

The Effect of Procedural Justice, Distributive Justice and Interactional Justice on Employees 'Performance with Organizational Commitment As a Mediating Variable: Study at BPR Pembangunan Kerinci

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Abstract

This study aims to empirically prove the effect of procedural justice, distributive justice and interactional justice on employee performance after being mediated by organizational commitment. In this study, 160 employees of PT BPR Pembangunan Kerinci were used by the census method. In this study, the analytical method used is Structural Equation Model which is processed using AMOS. Based on the results of the tests that have been conducted found that procedural justice, distributive justice and interactional justice directly influence performance of PT Bank Pembangunan Kerinci employees.

Keyword: prosedural justice, distributive justice, interactional justice

Introduction

The banking world currently has a high level of business competition. In the last decade many new banks have emerged, ranging from commercial banks managed by private or government to rural banks. The large number of banks is indeed very beneficial for the community, because many bank alternatives will encourage people to be more selective in choosing banks. Unlike the case with employees, the existence of many banks makes their responsibility to maintain the existence of banks more difficult, therefore every banking institution affirms to all its employees to maintain their performance individually.

The number of banking companies creates intense competition among banks; in this case banks that cannot compete will be eliminated naturally. The decline in bank performance can be observed from the decline in the achievement of bank employees. Decreasing performance can be seen in the inconsistency of services perceived by the community in using banking services. As a result, there has been a decrease in the number of customers from year to year. In addition, the ineffective allocation of funds from the public encouraged banks to deal with various financial problems that ultimately affected the survival of the bank.

In maintaining the existence of banking institutions it is desirable for bank employees to be able to maintain the performance they have. One of the BPR category banks in Kerinci Regency is a Rural Bank of Kerinci Development. BPR Bank Kerinci is currently listed as one of the active banks in Kerinci District. The success of BPR Pembangunan Kerinci banks is very dependent on employee performance. Employee performance is the result of employee achievement in carrying out their work.

Methods

Current research can be classified as quantitative research. This study examines the model of the influence of procedural justice, distributive justice and interactional justice on employee performance with organizational commitment as a mediating variable in the Rural Bank of Kerinci Development. This study tested the analysis technique of Structural Equation Model (SEM).

Population and Sample

In this study, the population was all employees of BPR Pembangunan Kerinci's employees, totaling 109 employees not including leaders. In this study the samples were all employees of the Bank of

Rural Bank of Kerinci Development, amounting to 110 people. In this study the total population is equal to the number of samples so that the sampling method used is total sampling.

Results

Description of Respondents

After all data and information have been collected, further data processing stages can be carried out immediately. In accordance with the data processing stages can be narrated descriptive of the general respondent seen in Table 1.

In the table 1, it can be seen that the majority of respondents were female-gender, amounting to 84 respondents while 76 other men were male. If observed from the positions held by each employee, positions with the highest number of employees are those who have positions as staff, as many as 45 respondents while the lowest frequency positions are those who have positions as credit heads, which are only 8 respondents. If observed from the working period, it can be seen that most employees have a service period of one year to five years, amounting to 62 people while the respondents with the least frequency are those who have worked over 15 years, which is only 20 respondents.

Measurement Model

Based on the results of data processing carried out using the AMOS program help, it can be seen that the measurement model of each research variable is shown in Figure 1. In measurement model, it can be seen that each exogenous and endogenous variable tested has an attachment between one another. In addition, in the analysis it is possible to do a two-way analysis, namely the direct or indirect influence that may occur between exogenous and endogenous variables. In the analysis model that is formed also shows that the correlation coefficient that can occur between each variable is quite strong.

