

## Influence of Organizational Justice and Career Success to The Organizational Commitment

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### Abstract

This research aims to observe the organizational justice and career success as predictors of organizational commitment are made on the Civil Service. The members measure in Organizational Commitment Scale, Organizational Justice Scale and Career Success Scale. The 96 respondents are civil servants working at the health centre in Kulon Progo District Health Office. The data obtained was processed by Structural Equation Model (SEM). Based on the hypothesis, it can be concluded that organizational commitment can be explained by significant with  $p < 0.05$  by organizational justice and career success, in the equation : Organizational Commitment = (0.451 Organizational Justice) + (0.483 Career Success). Influence contribution of Organizational Justice is 20.34 % and Career Success is 23.17 %. It gives consequences that organizational justice, career success and organizational commitment have be managed positively.

**Keywords:** organizational commitment, organizational justice, career success.

### Introduction

Formation of a government organization is to provide services to the community. The achievement of service is optimal and effective indicator of whether or not a government agency in terms of both process and product. Society increasingly critical environmental situation requires resources the government apparatus that is able to provide excellent service or service excellence.

Kulon Progo regency government as an organization requires a faithful employee, who identified themselves with the values and goals as well as treats such as their own organization, called the commitment towards the organization. The level of commitment within the organization is urgently required, both between the organization toward the employees and employees toward their organization.

Based on initial surveys and interviews conducted at a neighborhood health center in

Kulon Progo District Health Office showed that employee commitment levels had quite a variety, seen in the results of the second interview. The decreasing number of employees who follow the ceremony, both Monday ceremony or routine ceremony every day. Daytime a few health centers looks quiet because employees , had gone home, although work hour is not over yet. At the implementation of monitoring employee attendance also found several employees who miss work more than at 07.30 pm without a clear explanation. It is as observations made by researchers and revealed in an interview with an employee. Other observations indicate that some employees appear to sit relaxed while reading the newspaper or chatting during working hours because there are no jobs that can be done again and had resolved completely. On the other hand there are many employees who must work overtime to complete tasks. They are willing to take the time to complete the task because he felt responsible for the completion of the work that has been charged to him, often to do with bringing home work and hope some can be completed at home.

Employees do not work in a vacuum that is not influenced by anything. Employees often compare their job inputs and outcomes with other employees. Employees want to be treated fairly by the organization. Injustice can affect the level of efforts made by the employee. The injustice that is felt by employees cause unpleasant emotional atmosphere which can cause them to reduce effort to achieve organizational goals and will alter their perceptions of rewards for work effort that has been done or will bring up the

desire to leave the organization. An individual which individual career plan cannot be fulfilled in the organization, sooner or later will leave the company. Greenhaus (1987) says that there are two approaches to understanding the meaning of a career, namely: the first approach looked at his career as a possession or *aproperty* and as an organization or occupation. This approach considers that a career as a mobility track within a single organization such as career paths within the marketing function, namely to become sales representatives, product managers, district marketing manager, regional marketing manager, and divisional vice president of marketing with a variety of tasks and functions of each position. The second approach overview career as a property or quality of the individual and not as the occupation or organization. This approach considers that a career is a change in values, attitudes, and motivations that occur in every individual or employee. Based on both approaches, career can be interpreted as patterns of career experience on the job or work-related experiences that stretches all the way work is experienced by every individual or employee and can be divided broadly into objective events. Both perspectives focuses on the individual and assumes that every individual has some level of control over his fate so that individuals can manipulate the opportunities to maximize success and satisfaction that comes from his career.

Employees who have a high commitment demonstrate a willingness to give more power and responsibility in supporting the success and organizations welfare. Loyalty, a sense of be-

longing and emotional attachment to the organization will appear by itself on a highly committed staff, it will be visible through its approval of the policy set by the organization, have in common a personal value to the organization and feel proud to have been part of the organization concerned. High level of commitment required in an organization. Professional working climate and willingness to uphold the values that have been agreed upon when organization has a high commitment to employees as well as employees have a high commitment to the organization. Employees who are committed to the organization have a greater chance to not leave the organization, a high level of presence and absence of turnover in the organization permanently. The organization will have many advantages if you have employees who have high organizational commitment (Steers & Porter, 1983). Based on the phenomena and opinions about organizational commitment which is influenced by organizational justice and career success, this study will overview the extent to which organizational justice affect organizational commitment and career success influence the extent of the organization's commitment to civil servants in the neighborhood health center Kulon Progo District Health Office. Efforts to find the factors that influence the organization's commitment to service in improving the performance of civil servants in environmental health center Kulon Progo District Health Office, the research done by taking the title "The Influence of organizational justice and organizational commitment to career success towards civil servants at the Environmental Health Center Public Health Kulon Progo Regency."

