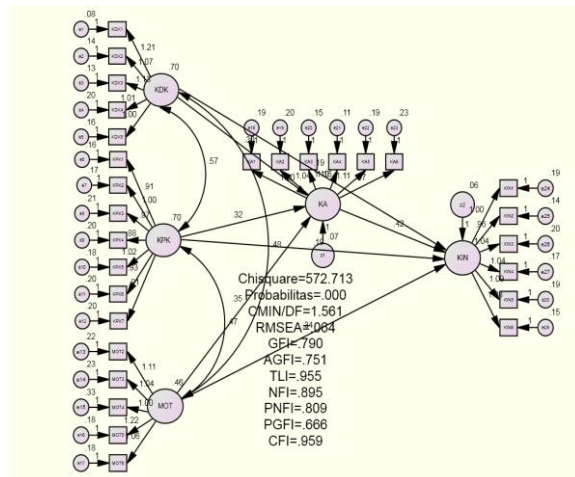
Variable	CR	AVE
KDK	0,966	0,849
KPK	0,959	0,768
MOT	0,921	0,700
KA	0,956	0,783
KIN	0,964	0,819

Source Data processed, 2016, Attachment 6

The test result with Construct Reliability test (CR) in all research variables obtained the value $CR > 0,7$. The test result of Average Variance Extracted (AVE), all met the conditions with the value $AVE > 0,5$. Thus, all the questionnaires used did fulfill the reliability and data consistency requirements.

A. Structural Equation Model

The next analysis step is the analysis towards the full model by using SEM. Full model can be seen in the following picture:



1. Evaluation on SEM Application Assumptions

a. Data Normality

Data normality test consists of both single normality and multivariate normality test in which the multivariate normality test several variables are analyzed simultaneously on the final analysis. The Critical Ratio value used are as much as $\pm 2,58$ on significance level 1%, which means that if the value of CR *Skewness* exceeds the absolute price from 2,58, then the variables may be concluded as abnormally distributed, whereas, the multivariate normality can be conducted by seeing the CR multivariate which can be seen in the bottom line of Table 4.12. Since the value of CR multivariate 11,700 is bigger than 2,58, thus it may be concluded that there is no evidence that this distribution is normal. The result of the analysis is presented in Table 4.11. as follow:

Table 4.11.
Assessment of Normality

Variable	min	Max	skew	c.r.	kurtosis	c.r.
KPK7	2.000	5.000	-.468	-2.237	-.408	-.974
KIN6	1.000	5.000	-.899	-4.294	.479	1.144
KIN5	1.000	5.000	-.714	-3.413	-.020	-.047
KA6	1.000	5.000	-.437	-2.090	-.194	-.464
KPK6	1.000	5.000	-.521	-2.491	-.199	-.476
KPK5	1.000	5.000	-.748	-3.575	.167	.399
MOT6	1.000	5.000	-.750	-3.583	.439	1.050
MOT5	1.000	5.000	-.670	-3.202	-.101	-.241
KIN4	1.000	5.000	-.814	-3.892	.194	.462
KIN3	1.000	5.000	-.719	-3.434	-.140	-.334
KIN2	1.000	5.000	-.674	-3.219	.045	.108
KIN1	1.000	5.000	-.660	-3.152	-.238	-.568
MOT2	2.000	5.000	-.375	-1.792	-.531	-1.269
MOT3	2.000	5.000	-.295	-1.410	-.485	-1.159
MOT4	2.000	5.000	-.287	-1.370	-.641	-1.532
KPK4	2.000	5.000	-.449	-2.143	-.387	-.926
KPK3	1.000	5.000	-.462	-2.206	-.179	-.427
KA5	1.000	5.000	-.591	-2.822	-.303	-.725
KA4	1.000	5.000	-.724	-3.461	-.096	-.230
KA3	1.000	5.000	-.644	-3.079	-.091	-.218
KA2	1.000	5.000	-.538	-2.571	-.292	-.698
KA1	2.000	5.000	-.500	-2.391	-.344	-.822
KPK1	2.000	5.000	-.559	-2.670	-.238	-.568
KPK2	1.000	5.000	-.654	-3.123	.066	.158
KDK1	1.000	5.000	-.710	-3.392	-.051	-.121
KDK2	1.000	5.000	-.998	-4.769	1.000	2.388
KDK3	1.000	5.000	-.469	-2.242	-.413	-.986
KDK4	1.000	5.000	-.556	-2.656	-.184	-.440
KDK5	2.000	5.000	-.414	-1.977	-.653	-1.560
Multivariate					84.774	11.700

Source: Data processed, 2016, Attachment 7

When data are not normally distributed, model ML (Maximum Likelihood) can produce parameter estimation into model significantly statistical, while actually is not significant. Bootstrap can handle the non-normal multivariate assumptions in Structural Equation Modeling (SEM) to obtain the best model estimation (Ghozali, 2009).