Table 1 Respondent Demographic

Information	Sum	Percentage
Gender		
man	76	47.50
woman	84	52.50
Position		
Account Officer	13	8.13
Back Office	12	7.50
Analysis Credit	11	6.88
Credit rate	8	5.00
Teller	15	9.38
Customer Service	34	21.25
Marketing	22	13.75
Staff	45	28.13
length of work		
1 – 5 year	62	38.75
6 – 10 year	44	27.50
11 – 15 years	34	21.25
> 15 years	20	12.50
Sum	160	100

Sourcer: Data (2018)

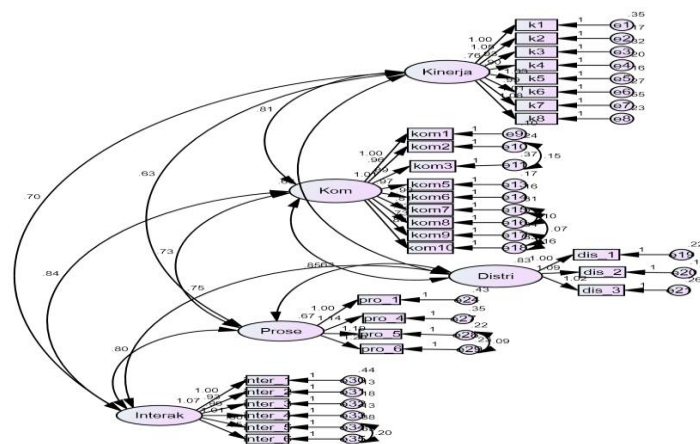


Figure 1 Measurement Model

Goodness of Fit Measurement Model

Evaluation of goodness of fit is important because SEM is not used to create a model, but rather to confirm the model, meaning that without a sufficient theoretical basis for the relationship between the variables being modeled, this SEM analysis cannot be used. The measure of goodness of fit is used and the cut-off value or critical value can be seen in table 2.

Table 2 Goodness of Fit Measure

Goodness of Fit Measure	Coeffisien value	Critis value	conclusion
Chi Square ()	96.446	14.341	Fit
Significance Probability (p)	0.355	$\geq 0,05$	Fit
RMSEA	0.016	$\leq 0,08$	Fit
GFI	0.944	≥ 0.90	Fit
AGFI	0.917	$\geq 0,90$	Fit
CMIN/DF	1.048	$\leq 2,00$	Fit
TLI	0.995	$\geq 0,90$	Fit
CFI	0.996	$\geq 0,90$	Fit

Source: Estimation of AMOS (2018)

In accordance with the results of the tests that have been carried out it can be seen that the chi-square value obtained is $96.443 > 14.341$ chi-square, with a probability value of 0.355. The resulting probability value is above 0.05. At the testing stage, the model specification also shows that the RMSEA value generated is $0.016 < 0.008$. GFI values obtained $0.944 > 0.90$, AGFI obtained coefficient value of $0.917 > 0.90$, in the data processing stage also obtained CMIN / DF value of $1.047 < 2$, the TLI value obtained is $0.995 > 0.90$ while the CFI value is $0.996 > 0.90$ so that it can be concluded that all the requirements required in conducting SEM analysis can be fulfilled so that further processing steps can be implemented immediately.

Structural Model

In accordance with the results of the data processing that has been carried out, the structural model of each latent variable used in this study is shown in Figure 2. Structural model is the basic framework of the formation of the model used in this study. In the structural model will be known the magnitude of the direct, indirect and total effects of direct and indirect effects that can be formed between exogenous variables and endogenous variables.

