

**THE EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE
MEDIATED BY AFFECTIVE AND NORMATIVE COMMITMENT, AND LEADER-
MEMBER EXCHANGE ON EMPLOYEES OF PT. BANK ACEH**

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ABSTRACT

This research aims to test the organizational justice effect on employee performance mediated by affective commitment, normative commitment, and leader-member exchange (LMX) in PT Bank Aceh (BAS). In this study, the intended population was 125 employees of BAS Head Office, and the number of samples was the same as the population. Data were analyzed using SEM - AMOS. The result provided that Organizational Justice affects the Affective Commitment of employees at BAS, Organizational Justice affects the normative commitment of employees at BAS, Organizational Justice affects the LMX of employees at BAS, Organizational Justice does not affect employee performance at BAS, Affective Commitment affects employee Performance at BAS, Normative Commitment affects employee performance at BAS, LMX affects employee performance at BAS, Affective Commitment fully mediates the Organizational Justice role in employee Performance of BAS, Normative Commitment fully mediates the Organizational Justice role in the employee Performance of BAS, LMX fully mediates the Organizational Justice role in the Employee Performance of BAS. These findings prove that the employee performance improvement model at BAS is a function of Strengthening Organizational Justice which can play a role in increasing affective and normative commitment, as well as LMX.

Keyword: Organizational Justice, Affective Commitment, Normative Commitment, Leader-Member Exchange, Employee Performance.

1. INTRODUCTION

Human resources are required to provide a competitive advantage to support the sustainability of organizational performance optimally. In carrying out their work, employees produce something called performance. Performance is the result of work produced by employees or real behavior that is displayed following their role in the organization (Hariandja, 2007). The company as an organization has the goal of making a profit. Organizations can operate because of the activities or activities carried out by employees in the organization. Because by increasing employee performance, the company's performance will automatically increase.

PT Bank Aceh or now is mentioned as Bank Aceh Syariah (BAS) is a banking company owned by the regional government of Aceh Province, Indonesia. The presence of the Qanun on Sharia Financial Institutions (LKS) is a challenge for BAS. With the enactment of the Qanun, people in Aceh can only get services from Islamic banks. As one of the Islamic banking institutions, BAS must continue to innovate in providing services, so that the community does not feel lacking anything when using the services of BAS. The governor emphasized that BAS must continue to

innovate in providing services to customers. The Aceh government-owned bank was asked not to stay in the comfort zone for the achievements that have been achieved so far. However, other things need to be achieved by BAS, namely customer satisfaction when receiving service quality. The Governor of Aceh does not want any more complaints from the public against the services of BAS (tribunnews.com accessed 11 January 2022). The service that has not been maximized is influenced by employee performance.

Based on the initial survey, reveals that the employee's performance is perceived by the respondents as good with an average score of 4.06. However, there are still indicators that are not good, namely timeliness where respondents lack the ability and knowledge to complete the work that has been done so far. This indicates that employee performance has not been maximized as expected. One of the factors that affect employee performance is organizational commitment. Employees who are committed to the organization have the potential to improve performance both individually, in groups, and organizations. (Allen & Meyer, 1990) stated that organizational commitment consists of 3 forms of commitment, namely affective commitment, continual commitment, and normative commitment.

Affective commitment is an emotional feeling attached to the organization and a belief in the values of the organization (Robbins & Judge, 2017). The affective commitment that a person has will provide an emotional bond and confidence in the company so that employees can be directly involved with those in the company. The existence of such involvement will have an impact on the resulting performance. Employees who have a good emotional bond and are involved in the organization will certainly provide better performance. This is supported by research conducted by (Nurbiyati & Wibisono, 2014), (Sapitri & Suryalena, 2016), (Srimulyani, Murniningsih, & Raharja, 2017), and (Pathan, Natsir, & Adda, 2016) which found that the higher the affective commitment, the higher the resulting performance. The initial survey, figures that the respondent's perceived affective commitment is good with an average score of 3.65. However, there are still indicators that are not good, namely, respondents do not feel they have natural involvement in achieving organizational goals. This indicates that affective commitment has not been maximized as expected.

Normative commitment is the obligation to stay in the organization for moral and ethical reasons (Robbins & Judge, 2017). Employees with normative commitments will have an obligation to give back for what they have received from the organization. Employees who have a high normative commitment will continue to be members of the organization because they feel that they benefit from being in the organization. The existence of the principle of reciprocity that employees have will have an impact on the resulting performance. The more the employee gets what he wants from the organization, the better the performance results. This is supported by research conducted by (Nurbiyati & Wibisono, 2014) and (Sapitri & Suryalena, 2016). The initial survey, explains that the respondent's perceived normative commitment is good with an average score of 4.17. However, there are still indicators that are not good, namely, respondents do not feel obliged to continue to be in this company. This indicates that the normative commitment has not been maximized as expected.