### *Literature Review*

Greenberg and Baron (2003) defines organizational commitment as how much individuals identify and involve themselves in the organization and or do not want to get out of it. The concept of this organization's commitment regarding the degree of involvement with organizations and interested individuals to stay in the organization. The degree of organizational commitment by Greenberg and Baron (2003), namely:

Sustainable Commitment or Continuance Commitment, shows the extent to which the power of individual desire to keep working an organization because on his belief that he may feel loss to go. Individuals remain in the organization because it will be increasingly felt to lose what has been invested in the organization for years. This commitment is the strength of the individual to be able to receive and keep working in an organization because they believe that leaving the organization will be a great loss to him. As long as individuals can receive their organization, they will stay and join to the organization. The higher sense of loss or loss of its investment in the organization the higher the commitment to the organization.

Affective commitment or *Affective Commitment*, indicates how strongly the individual wishes to work in an organization because he agrees with the objectives and core values within the organization. The desire to remain in the organization because he confirms that the organization will be able to help and willing to assist in its mission. The higher the individual's

consent to the objectives and core values within the organization it will be the higher the commitment to the organization.

Normative commitment or Normative Commitment, Indicates how strongly the individual wants to keep working in the organization because they feel has incurred obligations or feel the organization has a contract to stay. Individuals will remain a member of the organization because they feel obliged to and should stay in. Individuals are reluctant to disappoint the organization and worried that among the members of the organization will have a desire to leave. The higher an individual feels has an obligation to not upset the higher organizational commitment to the organization.

An individual who feels has been treated unfairly, will reduce their satisfaction, thus improving cognition about withdrawal (Speitzer & Mishra, 2002). Fair treatment that is felt by an individual will increase the motivation of work so that individuals will work with better and more active in achieving the objectives agreed upon- Greenberg and Baron (2003) explained that organizational justice is an individual's perception of fairness within the organization refers to the perception of how, the decision-making regarding the distribution of results that have been received by the individual, as in the procedural justice and observations about the fairness of their own outcome.

Bedeian, Kemery and Pizzolatto (1991) says that the importance of careers in individuals, organizations and communities has led to increased attention devoted to career

commitment. Judge and Hurst (2008) opinion stated that the success of career as a phenomenon with objective and subjective elements which each have a path which is formed from time to time. The career success is the success that has been obtained by an individual in conducting his job.

## Method

This study used three variables: organizational commitment, organizational justice and career success. Based on the views of Greenberg and Baron, organizational commitment is the degree to which organization members identify and involve themselves and not to leave the organization. Meyer and Allen (1991) viewed organizational commitment is multidimensional and said that the commitment of employees towards the organization has three dimensions namely affective components, continuity components, and normative components. Greenberg and Baron (2003) said that organizational commitment is the degree or stages through by a person in relations with the organizations that he participated in. The degree in commitment can be seen as an integral and interrelated, sustainable and can not be viewed independently. Aspects of organizational commitment is an ongoing commitment or *continuance commitment, affective commitment* and *normative commitment*.

Greenberg and Baron (2003) argued that organizational justice can be seen as the individual's perception of fairness within the

organization which consists of perceptions about how the decision-making regarding the distribution of proceeds ' received by the individual and justice that is felt by the individual towards the results have been obtained. Aspects of organizational justice is distributive justice, procedural justice and interactional justice.

Judge and Hurst (2008) stated that a successful career as a phenomenon with objective and subjective elements which each have a path which is formed from time ID time. Career success is a success that has been obtained by an individual in conducting his job. Aspect of career success is intrinsic aspect or subjective and extrinsic aspect or objective.

The population in this study is all civil servants who works in health center located in the Kulon Progo District Health Department by 20 health center that is 687 people. Subjects were Civil Servants (PNS) men and women who work in the health center based Kulon Progo Regency Decree, as many as 96 people. Data obtained as a result of the study were analyzed by using Structural Equation Modeling or SEM using the program Amos. The technique used is multiple regression analysis. The hypothesis of this study is "There is influence of organizational justice and career commitment towards organizational commitment."

## Results

The results of data analysis indicate that organizational commitment variable can be

explained by significantly ( $p < 0.05$ ) by the organizational justice variables and career success, with the equation:  $\text{Organizational Commitment} = 0.451 \text{ Organizational Justice} + 0.483 \text{ Career Success}$ .

Effect of organizational justice towards organizational commitment has probability ( $p$ ) 0.000 acquisition  $p < 0.05$  indicates it has significant influence or significant. Effect of career success towards organizational commitment has a probability ( $p$ ) 0.000. Obtaining  $p < 0.05$  indicates it has significant effect or significant influence.

Based on the value of  $r$  obtained can be used to determine the amount of influence given by each variable by quadrate. The value effect of organizational justice is 0.2034 so that its contribution to organizational commitment amounted to 20.34%. This can be interpreted that an increase or decrease in civil justice at the health center organizations in the Kulon Progo district health office will increase or decrease the employee organizational commitment of 20.34%. The bigger organizational justice is perceived by employees, the higher commitment to the organization and the less organizational justice felt the lower the influence of their commitment with a contribution of 20.34%.

