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# Mediating Role of Job Satisfaction on Effects of Compensation Distributive Justice, Compensation Procedural Justice, Person Organization Fit (PO-Fit) on Organizational Commitment (Survey on Regional Offices of Ministry of Religious Affairs West Sulawesi Province)

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## ABSTRACT

Regional Offices of Ministry of Religious Affairs West Sulawesi Province is the government agency tasked to carry out government duties and development in the field of religion in the province of West Sulawesi that consistently enforce labor discipline as well as a variety of comprehensive programs to increase employee commitment to the organization. The most important factor to ensure that employees are held to support the organization's commitment is equity compensation, a match between the value of an individual with the organization or person-organization fit (PO-Fit) and job satisfaction. This study was conducted to determine the mediating role of job satisfaction on effect of distributive justice compensation, procedural justice compensation, P-O Fit to organizational commitment. Poupulasi used are all permanent employees in the Ministry of Religious Affairs Regional Office in West Sulawesi province by using purposive sampling technique in sampling. To analyze the data, data analysis techniques used in this study is the method of SEM (Structural Equation Modeling).

**Keywords:** *Regional Offices of Ministry of Religious Affairs West Sulawesi Province, Job Satisfaction, Compensation Distributive Justice, Compensation Procedural Justice, Person Organization Fit (P-O Fit), Organizational Commitment, SEM (Structural Equation Model)*

## 1. INTRODUCTION

Regional Offices of Ministry of Religious Affairs West Sulawesi Province is the government agency tasked to carry out government duties and development in the field of religion in West Sulawesi province that continues to develop and improve systems management capabilities in developing human resource for development organizations committed to the fullest directing employees to work effectively and efficiently in order to achieve organizational goals, namely to create a Community of West Sulawesi religious and *malaqbi*. A variety of important tasks to be carried out by the Regional Office of the Ministry of Religious Affairs of West Sulawesi province and thus require good performance of each employee. Regional Office of the Ministry of Religious Affairs of West Sulawesi province consistently enforce labor discipline as well as a variety of comprehensive programs to increase employee commitment to the organization. One of the most important factors to ensure that employees are held to support the performance and organizational commitment in the Regional Office of

the Ministry of Religious Affairs of West Sulawesi province is compensation justice.

Justice researchers has consistently identified three types of perceptions of justice, namely: distributive, procedural, and interactional (Byrne et al Colquitt in., 2003). Value of distributive and procedural justice have become important factors in the decision. Perceptions of distributive justice is a comparison with another (Marshall, et al., 2001), whereas the individual's perception of procedural justice individuals within the organization while procedural rules that exist in the organization are met by the policy makers. Conversely, if the procedures in the organization are violated, the individual will perceive injustice (Sabbagh, 2003). Tjahjono (2010), said that the values of justice is a very important element in managerial decision making. Decision-making in the form of compensation, promotion / career, formal performance appraisal and other managerial decisions.

Not only notice to compensation justice, a match between the value of an individual with the organization or person-organization fit (PO-Fit) is

important because it will have implications on the rise in the organizational commitment of employees while on duty at the Regional Office of the Ministry of Religious Affairs of West Sulawesi Province. Individuals who feel an injustice will perform negative actions in response to the treatment organization. If these measures do not restore fair treatment of the company, the employee will be inclined to take action to resign. PO-Fit is key to maintaining a flexible and committed work force that is necessary in a competitive business environment and a tight labor market (Iplik, Kemal and Azmi, 2011).

Besides PO-Fit, high level of job satisfaction will affect employees' organizational commitment towards the organization. Employees who are satisfied it will have organizational commitment made to work optimally in achieving organizational effectiveness thus improving organizational outcomes. In this case the organization to get a number of outcomes such as productivity, commitment and performance while individuals get satisfaction on a number of policies such as compensation systems, career, work environment and others. In this context, organizational outcomes associated with something that is earned by the employees (personal outcomes) and relates to something that is obtained by the organization (organizational outcomes) generally in research proxy for organizational commitment (Tjahjono, 2010). Job satisfaction refers to a person's attitude towards his job. Employees with a high level of job satisfaction showed a positive attitude towards work which they are responsible. Belief that satisfied employees will take effect for the company, making job satisfaction becomes aware of the company. According to Meyer and Allen (1991), the relationship will provide a sense of effective employee motivation, the next will result in job satisfaction (job satisfaction), which will result in a commitment to remain in the organization.