Another factor that affects employee performance is the Leader-Member Exchange (LMX). (Robbins & Judge, 2017) found differences in attitudes received by subordinates from their superiors. These differences form separate groups that explain the relationship between superiors

and subordinates called in-group and out-group. In the in-group, subordinates are more trusted, get a larger portion of attention from superiors, and get special rights. Subordinates who are members of the out-group get limited time from their superiors and the relationship between superiors and subordinates is based on formal relationships which can usually be seen from the use of language when communicating. The better the relationship between the leader and subordinates, the better the performance results will be. The initial survey, shows that the LMX is perceived by the respondents as good with an average score of 3.75. However, there are still indicators that are not good, namely, respondents are not trusted by their superiors to be more involved in the work given. This indicates that the LMX has not been maximized as expected.

The next factor is Organizational Justice. Organizational justice is one of the concepts in organizational behavior that is still developing today. The results of various studies and reviews of the concept and empirical results of organizational justice show that this concept plays an important role in determining various attitudes and behaviors of individuals. (Li & Cropanzano, 2009) state that organizational justice can improve individual performance, give birth to citizenship behavior, good mental health, lower stress levels, and better individual attitudes. The initial survey, reveals that the respondents perceive Organizational Justice to be good with an average score of 3.95. However, there are still indicators that are not good, namely superiors who do not treat employees fairly. This indicates that Organizational Justice has not been maximized as expected.

2. LITERATURE

Employee performance

Performance is organizational behavior that is directly related to the production of goods or the delivery of services (Admin_prokomsetda, 2019). Performance is often thought of as the achievement of tasks, where the term task itself comes from thinking of the activities required by workers (Gibson, Ivancevic, and Konopaske, 2012). (Yukl, 2010) uses the term proficiency which has a broader meaning, where Proficiency is seen from three aspects, namely: behaviors shown by a person at work, tangible results or outcomes achieved by workers, and assessments on factors such as motivation, commitment, initiative, leadership potential and work morale. Performance is not just about achieving results but broadly needs to pay attention to other aspects, as defined by (Prawirosentono, 2010) and (Edison, Riyanti, and Yustiana, 2016). A person's performance is influenced by many factors that can be classified into 3 (three) groups, namely the individual compensation of the person concerned, organizational support, and management support (Simanjuntak, 2011) : (Pasolong, 2010). In addition to the factors above, other factors affect employee performance, namely affective commitment and normative commitment (Hadi & Tentama, 2020), LMX (Hutama & Goenawan, 2017), and organizational justice (Darham, Djumlani, & Amin, 2015). (Rikantika, 2016) explains that a person's performance can be measured based on 6 criteria resulting from the work in question, namely: Quality, Quantity, Effectiveness, independence, and Commitment.

Affective Commitment

Affective commitment can arise because of a need, and also a dependence on activities that have been carried out by the organization in the past that cannot be abandoned because it will be

detrimental (Gutama, Hermanto, Kaihatu, Wijaya, & Kartika, 2015). “There are six factors that influence Affective Commitment according to (Jayasingam, Govindasamy, & Singh, 2016), namely: Knowledge sharing culture, Task Orientation, Compensation, Performance management and promotion, Training and development opportunities, and Management support.

Indicators of affective commitment according to (Allen & Meyer, 1990) are as follows:

1. Happy to spend the rest of my career in this organization
2. Happy to talk about the organization with friends outside
3. Feeling that this organizational problem is part of your own problem
4. It's not easy to switch to another company
5. Feel like part of the family in this organization
6. Feel emotionally attached to this organization
7. This organization has many meanings personally
8. Feeling a strong “ownership” of this organization

While indicators of affective commitment according to (Nurandini, Lataruva, Prof, & Sh, 2014) are as follows.

1. Desire to become a member of the organization
2. Feeling involved in achieving goals
3. Emotional attachment
4. Proud of the company to others

Normative Commitment

“Normative commitment is the obligation to stay in the organization for moral and ethical reasons (Robbins & Judge, 2017). Employees with normative commitments will have an obligation to give back for what they have received from the organization. The aspect of normative commitment is indicated by the presence of individuals in the organization because of the expected standards of behavior or social norms so that employees work only for compliance and formalities (Hadi & Tentama, 2020) : (Bangun, 2012). Normative commitment develops based on the principle of exchange or commonly called the norm of reciprocity. Rewards will indirectly create conditions of moral obligation so that in the end they will form a great attachment to the workplace. According to (Mwangi, 2015), normative commitment is influenced by several factors, namely the ability of employees to feel a strong sense of loyalty and moral obligation to the organization.

