



A MODEL OF 3 CONCEPTS OF JUSTICE AND ITS IMPACT TOWARD  
AFFECTIVE COMMITMENT OF DISABLE EMPLOYEES IN INDONESIA

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*Abstract*

*The purpose of this study is to analyze the effect of organizational justice on affective commitment of employees with disabilities. Specifically, this study examines the effects of distributive justice, procedural justice and interactional justice on career development for disability employees and their impact on their affective commitment. 88 disability employees at a number of private companies in Indonesia are involved in this research. The result shows that procedural justice and interactional justice have a significant impact on commitment. While distributive justice does not affect affective commitment.*

*Keywords: distributive justice, procedural justice, interactional justice, affective commitment*

## I. INTRODUCTION

Nowadays, Indonesian government encourages private companies give opportunity for disability employees to have work contribution in their organization. Efforts to involve disability employees are increasing from year to year. These situations asked companies to create work harmonization between disability employees and other employees. Hence, justice issues and non-discriminatory attitudes are important to discuss. Management is required to be fair and non-discriminatory in managing careers of disability employees so they can be comfortable and has similar career opportunity comparing with other employees. Research conducted by Widyastuti, Palupi and Tjahjono (2016) shows that managers and leaders have a positive attitude towards the presence of disability employees in organization. An environmental recognition and confidence play as factors that encourage HR managers to hire disability employees without differentiating them from other employees (Widyastuti, Palupi & Tjahjono, 2016). However, there is still a need for a study to have opinions or perspective from disable employees. Employee disabilities are part of the company's key assets. Their work commitment



is one of company's strengths and part of company's human capital. Therefore, a fair and non-discriminatory attitude is an important issue in fair management. In the view of Tjahjono (2010), justice management is not only fairly in the policy of the formal nature but also in terms of social and interactional aspects. How disability employees evaluate and perceive management treatment in providing career opportunities is an important agenda in organizational study. Thus the model of career fairness and affective commitment is important.

Initially, distributive justice was an important focus of organizational justice studies (Colquitt et al., 2001). Distributive justice is the foundation of justice studies since 1965. The study of distributive justice in organizational exchange is based on the principle of proportion (Adam 1965 in Carrel & Dittrich, 1978). Distributive justice is the most important predictor of work attitudes and behavior.

The next development is the presence of procedural justice concept (Thibaut & Walker, 1978). The focus of procedural justice is on evaluation of mechanisms and procedures. Employees perceive justice not only on policy allocation, but also how policy mechanisms emerge. Organizational justice studies therefore cover both distributive justice and procedural justice. Distributive justice and procedural justice studies on organizational outcomes such as satisfaction, commitment and performance have strong empirical support. (Folger & Konovsky, 1989; mSweeney & McFarlin, 1993; Colquitt, 2001; Colquitt & Rodell, 2011; Tjahjono, 2010, 2011, 2014). Similarly, inequality leads to dysfunctional behavior (Skarlicky & Folger, 1997; Skarlicky et al., 1999; Palupi, 2013; Palupi et al., 2014).

The above organizational justice studies are empirically much dominated by distributive justice and procedural justice (Colquitt et al., 2001). However, some organizational justice studies are not only distributive justice and procedural justice, but also interactional justice (Masterson et al., 2000; Cropanzano et al., 2002; Ambrose & Schminke, 2003).

## **II. THE PURPOSES OF THE RESEARCH**

Disable employees are often perceived will not reach their career optimally, especially in developed country like Indonesia with less attention in disable employees. The aim of this research is to investigate perception of disable employees toward fairness regarding their career opportunity. We discuss the relationship between three of career fairness which are distributive career, procedural career and interactional career with affective commitment.

## **III. CONCEPTUAL FRAMEWORK**

We studied a model of 3 (three) concept of justice (distributive, procedural dan interactional justice) and affective commitment. This model is converted by Sweeney and McFarlin (1993); Colquitt, 2001; Stecher & Rosse, (2005) which then supported by Tjahjono (2010).

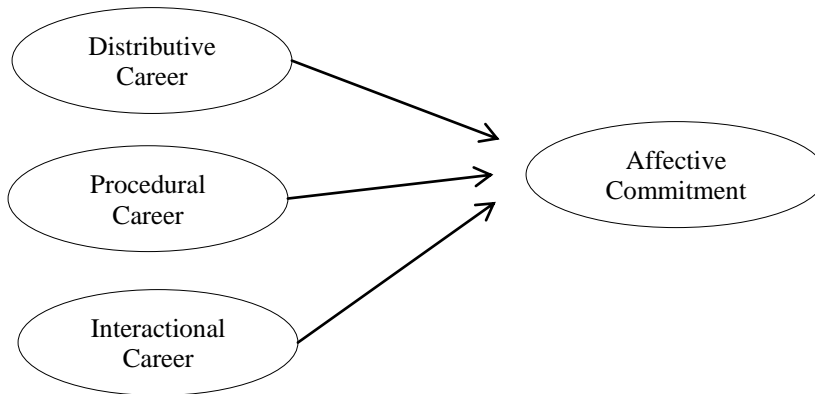


Figure 1. Framework Model of 3-Justice and Affective Commitment

This model explains that distributive justice, procedural justice and interactional justice for career opportunity in disability employee will have an impact on their affective commitment.