The success of an employee is determined by job satisfaction, so that when the satisfaction and success achieved, the employees are committed to the organization. One of the factors to increase the commitment is to provide compensation in the form of salaries, incentives and benefits in accordance with the wishes and needs of employees. Employees also expect fairness and transparency in the system and the process of compensation. Research on equity compensation indicates that the individual will show the level of performance and a higher level of commitment, and job satisfaction increase in payments, an increase in the level of trust, and the attitude of members of the organization when they feel that the decision-making process is fair, and they were treated fairly (Rupp and Cropanzano in Byrne et al., 2003).

## 2. BASIC THEORY

### 2.1 Job Satisfaction

According to Luthans (2006) job satisfaction is an emotional state that is happy or positive emotions derived from the assessment of a person's job or work experience. Rival and Mulyadi (2012) states that job satisfaction is an assessment of how far the workers on the job as a whole satisfy their needs. Spector (2006) in this case states that job satisfaction Sese describe how you feel about the work and other aspects of the job. This is a need-asaan of liking (satisfied) or dislike (not satisfied) to their work and other aspects in their work, such as salary, job characteristics, work colleagues, and superiors.

There are three dimensions of job satisfaction according Luthans (2006), as follows: a) Job satisfaction is an emotional response to the situation and kondisikerja. Thus, job satisfaction can be seen and to be expected; b) Job satisfaction is often determined by how well the results achieved met or exceeded expectations. For example, if members of the organization feel that they are working too hard than others in the department, but receive fewer rewards, then they might have a negative attitude towards work, leadership, or their co-workers. Conversely, if they feel that they are treated well and paid appropriately, then they will probably have a positive attitude towards their work; c) Job satisfaction represents several related attitudes.

Luthans (2006) suggested that high employee satisfaction levels tend to have better physical health, learn the tasks associated with the new job more quickly, have a bit of work accidents, improve performance, and reduce absenteeism. Ways to improve job satisfaction, including: a) Make work fun; b) Have a salary, benefits, and fair promotion opportunities; c) Adjust the people with jobs that match their interests and skills, d) Design work so interesting and fun.

Job satisfaction is an individual orientation that influencing role in the work and the characteristics of the job. Job satisfaction is a reflection of one's feelings towards his job. Individuals who join the organization will bring a set of desires, needs, desires that shape employment expectations (Tett & Meyer, 1993). Job satisfaction showed concordance between one's expectations that arise with regard to employment, as a set of feelings.

## 2.2 Compensation Justice

Compensation is everything received by employees as remuneration for their work (Hanni Handoko, 2001). Where compensation programs are also important for the company because it reflects the organization's efforts to maintain its human resources. In addition, compensation in the form of wages and other remuneration is the biggest cost component-component and important. When wages and salaries are not administered properly it will have an impact on the loss of trained human resources and has consequences must train employees again.

Researchers justice has consistently identified three types of perceptions of fairness, namely: distributive, procedural, and interactional (Byrne et al Colquitt in., 2003). Perceptions of distributive justice refers to the fairness judgments about the results received by the individual. The findings of the study explained that distributive justice related to the individual's perception on its relationship with other individuals who have the resources (Marshall et al., 2001). Tjahjono (2010; 2011) said that the values of justice is a very important element in managerial decision making. Structural decision-making in the form of compensation, promotion / career, formal performance appraisal and other managerial decisions. Value of distributive and procedural justice have become important factors in the decision.

The first theory is related to workers' perceptions about the results is called distributive justice. A second theory of procedural justice that focuses on employee perceptions of fairness of the procedures used to make decisions. And the third theory is interactional justice that emphasizes the perception of fairness of interpersonal treatment received by workers. Distributive justice has evolved to develop the theory in relation to every aspect and employee perceptions regarding the results of the decisions taken by the organization and their responses to the basic form of this distribution justice (Thornhill and Saunders, 2003).