The factors that influence normative commitment according to (Suwanto & Priansa, 2016) are as follows.

- 1) Workplace values i.e. shared values are a component crisis of interdependence.
- 2) Organizational justice is justice related to the fairness of the allocation of resources,
- 3) Characteristics of work that is meaningful, autonomous, and feedback can be an internal normative commitment.
- 4) Organizational support

Indicators of affective commitment according to (Allen & Meyer, 1990) are as follows:

1. Switching organizations is a bad habit.
2. Believe in loyalty to the organization
3. Switching to another organization seems unethical

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4. The main reason for continuing to work in this organization is because loyalty is important
 5. It's very important to stay part of the organization
 6. Have been taught to believe in the value of being loyal to one organization
 7. Having a career in this organization is good
 8. Don't think about wanting to be the golden child of the company

Meanwhile, indicators of normative commitment according to (Nurandini et al., 2014) are as follows.

1. There is a feeling of guilt about leaving the organization
2. Leaving the organization is not your own desire
3. Duty to survive
4. Responsible for the organization

Leader-Member Exchange

Leader-Member Exchange (LMX) according to (Morrow, 1983) “is an increase in the quality of the relationship between supervision and employees will be able to improve the work of both. (Hsieh, 2012: 251) says LMX is defined as the quality of exchange between leaders and their subordinates, which means that superiors and subordinates build reciprocal relationships and develop a level of mutual respect and trust. According (Wibowo, 2013), and (Robbins & Judge, 2017), the leader divides subordinates into two categories, in-group members and out-group members. Furthermore, (Robbins & Judge, 2017) define LMX as the creation of in-group members by leaders, subordinates with favorite group status get higher performance ratings, lower turnover, and lower LMX. better than out-group members. LMX is a theory that has the principle that all forms of attitude and employee behavior in an organization are very dependent on how the treatment is given by the leader (Rocksthul et al., 2012);”(Chen, Chang, & Hu, 2007).

According to Nusantara (2015:21) the factors that cause leader-member exchange can be divided into 4, namely:

1. Employee characteristics.

Characteristics of employees who are hard and unruly of course will only worsen the relationship between superiors and employees.

2. Characteristics of the boss.

Bosses determine how employees behave.

3. Interaction between superiors and subordinates.

If there is frequent interaction between superiors and subordinates, the communication between the two will also be good.

4. Contextual variables.

Contextual variables, such as unintentional things, often lead to misunderstandings

5. Organizational Justice

Fairness consists of fairness in the allocation of resources, fairness in the decision-making process, and fairness in the perception of the reasonableness of the maintenance of interpersonal relationships.

According to Gerstner & Day (1997) the effect of LMX to the organization can be seen as:

1. LMX tall one. A good relationship with superiors will

2. make employees comfortable and satisfied in doing their jobs.
3. Organizational commitment. The effect of a good relationship between superiors and
4. subordinates is also found in high employee organizational commitment.
5. Organizational citizen behavior (OCB). Employees take initiative work initiative without the boss's orders when their relationship with superiors
6. good.
7. Objective performance appraisal. Bosses who have a good relationship with employees will provide an objective, not subjective, performance appraisal.
8. Decreased intention to leave the company. Exit intention Employees from low companies are one of the effects of a positive LMX.

According to Fuadiputra (2017) in his research, the LMX indicators are as follows.

1. Affection

A mutual love for one another is based on attraction interpersonal, not work values or professionalism from superiors.

2. Loyalty

Trust in the support given by superiors for actions and subordinate characters that are carried out consistently.

3. Contribution

The willingness of employees to be involved in tasks beyond the assigned tasks written in a formal contract.

4. Professional award

Employees' perceptions of the reputation of their superiors inside and outside the organization, and the extent to which employees know about their superiors' achievements in the line of work.

Organizational Justice

Organizational Justice according to (J. L. Gibson, Ivancevich, Donnelly, & Konopaske, 2012) is the degree to which an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a person's fair perception of the decisions taken by his superiors" (Colquitt, LePine, & Wesson, 2011). Organizational justice is a perception where employees feel they are treated fairly at work (Wahyuningsih, 2004). Organizational justice is a perception where employees feel they are treated fairly at work.

The indicators of organizational justice according to (Kristanto, 2015) are as follows.