Gambar 2
Struktural Model

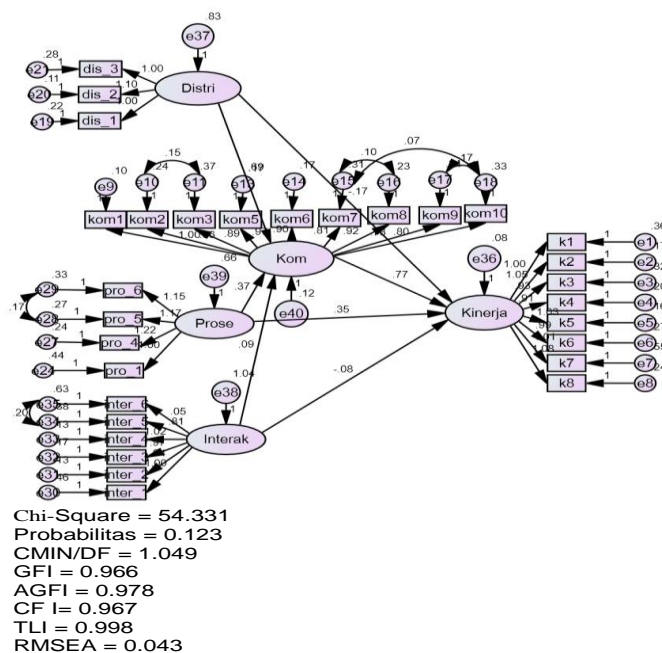


Figure 2 Structural Model

Goodness of Fit Structural Model

To ensure that the structural model is formed in accordance with the model specifications or stated appropriately and can be analyzed, a summary is shown in Table 3 below:

Table 3 Goodness of Fit Measure

Goodness of Fit Measure	Coefisien value	Critis value	conclusion
Chi Square ()	96.446	14.341	Fit
Significance Probability (p)	0.355	$\geq 0,05$	Fit
RMSEA	0.016	$\leq 0,08$	Fit
GFI	0.944	≥ 0.90	Fit
AGFI	0.917	$\geq 0,90$	Fit
CMIN/DF	1.048	$\leq 2,00$	Fit
TLI	0.995	$\geq 0,90$	Fit
CFI	0.996	$\geq 0,90$	Fit

Source: AMOS Data (2018)

In accordance with the results of the tests that have been carried out it can be seen that the chi-square value obtained is $96.443 > 14.341$ chi-square, with a probability value of 0.355. The resulting probability value is above 0.05. At the testing stage, the model specification also shows that the RMSEA value generated is $0.016 < 0.08$. GFI values obtained $0.944 > 0.90$, AGFI obtained coefficient value of $0.917 > 0.90$, in the data processing stage also obtained CMIN / DF value of $1.047 < 2$, the TLI value obtained is $0.995 > 0.90$ while the CFI value is $0.996 > 0.90$ so that it can be concluded that all the requirements required in conducting SEM analysis can be fulfilled so that further processing steps can be implemented immediately.

Hypothesis Testing (Direct Effect)

Direct effect testing or called direct effect shows the influence formed between exogenous variables and endogenous variables without being mediated by the existence of latent variables. In

accordance with the results of processing through the AMOS program, the summary of results is shown in Table 4 below:

In accordance with the results of testing the first hypothesis which aims to examine the direct influence formed between distributive justice and organizational commitment obtained coefficient value of 0.693. The results obtained are strengthened with a probability value of 0.000. Data processing is carried out using an error rate of 0.05. The results obtained show that the probability value is $0,000 < \text{error level } 0,05$ so the decision is H_0 rejected and H_a accepted so it can be concluded that distributive justice influences the organizational commitment of BPR employees in Kerinci Development

At the testing stage of the second hypothesis which aims to prove the influence of prosediral justice on organizational commitment is obtained by the correlation coefficient of 0.366. In the processing stage also obtained a probability value of 0.000. The data processing process is carried out using an error rate of 0.05. The results obtained show that the probability value of 0,000 is below 0.05, the decision is H_0 is rejected and H_a is accepted, it can be concluded that procedural justice affects the organizational commitment of BPR employees in Kerinci Development.

At the testing stage of the third hypothesis that aims to prove empirically the effect of interactional justice on organizational commitment is obtained by the correlation coefficient of 0.093. The coefficient value that has been obtained is strengthened with a probability value of 0.006. At the data processing stage is done by using an error level of 0.05. The results obtained show that the probability value of 0.006 is below the error level of 0.05, so the decision is H_0 is rejected and H_a is accepted so that it can be concluded that interactional justice influences the organizational commitment of BPR employees in Kerinci Development.