Compensation distributive justice is the allocation of employee perceptions of fairness salary they receive. From the aspect of distributive justice employees Consider the allocation of the salary distribution (Tjahjono, 2009). Procedural justice is the perception of the fairness of the procedures used to the make decisions so that every member of the organization was Involved in it. Procedural justice is about the perception of employee equity compensation mechanism allocation process or the salary they receive. Compensation procedural justice effect on their attitudes (Tjahjono, 2009; Palupi, 2013). Procedural justice relates to a process or procedure to distribute the awards. The theory of procedural

justice with regard to the procedures used by Organizations to distribute the results and organizational resources to its members.

Bass (2003) stated that procedural justice departed from the psychological processes experienced by the employee, the employee's how to evaluate procedures related to justice. Gilliland in Pareke (2003) stated that the perspective of the structural components saying that procedural justice is a function of the extent to which a number of procedural rules obeyed or violated. These rules have important implications because it is seen as a manifestation of the values of the basic processes in the organization. So individuals in the organization will perceive procedural justice when the procedural rules that exist in the organization are met by the policy makers. Conversely, if the procedures in the organization are violated, the individual will perceive injustice.

## 2.3 Person Organization Fit (P-O Fit)

Person-Organization Fit (PO Fit) is widely defined as the correspondence between the values of the organization with individual values (Kristof, 1996). PO Fit is based on the assumption that the individual wishes to maintain their compliance with the organization's values (Schneider, Goldstein, & Smith, 1995). Some researchers argue that individuals and organizations interested in each other when there is conformity (compability) between one another, it affects the organization in recruiting employees and also the attitude of the employees in selecting the job. Some empirical evidence to support this statement (Boxx, et al, 1991; Chatman, 1991; O'Reilly, Chatman and Caldwell, 1991).

Individual behavior is a function of the attributes of personal and situational interacting, interaction perspective improve employee attitudes and understanding of their purpose in the organization, because the interaction of the individual with the organization together will affect behavior. According to Kristof (1996), PO Fit can be interpreted in four concepts, namely: a. value congruence, is a correspondence between the intrinsic value of the individual with the organization (Sekiguchi, 2004); b. Goal congruence, is a correspondence between individual goals with the organization in this regard is the leader and co-workers (Sekiguchi, 2004); c. Employee need fulfillment is a match between the needs of employees and the power contained in the working environment with systems and organizational structures (Cable & Judge, 1994; Turban & Keon, 1994); d. Suitability of culture-personality characteristics (culture personality congruence) is the fit between personality (non-value) of each individual and organizational climate or culture (Bowen et., Al 1991).

## 2.4 Organizational Commitment

Robbins and Judge (2008) defines organizational commitment as high employment engagement means in favor of a particular work of an individual. High organizational commitment means favoring the individual recruiting organization. Organizational commitment creates a bond between the employee and the organization that supports the achievement of better performance. An individual who has a strong commitment is likely to see himself as a true member of the organization.

Allen and Meyer (1991) propose a model of antecedents (factors that precede) of organizational commitment are: a. Personal Characteristics. Some personal characteristics are considered to have a relationship with organizational commitment, namely age and years of service, level of education, marital status, and gender. b. Work characteristics. Characteristics of the job is a job position, that is characteristic associated with the role, self-employment, autonomy, hours of work, the challenges of the job, as well as the level of difficulty in the work. c. Work Experience. Work experience is seen as a major socializing force which has an important influence in the formation of a psychological bond with the organization. d. Structural characteristics. Structural characteristics are characteristics that are developed to enhance the individual's commitment to the organization, including career advancement and promotion opportunities in the future, large or small organization, forms of organization, and the level of control that organization against employees.