b. Outliers Test

In order to detect the presence of outliers univariately, the data needs to be first converted into the standard score (z-score) which has the zero average with deviation standard 1. As for big sample (beyond 80), threshold value of z-score ≥ 3 is categorized as outliers. In this research, there is no z-score value that exceeds 3 or has mean 0 and deviation standard 1, as it may be concluded that there are no outliers univariately. One of the methods to detect multivariate outliers is by using Mahalanobis Distance test which shows to what extent a data from a certain central point is. Detection towards multivariate outliers is done by observing the observation test result of Farthest From the Centroid (Mahalanobis Distance). The used criteria is based on the value of Chi-square on the degree of freedom, which is the indicator number of significance level with $p < 0,001$. According to the calculation using the Excel program by applying formula $\text{CHINV}(0,001; 31)$, the score as much as 61,098 was obtained, as data is disclosed as outliers when it has the mahalanobis d-squared score more than 61,098. In this research using the mahalanobis distance calculation result, there are no data that has the score more than 61,098. Therefore, it can be concluded that there is no multivariate outlier in this research.

c. Goodness of Fit Criteria Evaluation

According to the calculation of program AMOS by using the bootstrapping *bootstrap* process on error level 0,05, the goodness of fit indexes were produced as follow:

Table 4.14.
Goodness of Fit Test Indicator

Criteria	Critical Score	Model Result	Conclusion
X ² -Chi-square	508,893	572,713	Marginal
Probability	$\geq 0,05$	0,084	Good
RMSEA	$\leq 0,08$	0,064	Good
GFI	$\geq 0,90$	0,790	Marginal
AGFI	$\geq 0,90$	0,751	Marginal
CMIN/DF	$\leq 2,00$	1,561	Good
TLI	$\geq 0,90$	0,955	Good
CFI	$\geq 0,90$	0,959	Good
NFI	$\geq 0,90$	0,895	Marginal

Source: Data processed, 2016, Attachment 7

- 1) The recommended Chi Square (X^2) score is
- 2) Chi-square $< 508,893$ (prob.=0,05; df=458). Based on the research's result, it was found that Chi Square 572,713 with probability ($p=0,084$), which means that the created model is not fit yet.
- 3) The recommended score is $\leq 2,00$. From the research's result, it was obtained that the score of CMIN/DF is 1,561, which means that the created model is already fit to the data.
- 4) RMSEA score shows the expectable *goodness of fit* if the model is estimated into population. The smaller RMSEA score or equal to 0,08 is the index for a model that shows a close fit from it based on the *degree of freedom* to be received. Based on the research, the RMSEA showed score 0,064, which means that the created model can be accepted according to the degree of freedom.
- 5) GFI is a non-statistical measurement which has a core gap between 0 (*poor fit*) to 1.0 (*perfect fit*). The acceptance level obtained $0,790 < 0,90$, thus the tested model is not fit to the data yet.
- 6) The recommended score is $\text{AGFI} \geq 0,90$, the bigger AGFI score is, the better suitability of the model is. The AGFI result obtained $0,751 < 0,90$, then, the testing to the used model has not been able to be accepted yet.
- 7) The recommended TLI score as the good suitability level is $\geq 0,90$ while the testing result is 0,955. This shows that the suitability level is on the good criteria.
- 8) The recommended acceptance score is $\text{CFI} \geq 0,90$. From the tested model, the score of CFI obtained $0,959 > 0,90$, which means that the model has a good level of suitability.

2. **Evaluation on Regression Weights for Causality Test.**

The developed causality hypothesis test in this model used the *bootstrapping bollen stine* process with significance degree 5%. The number of *bootstrapping* was 250 in line with the recommendation from Nevitt and Hancock (1998).

TABLE 4.15.
Parameter Estimation Result using Bootstrapping

Parameter	SE	SE-SE	Mean	Bias	SE-Bias
KA <-- KDK	.096	.004	.296	-.003	.006
KA <-- KPK	.101	.005	.312	-.004	.006
KA <-- MOT	.131	.006	.359	.007	.008
KIN <-- MOT	.156	.007	.350	.010	.010
KIN <-- KA	.148	.007	.405	-.013	.009
KIN <-- KDK	.094	.004	.191	.000	.006
KIN <-- KPK	.099	.004	.203	.013	.006

Source: Data processed, 2016, Attachment 7

The estimation parameter between the shaped career distributive justice and affective commitment produced mean score of 0.296 with SE score for 0.096. The critical score of parameter estimation by dividing bootstrapping parameter estimation scores with the error standard (0.296/0.096). The resulted critical score was 3.0083. This score > 1.96, as it can be concluded statistically significant, thus the H1 is proven.