At the fourth hypothesis testing phase, which aims to prove the influence of procedural justice on employee performance. In accordance with the processing that has been carried out, it is obtained the coefficient value of -0.171. This value is strengthened with a probability value of 0.048. At the data processing stage an error rate of 0.05 is used. The results obtained show that the probability value is $0.048 < \alpha 0.05$, the decision is H_0 is rejected and H_a is accepted, it can be concluded that distributive justice affects the performance of employees of Rural Banks in Kerinci Development.

At the fifth hypothesis testing phase which aims to prove the influence of procedural fairness on employee performance. In accordance with the test results obtained a correlation coefficient of 0.350. The obtained coefficient value is strengthened with a probability value of 0.000. Data processing is carried out using an error rate of 0.05. Thus the results obtained show that the probability value of 0,000 is below 0.05, the decision is H_0 is rejected and H_a is accepted so that it can be concluded that procedural justice affects the performance of employees of Rural Banks in Kerinci Development.

In the testing phase the sixth hypothesis aims to prove the effect of interactional justice on employee performance. In accordance with the test results obtained a correlation coefficient of -0.075. The coefficient value obtained is strengthened with a probability value of 0.017. Data processing is carried out using an error rate of 0.05. Thus the results obtained show that the probability value of 0.017 is below 0.05, the decision is H_0 is rejected and H_a is accepted so that it can be concluded that interactional justice affects the performance of employees of Rural Bank Development in Kerinci.

Based on the results of the seventh hypothesis testing phase which aims to prove the influence of organizational commitment on employee performance. In accordance with the test results obtained the correlation coefficient is 0.774. The obtained coefficient value is strengthened with a probability value of 0.000. Data processing is carried out using an error rate of 0.05. Thus the results obtained show that the probability value of 0.000 is below 0.05, the decision is H_0 is rejected and H_a is accepted so it can be concluded that organizational commitment influences the performance of employees of BPR Pembangunan Kerinci.

Influence of Distributive Justice on Organizational Commitment

In accordance with the results of testing the first hypothesis found that distributive justice has a positive and significant effect on organizational commitment owned by employees of Rural Bank

Development in Kerinci. The results obtained show that when the value of distributive justice perceived by each employee continues to increase, their commitment to the organization will be stronger. The results obtained occur when employees feel distributive justice especially in the distribution of rewards, in the form of salaries, benefits, incentives or bonuses, employees will feel highly valued by the company, and they feel considered important and encourage the formation of a sense of employee love for the organization. One form of attitude that arises in employees is a sense of pride to be an important part of the organization, dare to provide a longer time for the benefit of the organization and will always be committed to continue to survive in the organization and strive to provide the best for the progress of the organization.

The results obtained in line with the theory described by Robbins and Timothy (2012) improving employee performance in work can be influenced by justice in the organization. One dimension of organizational justice used is distributive justice. Distributive justice shows justice related to the distribution of compensation both financially and non-financially. Justice felt by each employee will encourage increased work commitment as a result of achieving better results. The findings obtained are consistent with the results of Gupta and Kumar (2014) research which confirms the theory that procedural justice has a positive effect on employee performance.

Influence of Procedural Fairness on Organizational Commitment

Based on the results of testing the second hypothesis found that procedural justice has a positive and significant effect on organizational commitment felt by employees of Rural Bank Development in Kerinci. The results obtained indicate that the stronger the value of procedural justice perceived by employees will further strengthen employee commitment to the organization. Increasing fair treatment for employees procedurally is related to the process that each employee goes through to achieve a career. When the process given is the same between one employee and another, healthy competition and a conducive climate within the organization will be formed so as to encourage each employee to compete to demonstrate their commitment to the organization to achieve achievement in order to advance the organization. In addition, a strong form of commitment from employees to the organization is that they feel proud to be an important part of the organization, and are willing to provide a longer time to advance the organization, especially the organizational commitment of BPR Builders Kerinci employees.