1. Comparison of salary to work
2. Equality of implementation and company decisions
3. Opportunity to voice opinions
4. Management of superiors toward employees
5. The openness of superiors to subordinates

Organizational Justice Indicators according to (Kristanto, 2015) are as follows.

1. Resource allocation is a fair perception of comparison of the salary received with the work done by the employee.
2. The fairness of the procedure is a fair perception of the process made in decision making and implementation of decisions on employees.

3. Personal relationships are fair perceptions of behavior received by employees from superiors or higher authorities.

Hypothesis

Authors formulate the research hypotheses as follows.

- H1 : Organizational Justice affects the Affective Commitment of BAS employees,
- H2 : Organizational Justice affects the normative commitment of BAS employees,
- H3 : Organizational Justice affects the LMX of BAS employees,
- H4 : Organizational Justice affects employee performance of BAS,
- H5 : Affective Commitment affects employee Performance of BAS,
- H6 : Normative Commitment affects employee performance of BAS,
- H7 : LMX affects employee performance of BAS,
- H8 : Affective Commitment mediates the Organizational Justice role in employee performance of BAS,
- H9 : Normative Commitment mediates the Organizational Justice role in the employee performance of BAS,
- H10 : LMX mediates the Organizational Justice role in the employee performance of BAS.

3. METHOD

“In this study, the population was all employees at BAS Head Office with a total of 125 employees. All members of the population were taken as respondents (census), and this number of samples also meets the requirements for Structural equation modeling (SEM) (Hair, Hult, Ringle, & Sarstedt, 2016)). The data required were collected for the purposes of analysis including primary data and secondary data. Data were analyzed using The Structural Equation Modeling (SEM) method from the AMOS software. Before testing the hypothesis, confirmatory factor analysis (CFA) was used to test the theoretical model (Hair et al., 2016).

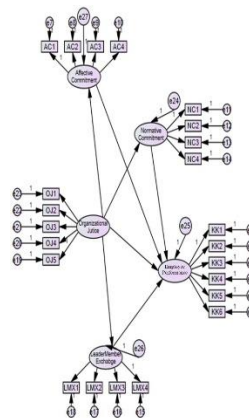


Figure 1. SEM Model

4. RESULT

The results of data processing for the Structural model analysis after the CFA test are shown below.

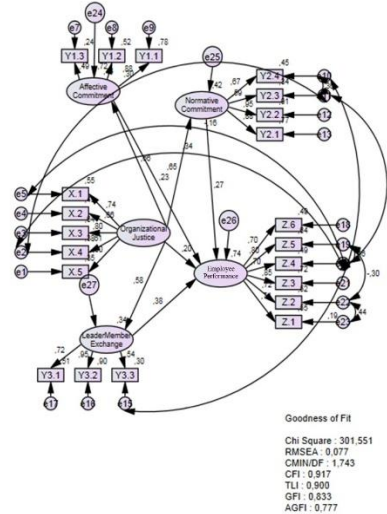


Figure 2. Structural Test

After all the assumptions were met, then hypothesis testing was carried out as shown in Table 1 below.

Table 1. Structural Test Result

			Estimate	SE	CR	P
Affective Commitment	<---	Organizational Justice	0.661	0.102	3,947	0.000
Normative Commitment	<---	Organizational Justice	0.647	0.105	4,870	0.000
LeaderMember Exchange	<---	Organizational Justice	0.582	0.108	4.037	0.000
Emp_Performance	<---	Affective Commitment	0.235	0.105	2,191	0.028
Emp_Performance	<---	Normative Commitment	0.270	0.092	2,874	0.004
Emp_Performance	<---	LeaderMember Exchange	0.380	0.102	3,679	0.000
Emp_Performance	<---	Organizational Justice	0.203	0.100	1,439	0.150

Source: Primary Data Processed, (2022)

From the SEM analysis in Table 1 the statistical equations is formulated as follow.

Affective Commitment = 0.661 Organizational Justice
 Normative Commitment = 0.4647 Organizational Justice

LMX = 0,582 Organizational Justice
Employee Performance = 0.203 Organizational Justice+ 0, 235 Affective Commitment +
0.270 Normative Commitment + 0.380 LMX

Organizational Justice's role in Affective Commitment (H1)

Testing the Organizational Justice role on Affective Commitment provides the P 0.000. It says that Organizational Justice affects Affective Commitment. The Organizational Justice coefficient magnitude on Affective Commitment is 0.661 or 66.1%.