According to Allen and Meyer (1991) dimensions of organizational commitment are as follows: a. Affective commitment, related to the emotional connection to the members of his organization, identification with the organization, and the involvement of members of the organization's activities. Affective commitment showed strong desire for someone to continue to work for an organization because it agrees with the organization and is willing to do so. Member organizations with high affective commitment will continue to be a member of the organization since it does have a desire for it (want to); b. Continuence commitment, the concept of side-batch orientation that emphasizes the contribution of a person who at any time can be lost if the person leaves the organization. Employee's commitment based on considerations of what must be sacrificed when leaving the organization or loss that would be obtained if not continue its work in the organization. Action left the organization into something risky because fear will lose donations they invest in the organization and realize that they may not seek instead. Organizations's employee with high ongoing commitment will continue to be real

employee of the organization because they feel require the organization or company (need to); c. Normative commitment, is a member of the organization's commitment to the organization because of its obligation to stay in an organization for reasons of moral or ethical, or in other words the belief held regarding the responsibilities of the organization. The action is the right thing to do. Commitment is associated with feelings of employee of the organization to the necessity to remain in the organization. Organizations's employee with high normative commitment will continue to be real employee of the organization because employees feel the need to remain in the organization (ought to).

## 3. FORMULATION OF PROPOSITION

### 3.1 The Influence of Person-Organization Fit to Organizational Commitment

PO fit was positively associated with organizational commitment (Kristof, 1996; Chatman, 1991; O'Reilly, 1991). Kristof (1996) empirically prove the influence of person- Organization Fit (PO fit) on organizational commitment. While Schneider et al., (1995) explains that individuals with a high degree of PO Fit will give you new ideas and competitive advantage for the company. From the explanation above and previous research hypothesis can then be formulated as follows:

*P1: Person-organizational Fit (P-O Fit) have a positive Influence on Organizational Commitment.*

### 3.2 The Influence of Compensation Distributive Justice and Compensation Procedural Justice to Organizational Commitment

High organizational commitment means there is a high side with the organization as well. Commitment as a predictor of a person's performance is a better predictor and global nature, and persist in the organization as a whole rather than merely job satisfaction. Cobb et. al. (1995), showed that when employees are treated fairly, they will have the attitudes and behaviors required for successful organizational change even in difficult conditions though. Conversely, when the decision organizational and managerial actions are considered unfair then workers will feel angry and refused attempts to repair organization changes.

Distributive justice dominant in influencing individual satisfaction while procedural justice describes the organizational commitment of employees. So this will affect the organization's policies. Good organization will issue a policy that will make employees are committed to the

organization. This is of course inversely, if the lower the level fairness of a policy or management practices, then it will have an impact on the lower increase employee satisfaction and commitment. So this will affect the organization's policies. Good organization will issue a policy that will make employees are committed to the organization. Based on the above, it can be proposed research hypotheses as follows:

**P2:** *Compensation Distributive Justice have a positive Influence on Organizational Commitment*

**P3:** *Compensation Procedural Justice have a positive Influence on Organizational Commitment*

### **3.3 The Influence of Job Satisfaction to Organizational Commitment**

According Vanderberg and Lance (1992) who tested the causal relationship between job satisfaction and organizational commitment find empirical evidence to support that job satisfaction is antecedents of organizational commitment. This finding is supported by the analysis of structural parameter estimates which show the relationship of job satisfaction and organizational commitment and strong significant equity bonus. In another model proposed by Bateman and Strasser (1984) on Lum et al., (1998) stated that overall job satisfaction is not a cause but a result of the stronger organizational commitment will be higher job satisfaction, organizational commitment can begin as rationalization process attitudes consistent with the behavior. Therefore, from the above description can then be formulated hypotheses as follows:

**P4:** *Job Satisfaction have a positive influence on Organizational Commitment*

### **3.4 The Influence of Person-Organization Fit (P-O Fit) to Job Satisfaction**

Many sources of previous research has been to provide an assessment of theoretical and empirical evidence to prove that the person-organization fit (PO Fit) has a positive effect on job satisfaction (Kristoff, 1996; Netemeyer et al., 1997; Chatman, 1991). According to Chatman (1991) in his research on public accountant concludes that there is a positive influence between Person-Organization Fit (PO Fit) with job satisfaction, according to the individual in accordance with the organization's satisfied with his work. Bowen et. al (1991) argue that choosing people whose personality is equal to the value of the organization will create a flexible working attitude. In the review of the fit, Kristof (1996) demonstrate empirically that the PO Fit is a strong predictor of job satisfaction and organizational commitment wide (Boxx, Odom & Dunn, 1991; Chatman, 1991; O'Reilly, Chatman and Caldwell,

1991). From the description above hypothesis can be formulated as follows:

**P5:** *Person-organization fit (P-O Fit) have a Positive Influence on Job Satisfaction*

### **3.5 The Influence of Compensation Distributive Justice and Compensation Procedural Justice to Job Satisfaction**

According Cropanzano et al. (2007) and Colquitt et al. (2001), the justice said to have significant potential in growing benefits to the employees and the organization, which includes: trust, commitment, increased performance, and job satisfaction. It can be concluded that organizational justice has become a strategic consideration in determining a sense of satisfaction in work and foster a sense of commitment to every employee. Research Ghaziani et al. (2012) and Hasmarini and Yuniawan (2008) prove that the three types of organizational justice (distributive justice, procedural justice and interactional justice) has a positive and significant impact on job satisfaction. Based on these results, the hypothesis can be formulated as follows.

**P6:** *Compensation Distributive Justice have a positive Influence on Job Satisfaction*

**P7:** *Compensation Procedural Justice have a positive Influence on Job Satisfaction*

### **3.6 The Influence of Person-Organization Fit to Organizational Commitment**

Congruity between the value of an individual with the organization became the basis of job satisfaction, and employee commitment to the organization (Robbins, 2009). The importance of the suitability of individual values and the value of the organization will be able to improve work performance and employee satisfaction. According to Kristof (1996) in Astuti (2010) suggests that there is a positive influence between the suitability of individual values and organizational values and job satisfaction, organizational commitment. Conformance level individual with the organization's value depends on how the organization is able to meet the needs of employees. When the value of the individual in accordance with the value of the organization, then this will increase job satisfaction. It can be the underlying management to improve the suitability of individual values with values organizations that employee satisfaction can be felt, so it does not cost that much more is needed for the fulfillment of job satisfaction. The higher the level of conformity of the value, the higher the level of employee satisfaction and vice versa. Basically, job satisfaction is individual for each individual will have a level of satisfaction varies according to the values prevailing in every individual. The more aspects of the work in

accordance with the wishes of the individual, the higher the perceived level of satisfaction. Therefore, from the above description can then be formulated hypotheses as follows:

*P8: Job Satisfaction mediates influence between person-organization fit (PO Fit) on organizational commitment.*

### 3.7 The Influence of mediated by Job Satisfaction

Research conducted Marissa (2010) and Ravangard et al. (2013) find other results created through organizational justice is justice organization is able to influence positively and significantly to organizational commitment. Crow et al. (2012) added finding that perceptions of distributive justice, procedural justice and interactional justice on police officers capable indirect effect on commitment through job satisfaction. Based on the results of previous studies, the hypothesis can be formulated as follows:

*P9: Job Satisfaction mediates influence between Compensation Distributive Justice on Organizational Commitment*

*P10: Job Satisfaction mediates influence between Compensation Procedural Justice on Organizational Commitment*

## 4. RESEARCH MODEL

Theoretical research Model that will be used in this study can be seen in the figure below:

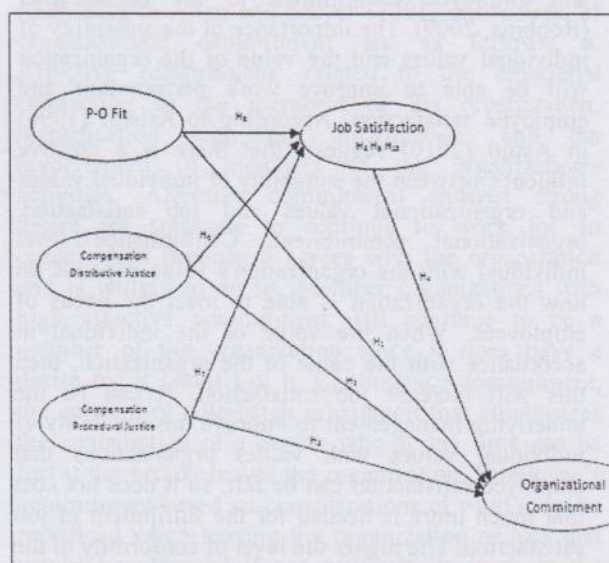


Figure 1. Research Model

## 5. RESEARCH METHODS

### 5.1 Object and Location Research

The study was conducted at the Regional Offices of Ministry of Religious Affairs West Sulawesi Province is located at H. A. M. Pattana Endeng's Street 46 Mamuju, West Sulawesi. Objects in the study of Regional Offices of Ministry of Religious Affairs West Sulawesi Province. Objects referred to in this research is the whole staff of the Ministry of Religious Affairs of West Sulawesi province, amounting to 156 people.

### 5.2 Population and Sample

In this study population used are all permanent employees in the Regional Offices of Ministry of Religious Affairs West Sulawesi Province. Moderate sampling method used in this research is to use purposive sampling technique, namely the sample selection techniques using certain considerations based on the objectives of the research. In this study, the sample is considered in the selection of employees in the Regional Offices of Ministry of Religious Affairs West Sulawesi Province, which has a working experience of two years or more, which has experienced relatively stable adjustments to the values of the organization that is numbered 120 people.

Sampling reason is to determine how the mediating role of job satisfaction on the effect of compensation justice, person organization fit (Po-Fit) on organizational commitment to the Regional Offices of Ministry of Religious Affairs West Sulawesi Province.

### 5.3 Data Source and Data Collection Techniques

The type of data in this study using primary data source, data obtained directly from the study site, either by interview or distributing questionnaires to the respondents who had been in accordance with the criteria set. Means of data collection using the questionnaire survey is conducted data collection techniques by providing a number of written questions to the respondent structured research related to the response to various variables examined in this study.

Questionnaires delivered directly to the Regional Offices of Religious Affairs of West Sulawesi Province. The questionnaire in this study contains questions based on the theory proposed earlier, regarding job satisfaction, compensation distributive justice, compensation procedural justice, person organizational fit (PO-Fit), and organizational commitment. In each question will be weighted degan questionnaire using a Likert scale (Can be seen in the table 1).

Score	category
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Variabel	Definisi dan Pengukuran Variabel
Job Satisfaction	Positive emotional state resulting from the evaluation of a person's work experience. Job satisfaction variables describe the suitability of the expectations that arise in exchange earned from work (Luthans, 2006).
Compensation Distributive Justice	Compensation Distributive Justice is fairness for the individual received the results based on the results of their work. Research instrument refer to Leventhal (1976) and Colquitt (2001) and modified by Heru Kurnianto Tjahjono (2007; 2008).
Compensation Procedural Justice	Compensation Procedural Justice is the perceived fairness of individuals in relation to the procedures or rules in the policy making in the organization. Research instrument refer to Leventhal (1976) and Colquitt (2001) and modified by Heru Kurnianto Tjahjono (2007; 2008).
Person Organizational Fit (PO-FIT)	Person Organization Fit (PO-FIT) is broadly defined as the correspondence between the values of the organization with individual values. Measurements using the instrument that developed by Kristof (1996).
Organizational Commitment	Organizational commitment is the degree of how much workers identify themselves with the organization and its involvement in the organization. Organizational commitment was measured by adapting the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1997).