The findings obtained are consistent with Luthan's (2009) research results that procedural justice is related to the suitability of the processes passed by each employee in the organization, the process that is passed is not biased or always carried out in accordance with the rules or procedures that have been set. Procedural justice can lead to increased employee performance. These conditions occur the value of procedural justice will create a dynamic and healthy competition within the organization, thus triggering each employee to work well. The seriousness of the work done by employees encourages the improvement of employee performance. The results of the research by Swalhi et al (2010) found that procedural justice has a positive effect on employee performance.

Effect of Interactional Equity on Organizational Commitment

Based on the results of the third hypothesis testing found that interactional justice has a positive and significant effect on organizational commitment to employees of the Rural Bank of Kerinci Development. The findings obtained show that the higher the value of interactional justice perceived by employees in the Rural Bank of Kerinci Development will further encourage the commitment of employees to the organization. The results obtained are because in the organization free interaction is done with anyone. Through intense interaction, there is a solid collaboration between employees. The existence of family values until the emergence of mutual respect and respect for respect. The conduction makes the climate in the organization conducive and creates comfort for every employee to carry out their duties and responsibilities. The smell of healthy competition, and a comfortable climate in work thanks to interactional justice encourages employee commitment to continue working for the progress of the Rural Bank of Kerinci Development in a longer time.

The findings obtained are in line with the theory of Gibson et al (2009) interactional justice relating to the interaction process that involves between one employee and another employee or between employees and superiors. The fairer the process of interaction that occurs will further encourage seriousness, prudence in work so as to encourage the improvement of employee performance both in quality and in quantity. So it can be concluded that interactional justice has a positive influence on employee performance. The results of research by Gupta and Kumar (2014) found that interactional justice has a positive and significant effect on employee performance within an organization.

The Influence of Distributive Justice on Employee Performance

Based on the results of the fourth hypothesis testing found that distributive justice has a significant effect on employee performance. The results obtained indicate that the higher the value of distributive justice perceived by employees will encourage increased employee performance. This situation occurs because employees feel fair in the distribution of benefits in the work such as the existence of an appropriate salary, appropriate benefits and bonuses, these conditions create a spirit in the employee to continue to provide the best for the organization. They feel highly valued, for them distributive justice that has been felt is an appreciation that shows the company's recognition of the ability demonstrated by employees, therefore to get a higher award they continue to commit to work with a sense of responsibility that encourages the improvement of the performance of BPR Development employees Kerinci.

The results obtained in line with the theory described by Robbins and Timothy (2012) improving employee performance in work can be influenced by justice in the organization. One dimension of organizational justice used is distributive justice. Distributive justice shows justice related to the distribution of compensation both financially and non-financially. Justice felt by each employee will encourage increased work commitment as a result of achieving better results. The findings obtained are consistent with the results of Gupta and Kumar (2014) research which confirms the theory that procedural justice has a positive effect on employee performance.

The Effect of Procedural Justice on Employee Performance

Based on the results of the fifth hypothesis testing found that procedural justice has a positive effect on the performance of employees of the Rural Bank of Kerinci Development. The results obtained show that the stronger the value of procedural fairness that employees feel at work will further stimulate better employee performance. This situation occurs because every employee is given the same process to achieve a career path, in this case no employee becomes the golden child of the leader, all of them are applied equally and fairly, so that competition between employees is very healthy. This competition makes employees compete with each other to show their best achievements, therefore all work can be done according to time and increase in quality or quantity. Therefore, the researchers concluded that the higher the value of procedural justice perceived by each employee would further improve their performance, especially at the Rural Bank of Kerinci Development.

The findings obtained are consistent with Luthan's (2009) research results that procedural justice is related to the suitability of the processes passed by each employee in the organization, the process that is passed is not biased or always carried out in accordance with the rules or procedures that have been set. Procedural justice can lead to increased employee performance. These conditions occur the value of procedural justice will create a dynamic and healthy competition within the organization, thus triggering each employee to work well. The seriousness of the work done by employees encourages the improvement of employee performance. The results of the research by Swalhi et al (2010) found that procedural justice has a positive effect on employee performance.