#### IV. HYPOTHESES DEVELOPMENT

According to the theory and previous research on justice and commitment conducted by Colquitt (2001) and Tjahjono (2014), the research hypotheses are following:

Hypothesis 1: Distributive justice positively relates to affective commitment.

Hypothesis 2: Procedural justice positively relates to affective commitment.

Hypothesis 3: Interactional justice positively relates to affective commitment.

#### V. METHODS

##### Population, Sample and Sampling Technique

Research population is all disability employees in Indonesian private companies. We used data from Indonesian labor ministry and convenience sampling is used to gather respondent. By the end, we got 88 respondents of disability employees.

##### Scale of Measurement

We used 1-5 likert scale to measure all variables. We used 4 items of distributive justice and 7 items for procedural justice which developed by Colquitt (2001) and modified by Tjahjono (2007). A measurement for interactional justice variable is used 5 items which are developed from Focus Group Discussion between researchers. A 6 items affective commitment developed by Meyer et.al (1993) is used. All items are valid and reliable statistically.

Data were collected from observation, interview and questionnaire. We shared questionnaire in such meeting with disability employees in the ministry office.



**VI. RESULT OF THE RESEARCH**

Result from of Multiple Regression Analysis is shown in Table 1.

Table 1. Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	3.531	2.346		1.505	0.136
	DJ	-0.257	0.166	-0.178	-1.551	0.125
	PJ	0.246	0.114	0.263	2.156	0.034
	IJ	0.843	0.152	0.615	5.542	0

Regression Equation can be stated as follows:

$$Y = -0,178X1 + 0,263X2 + 0,615X3$$

The result shows that distributive justice does not significantly contribute to affective commitment, while procedural justice significantly relates to affective commitment. Also, interactional justice significantly relates to affective commitment.

Table 2. F Test  
ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	577.455	3	192.485	27.422	.000(a)
	Residual	589.624	84	7.019		
	Total	1167.08	87			

F test results show that the value of F is significant. Thus the model can be said to be efficient. Models which consisting of distributive justice, procedural justice, interactional justice can explain the affective commitment of disability employees. The efficiency of the model is also shown by adjusted R2 of 0.477 (rule of thumb in the range of 0.4 to 0.7 in social science).

Results in the context of employee disabilities show that career distributive justice has no effect on affective commitment. The career gained is not critical for disability employees. What is important for disability employees in influencing their affective commitment levels is career fairness and career interactional justice. Employee disabilities are more sensitive to the perceptions of fairness of career mechanisms and how management treats well its employees or interactional justice perceptions.



Affective commitment of disability employees is relatively good at 3.975 on a scale (1-5). The perception of employee disability in career distributive justice is 3.99 which is relatively good. The perception of career disability employees in career procedural equality of 3.90 is relatively good and employee disability perceptions about interpersonal care are 4.20 times better than other equity. This shows the quality of management's attention to the careers of disability employees is good in their perceptions.

## **VII. CONCLUSION**

Based on research result, we can conclude that disability employees perceived career distributive justice has no effect on affective commitment while procedural justice has a positive effect on affective commitment and interactional justice has a positive effect on affective commitment. From the descriptive aspect of perception of distributive justice, procedural justice and interactional equity, disability employee is treated in relatively good manner. Thus, in general, private enterprise management is considered fair in treating employees both in terms of allocation, mechanism and interaction from the perspective or perception of disability employees. Based on this research, disability employees are more concerned with aspects of processes and mechanisms and interactions than outcome allocations. This shows that recognition, fair treatment and non-discrimination become valuable to disability employees.

## **VIII RECOMMENDATIONS FOR FUTURE RESEARCH**

The researcher suggestions based on this research are:

- Although career distributive justice does not affect affective commitment, career fairness and career interactional justice have a positive impact on affective commitment, so it is important that future research need to explore examine more about the configuration of justice in various situations.
- The number of samples in this study is relatively limited and using convenience sampling techniques so that generalization is relatively limited. Future research is important to consider the number of samples and use a better sampling techniques ability in terms of generalization.
- The results of this study are based on a single source, i.e employees assess the antecedent as well as its consequences so it has potential attribution bias. Future research is important to involve management to assess employee outcomes such as affective commitment.



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