The value 0.2317 career success is contributions to organizational commitment amounted to 23.17% which means an increase or decrease the organization's commitment to civil servants in the neighborhood health center Kulon Progo District Health Department is influenced by the perceived success of career employees at

23.17%. The greater the perceived success of the career employees, the greater the commitment to the organization, the smaller the career success enjoyed by the employees of their commitment to the organization will also be decreased by 23.17%

## Discussion

Improving the quality of work life is a manifestation of organizational Commitment towards employee motivation which can encourage the increase of motivation and employee commitment to the organization. Commitments in a more concrete form can be seen from the extent of staff attention, ideas and responsibilities in achieving its objectives. Employees who have a high commitment to the organization will have a professional attitude and uphold the values that have been agreed.

Until now many public complaints about the poor quality of public services in various fields. The slow process of making identity cards or ID cards, Building Permit or building permit, land titling, environmental monitoring, electricity, telephone, drinking water, hospitals, roads and so is the classic problem that is not interesting to talk about but too obvious to be considered not exist. Indirectly appear stigma that the poor quality of these services cannot be separated from the low quality of human resources, namely the Civil Servant as human resources of the government apparatus.

Reality on the ground described the work behavior of the officials who come b work but not working. Reading newspapers, chatting, watching television, playing computer, or playing chess is a real portrait of some civil servants whose work behavior can be witnessed the truth. Some civil servants often permit during the hours outside the hours of rest for various purposes ranging from shopping, pick up the kids or wife, to visit a sick neighbor, and another reason that actually less professional as can be seen in the first and second interview.

Porter, Steers, Mowday and Boulian (1974) who said that the commitment of the organization associated with loyalty to the alliance, which is associated with the acceptance of goals and values of the organization, to want to try to use the name of &c organization, and intend to stay in the organization. Mowday, Steers, and Porter (1992) conceptualized organizational commitment as an affective response resulting from evaluation of the work situation that connects individuals to organizations. Organizational commitment refers to the feelings of individuals about the organizational as a whole and as a psychological bond with the organization of workers associated with the alignment of goals and values, investments in organizational behavior, and the possibility to stay within the organization. Moorhead and Griffin (1995) said that a commitment to the organization is an attitude which reflects the identity of individuals with attachment to the organization. Individuals who have high - auonai commitment will see himself

as an important part of organizations that is >ilx:-Ywvd and have the attachment no to leave it.

Research Chang (1999) entitled *Career Commitment as Complex Moderator / Organizational Commitment and Turnover Intention* shows the results of individuals who achieved high success in a career will bring a greater level of career that if their career expectations fulfilled by organization their careers then they will be more motivated to work better.

Based on the results of the research the value of career success is 0.2317 so that the contribution of career success to organizational commitment is 23.17% which means the increase or decrease in organizational commitment to civil servants at the Health Department health centers in Kulon Progo Regency is influenced by the perceived success of the career employees by 23.17%. The greater the perceived success of the career employees, the greater the commitment to the organization, the smaller the career success gained by the employees, their commitment to the organization would also decrease by 23.17%.

Kreitner and Kinicki (2000) provides a definition of organizational justice that reflects how people feel that they are treated fairly in the workplace. Organizational justice is seen as an individual perception and organizational perception toward the justice of an organization receiving treatment and their behavior as a reaction to perceptions (Aryee, Budhwar & Chen, 2002). Kreitner and Kinicki (2000) provides a definition of organizational justice that reflects how people

feel that they are treated fairly in the workplace. Organizational justice is seen as an individual and organizational perceptions of the justice of an organization receiving treatment and their behavior as a reaction to perceptions (Aryee, Budhwar & Chen, 2002). Brosseau, Driver, Eneroth, and Larsson (1996) says that individual careers can follow various patterns. Hughes said that a career is a process underway. The process takes place continuously during the individual works in the organization. Judge, Cabel, Boudreau and Bretz (1995), define career success as the real thing and is considered an individual achievement which has accumulated as a result of their work experience.

Research by Damayanti, (2003) entitled Relationship between Perceptions toward Organizational Justice and Employee Commitment to the Organization, show the results that have a significant relationship between perceptions toward organizational justice and employee commitment to the organization. Based on research the result of organizational justice influences the value is 0.2034 so that its contribution to organizational commitment is 20.34%. This can be interpreted that the increase or the decrease of organizational justice of Civil Servant at the health center in the Kulon Progo district health office will increase or decrease the employee organizational commitment of 20.34%. The bigger organizational justice is perceived by employees, the higher commitment to the organization and the less organizational felt by the employees the lower organizational commitment with a contribution of 20.34%.

## Conclusions

Based on the analysis, the hypothesis "There are the influence of organizational justice and career success to organizational commitment" prove to show a significant influence. It can be concluded that organizational commitment can be explained by significant with  $p < 0.05$  by organizational justice and career success, in the equation : Organizational Commitment =  $(0.451 \text{ Organizational Justice}) + 4413 \text{ Career Success}$ .

Contributions the organizational justice on organizational commitment amounted to 20.34%. Donations career success to organizational

commitment amounted to 23.17%. It gives consequences that organizational justice, career success and organizational commitment have be managed positively.

The consequences of the conclusion for the relationship between organizational justice, career success and organizational commitment can be managed positively. Organizational commitment needs to be improved so that it will bring up its approval of the policy set by the organization, have in common a personal value, feel proud to have become part of the organization and there are no turnover of the organization.

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