Estimation parameter between the shaped career procedural justice with affective commitment produced mean score of 0.312 with SE score of 0.101. The produced critical score was 3.089. This score > 1.96, that it can be concluded statistically significant, thus the H2 is proven.

The estimation parameter between the shaped motivation and affective commitment produced mean score of 0.359 with SE score of 0.131. The produced critical score was 2.740. This score > 1.96, that it can be concluded statistically significant, thus the H3 is proven.

Estimation parameter between the shaped career distributive justice with the employees' performance produced mean score of 0.191 with SE score of 0.094. The produced critical score was 2.032. This score > 1.96, as it could be concluded statistically significant, thus, the H4 is proven.

The estimation parameter between the shaped career procedural justice and the employees' performance produced mean score of 0.203 with SE score of 0.099. The produced critical score was 2.051. This score > 1.96, that it can be concluded statistically significant, thus the H5 was proven.

Estimation parameter between the shaped motivations with the employees' performance produced 0.350 with SE score of 0.156. The produced critical score was 2.244. This score > 1.96, as it could be concluded statistically significant, then the H6 was proven.

The estimation parameter between the shaped affective commitments with employees' performance produced mean score of 0.405 with SE score of 0.148. The produced critical score was 2.2736. This score > 1.96, that it could be concluded statistically significant, thus the H7 is proven.

3. **Direct and Indirect Relations Analysis**

The path analysis in this research is enabling to see the direct and indirect relations among variables. Based on the calculation result with program AMOS, then the standardized regression weights result is as follow:

Table 4.17
Standardized Regression Weights

Parameter	SE	SE-SE	Mean	Bias	SE-Bias
KA <-- KDK	.107	.005	.332	-.001	.007
KA <-- KPK	.107	.005	.347	-.003	.007
KA <-- MOT	.107	.005	.317	.003	.007
KIN <-- MOT	.116	.005	.271	.003	.007
KIN <-- KA	.127	.006	.354	-.015	.008
KIN <-- KDK	.091	.004	.187	.000	.006
KIN <-- KPK	.098	.004	.199	.013	.006

Source: Data processed, 2016, Attachment 7

The test towards the mediation effect between intervening variable and dependent variable was conducted by using Sobel formula calculation.

The score t of 2.016 is bigger than 1.96 which means that the mediation parameter is significant. Hence, the indirect influence model from the career distributive justice variables towards the employees' performance through affective commitment could be accepted. The indirect effect is 0.118 smaller than the direct effect of 0.187. Therefore, the hypothesis 8 is accepted.

The t score of 2.058 is bigger than 1.96 which means that the mediation parameter is significant, hence, the indirect effect model from the career procedural justice variables towards employees' performance through affective commitment could be accepted. The indirect effect of 0.123 is smaller than the direct effect of 0.1999. Then, the hypothesis 9 is accepted.

The t score of 1.971 is bigger than 1.96 which means that the mediation parameter is significant. Therefore, the indirect effect model from motivation variables towards employees' performance through affective commitment could be accepted. The indirect effect of 0.112 is bigger than the direct effect of 0.271. Thus, the hypothesis 10 is accepted.

B. Discussion

Career distributive justice affects significantly positive towards the affective commitment of the Water Resources Department Bantul's employees. When the employees of the Water Resources Department Bantul perceive that their efforts and skill are balance to the promotion that they get, then they will sense the presence of equity that will grow emotional relations with the organization. The result of this research is aligned with the opinion of Hwei and Santosa (2012) which concluded that the distributive justice variables are related to organizational commitment. Career procedural justice affects significantly positive on the affective commitment of the Water Resources Department Bantul's employees. The employees of th Water Resource Department Bantul did not only need justice and fairness in doing the job, but they also wanted to get their rights as employees just and fair. The presence of the employee's perception that the company had implemented the fair procedure in giving promotions to the employees could trigger the growth of emotional attachment with the organization. The good procedure in determining employee's career in Water Resource Department Bantul will make the employees become easier to get involved in organizational activities. The result of this research is aligned with Hwei and Santosa (2012) who concluded that procedural justice variables are related to the organizational commitment.

Motivation affects significantly positive upon the affective commitment of the employees of Water Resource Department Bantul. The motivation quality of the Water Resource Department Bantul's employees becomes a determining factor to what extent they are attached with the organization in which they work in. A good work motivation quality will surely drive the employees of Water Resources Department Bantul to remain and work the best for the organization.