1	Strongly disagree (STS)
2	Disagree (TS)
3	Neutral (N)
4	Agree (S)
5	Strongly Agree (SS)

Table 1. Category and Answers's Score for Each Item Question

### 5. MEASUREMENTS OF OPERATIONAL DEFINITIONS AND VARIABLES

The following are the Operational definition and measurement for each variable can be seen in the table.2 below

Table 2. Operational definition and measurement for each variable

### 7. DATA ANALYSIS

A study requires data analysis and interpretation that aims to answer the questions of the researcher in order to reveal certain social phenomena. The process of simplification of data into a form that is easier to read and interpretation. The method chosen to analyze the data must be in accordance with the pattern of research and variables to be studied.

Of the various tools of analysis, researchers identified several analytical tools appropriate to the needs of research proving the hypothesis relationship. The analysis used in this study there are two types of test data for a second, to test the model.

1. Data Test
  - a. Normality test univariate/multivariate
  - b. Outliers Test Univariate/Multivariate
  - c. Correlation Patterns/Covariance Patterns
2. Model Test
  - a. Goodness of Fit
  - b. Regression Weight

### 8. DATA ANALYSIS

To analyze the data, in this study the data will be analyzed using SEM (Structural Equation Modeling) with AMOS Software version 16.0. SEM is one form of statistical methodology using confirmatory approach (hypothesis testing) to analyze phenomena theoretically structured (Barbara M. Byrne, 2010). Researchers using SEM as compared with paths and multiple regression analysis. AMOS application causality models that exist in the SEM describes the structure and problems of measurement and then used to analyze and test hypotheses. As a structural equation model AMOS has been frequently used in management research, Bacon (1997).

SEM is able to analyze multivariate simultaneously. While the goal is to expand the use of multivariate ability in explaining the research and statistical efficiency. This study used two kinds of analysis techniques, namely:

1. The confirmatory factor analysis in the SEM is used to confirm the factors most dominant in a group of variables.
2. Regression Weight in SEM are used to examine how much the variables of



job satisfaction, compensation distributive justice, compensation procedural justice, person-organization fit, organizational commitment affect each other.

## 9. RESEARCH PROCESS

So that research can be run in a systematic and do not deviate from the purpose of the research, there are several stages that are defined before the research, such as that found in Figure 2:

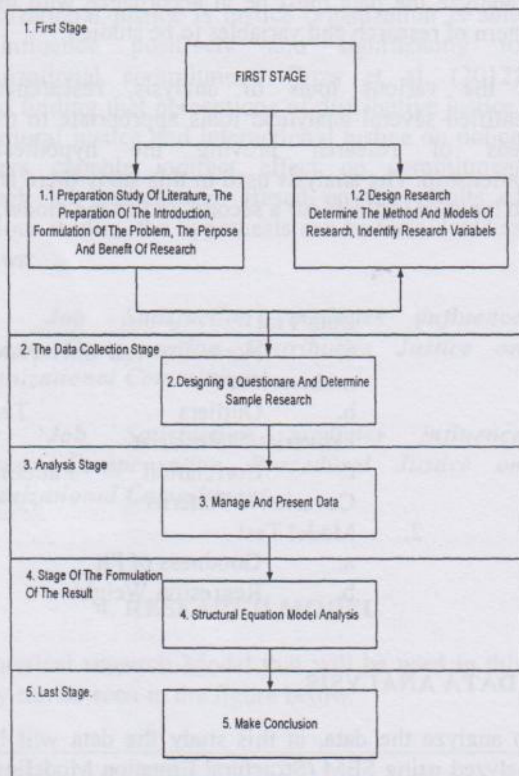


Figure 2. Research Process

## 10. CONCLUSION AND IMPLICATION OF MANAGEMENT

The findings of this study are expected to contribute to the development of science in the field of Human Resource Management and Organisational, the subject of study and source of reference for further research, especially in developing research on the influence of the variables job satisfaction Person-Organizational Fit (PO Fit), compensation distributive justice, compensation procedural justice and organizational commitment. In addition it is expected to be a useful source of information for interested parties on the management members of the organization and human resources and recommend on the importance of the implementation of person-organization fit (PO-Fit), compensation distributive justice and compensation procedural justice to

increase job satisfaction and organizational commitment of employees within the scope of the Regional Offices of Ministry of Religious Affairs West Sulawesi Province.

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# Master of Management

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