Organizational Justice's role in the normative commitment (H2)

Testing the Organizational Justice role on Normative Commitment provides the P 0.000. It explains that Organizational Justice affects Normative Commitment. The Organizational Justice coefficient magnitude on the Normative Commitment is 0.647 or 64.7%.

Organizational Justice role in LMX (H3)

Testing the Organizational Justice role on LMX provides the P 0.000. It reveals that Organizational Justice affects the LMX. The Organizational Justice coefficient magnitude on the LMX is 0.582 or 58.2%.

Organizational Justice's role in Performance (H4)

Testing the Organizational Justice role on performance provides the P 0.150. It concludes that Organizational Justice does not affect performance.

Affective Commitment role in Performance (H5)

Testing the Affective Commitment role on Performance provides the P 0.028. It figures that Affective Commitment affects Performance. The Affective Commitment coefficient magnitude on Performance is 0.235 or 23.5%.

Normative Commitment role in Performance (H6)

Testing the Normative Commitment role on Performance obtained a significance value of 0.004. Thus, it figures that normative commitment affects performance. The magnitude of the influence of Normative Commitment on Performance is 0.270 or 27.0%.

LMX role in Performance (H7)

The influence of LMX on Performance provides the P 0.000. It concludes that the LMX affects Performance. The LMX coefficient magnitude on Performance is 0.380 or 38.0%.

Organizational Justice role in Performance through Affective Commitment (H8)

The Sobel test calculation provides the result for test statistics is 2.112 and P 0.034. Thus, Affective Commitment acts as a mediator of Organizational Justice's effect on Performance. Thus, because Affective Commitment can affect affective commitment, Organizational Justice does not affect Performance but can act as a mediator, so the Affective Commitment role in mediating the Organizational Justice effect on Performance is fully mediating.

Table 2. Sobel Test of Organizational Justice Effect On Performance Through Affective Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	0.651	Sobel test: 2.11200376	0.07243595	0.03468613
b	0.235	Aroian test: 2.08929021	0.07322343	0.03668161
s _a	0.102	Goodman test: 2.13547458	0.07163981	0.03272226
s _b	0.105	Reset all	Calculate	

Organizational Justice role in Performance through Normative Commitment (H9)

The Sobel test calculation provides the result of test statistics is 2.649 and P 0.008. Thus, Normative Commitment acts as a mediator of Organizational Justice's effect on Performance. Thus, because Normative Commitment can affect normative commitment, Organizational Justice does not affect Performance but can act as a mediator, so the Normative Commitment functions as a full mediator.

Table 3. Sobel Test of Organizational Justice Effect On Performance Through LMX

Input:		Test statistic:	Std. Error:	p-value:
a	0.647	Sobel test: 2.64960883	0.06593049	0.0080585
b	0.270	Aroian test: 2.62161845	0.06663441	0.00875133
s _a	0.105	Goodman test: 2.67851534	0.06521897	0.00739493
s _b	0.092	Reset all	Calculate	

Organizational Justice role in Performance through the LMX (H10)

The Sobel test calculation provides the result for test statistics is 3.064 and P 0.000. Thus, the LMX acts as a mediator of Organizational Justice's effect on Performance. Thus, because LMX can affect affective commitment, Organizational Justice does not affect Performance but can act as a mediator, so the LMX role in mediating the Organizational Justice effect on Performance is a full mediator.

Table 4. Sobel Test of Organizational Justice Effect On Performance Through LMX

Input:		Test statistic:	Std. Error:	p-value:
a	0.582	Sobel test: 3.06447321	0.07216901	0.00218054
b	0.380	Aroian test: 3.02938487	0.07300492	0.00245052
s _a	0.108	Goodman test: 3.10080976	0.07132331	0.00192992
s _b	0.102	Reset all	Calculate	

5. CONCLUSION

The result provided that Organizational Justice affects the Affective Commitment of employees at BAS, Organizational Justice affects the normative commitment of employees at

BAS, Organizational Justice affects the LMX of employees at BAS, Organizational Justice does not affect employee performance at BAS, Affective Commitment affects employee Performance at BAS, Normative Commitment affects employee performance at BAS, LMX affects employee performance at BAS, Affective Commitment fully mediate the Organizational Justice role in employee Performance of BAS, Normative Commitment fully mediate the Organizational Justice role in the employee Performance of BAS, and LMX fully mediates the Organizational Justice role in the Employee Performance of BAS. These findings prove that the employee performance improvement model at BAS is a function of Strengthening Organizational Justice which can play a role in increasing affective and normative commitment, as well as LMX. This finding is also useful to strengthen the previous theory and become the basis for the development of further research by adding new variables. This tested model is also useful for BAS as a basis for developing its policies.

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