Career distributive justice affects significantly positive to the performance of the Water Resources Department Bantul's employees. Career distributive justice on the employees of Water Resources Department Bantul can be achieved if the efforts or skills and promotions between two people/employees are proportional. If the received proportion comparison is bigger, then it may be considered that it is fair, and it would impact their performance. However, if the received proportion comparison is smaller than the others, then there is a possibility that it may be considered as unfair and will surely impact their performance as well. The result of this research is in accordance with Hidayah and Haryani (2013) who summed up that distributive justice partially affects performance.

Career procedural justice affects significantly positive towards the performance of the Water Resources Department Bantul's employees. One of the fair organization characteristics is the existence of a procedure that guarantees it as statement, process, warning, and so on. Procedural justice involves a system formal characteristic, and one of the clear indicators of procedural justice is the presence of several mechanisms that clearly regulate the employees to speak about

anything that occurs in the work. If the employees' jobs are regulated by a clear mechanism, it will probably affect the working performance. The result of the research is aligned with Hidayah and Haryani (2013) who jumped into conclusion that procedural justice partially affect the employees' performance.

Motivation affects significantly positive towards the performance of the Water Resource Department Bantul's employees. Motivation is a driving force that affects an employee in willingly utilize one's skill, energy, and time for a task/job that of one's responsibility. Intrinsic motivation given by the Water Resource Department Bantul could drive the employees' performance to work optimally that it will impact on the company's goal achievements.

Affective commitment affects significantly positive towards the performance of Water Resources Department Bantul's employees. The growth of emotional attachment, identification, and involvement within the organization will lead the employees of Water Resources Department Bantul to the willingness and decision to remain and help the organization through performance increase in order to achieve the organization's vision and mission.

Career distributive justice significantly affects the performance of the Water Resources Department Bantul's employees with affective commitment. The good working environment which is created because the employees feel that the efforts and skills that they contributed are balanced with the promotion that they receive, thus, the employees would love to do their tasks better and more optimal, as they work happily. As a result, the production process, either quality, quantity, and employees' training process could run well. The result of this research is in line with Kristanto (2015) who believed that organizational justice with organizational commitment as the intervening variable does affect the employee's performance.

Career procedural justice significantly affects the Water Resources Department Bantul employees' performance through affective commitment. Employee's perception of justice on the used procedures in Water Resources Department Bantul in providing promotions to the employees could affect the employee's emotional attachment to the organization as they are involved and informed about the company's decision making procedure. This condition will lead the willingness of the employee to help developing the organization through performance improvement. The result of this research is aligned with Kristanto (2015) who concluded that organizational justice with organizational commitment as intervening variable does affect the employee's performance.

Motivation significantly affects the employees of Water Resources Department Bantul's performance through affective commitment. The motivation given by the leaders of the Water Resources Department Bantul is expected to create the employees' working passion so that they would be willing to cooperate, work effectively, and make the employees be attached to the organization in which they work. If the employees are attached to the organization, then they would be more diligent in working and the performance will surely improve.

CONCLUSION

- a. Career distributive justice affects significantly positive towards the affective commitment of the Water Resources Department Bantul's employees, the better the career distributive justice, the affective commitment will also be better.
 - b. Career procedural justice affects significantly positive towards the affective commitment of the Water Resources Department Bantul's employees, the better the career procedural justice, the better the affective commitment.
 - c. Motivation affects significantly positive towards the affective commitment of the Water Resources Department Bantul's employees, the higher the motivation, the better the affective commitment.
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- d. Career distributive justice affects significantly positive towards the performance of the Water Resources Department Bantul's employees, the better the career distributive justice, the employee's performance will also improve.
- e. Career procedural justice affects significantly positive towards the performance of the Water Resources Department Bantul's employees, the better the career procedural justice, the employee's performance will also improve.
- f. Motivation affects significantly positive towards the performance of the Water Resources Department Bantul's employees, the higher the motivation, the employee's performance will also improve.
- g. Affective commitment affects significantly positive towards the performance of the Water Resources Department Bantul's employees, the better the affective commitment, the employee's performance will also improve.
- h. Compensation does affect the performance through job satisfaction, the better the employee's job satisfaction, the employee's performance will also increase.
- i. Motivation does affect the performance through job satisfaction, the higher the motivation, the employee's performance will also increase.

RECCOMMENDATION

1. The Head of Water Resources Department Bantul should pay attention to the career distribution justice, career procedural justice, and motivation as these factors are positively effective towards the employee's performance. The career distributive justice that needs to be improved is that the employee's career improvement should be more descriptive to what the employees had contributed in the workplace. The career procedural justice that needs to be improved is that the career procedures should be based on accurate information. Job motivation that needs to be improved is that the employees work under the sense of responsibility.
 2. The upcoming researchers should consider the employees factor in sampling process.
 3. For further research, it is recommended to modify the proposed model so that the obtained *goodness of fit* provision will meet the good criteria.
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