The Influence of Interactional Justice on Employee Performance

Based on the results of testing the sixth hypothesis that has been done found that interactional justice has a positive effect on the performance of the employees of the Rural Bank of Kerinci

Development. The results obtained show that the stronger value of interactional justice perceived by each employee in the organization, will encourage continued strengthening of the performance achieved by employees. This situation occurs because through fairness in interacting the communication that is formed between each employee is stronger, so that a positive cooperative attitude is established in each employee and has an impact on improving performance. In addition, there is no limitation of communication activities between employees and fellow employees or employees with superiors encouraging familial attitudes that create cohesiveness and harmony in the work so as to encourage and spur the performance gained by employees, especially at the Rural Bank of Kerinci.

The findings obtained are in line with the theory of Gibson et al (2009) interactional justice relating to the interaction process that involves between one employee and another employee or between employees and superiors. The fairer the process of interaction that occurs will further encourage seriousness, prudence in work so as to encourage the improvement of employee performance both in quality and in quantity. So it can be concluded that interactional justice has a positive influence on employee performance. The results of research by Gupta and Kumar (2014) found that interactional justice has a positive and significant effect on employee performance within an organization.

Effect of Organizational Commitment to Employee Performance

Based on the results of the seventh hypothesis testing found that organizational commitment has a positive effect on the performance of employees of the Rural Bank of Kerinci Development. The results obtained show that the higher the employee's commitment to work will encourage increased organizational performance. This situation occurs because when the employee's commitment increases, they will really mean to work, they feel an important part of the organization, the progress of the organization determines the future of each employee, thus encouraging them to sacrifice for the benefit of the organization. Therefore, through a strong commitment to the organization, each employee will work in earnest and full of sense of responsibility so as to encourage the improvement of organizational performance, especially the Rural Bank of Kerinci Development.

The results obtained are consistent with the opinion of Gibson et al (2010) which states that the higher organizational commitment will encourage increased employee performance. This finding is also consistent with the results of Fahmi's (2012) study which found that organizational commitment has a positive effect on the performance of Yulianti's employees and research (2017) who found that strong organizational commitment owned by each employee would encourage overall employee performance and organizational performance.

The Influence of Distributive Justice on Employee Performance that Is Mediated By Organizational Commitment

In accordance with the results of testing the indirect effect obtained coefficient value of 0.112 while the direct influence formed between distributive justice on employee performance is equal to 0.613 thus the total direct and indirect effects produced is 0.731 or 73.10% thus it can be concluded that distributive justice will encourage the strengthening of employee commitment to the organization. The combination of the value of distributive justice values and organizational commitment encourages the improvement of employee performance, especially in the Kerinci Development Bank.

Based on the results of testing the eighth hypothesis found that distributive justice affects employee performance after being mediated by organizational commitment. The results obtained indicate that by increasing the value of distributive justice perceived by employees in the organization will create a stronger commitment to the organization, therefore through the implementation of distributional justice values and strong commitment to the organization will encourage employee performance. The findings were obtained because each employee felt that they had been given distributive justice well, thus encouraging their increased enthusiasm and commitment to work for the organization. The commitment is shown by a positive attitude in working, diligent, earnest and full of responsibility in work, therefore a combination of distributive

justice and organizational commitment can encourage increased employee performance, especially at the Rural Bank of Kerinci Development.

The findings obtained at the eighth hypothesis testing phase are consistent with the results of Hendrianto's (2014) study which found that distributive justice which is dimed by organizational commitment will improve employee performance. The results of research obtained by Widyanto and Irawan (2017) found that the stronger the implementation of distributive justice will creating an increase in work commitment for employees so as to encourage the improvement of individual employee performance. Dwi and Wahyu (2017) stated that distributive justice has a positive effect on the performance of employees through organizational commitment.

The Effect of Procedural Justice on Employee Performance that Is Mediated By Organizational Commitment

Based on the results of testing the ninth hypothesis it was found that procedural justice mediated by organizational commitment can encourage the strengthening of employee performance at the BPR in Kerinci Development. These results show that procedural fairness felt by employees in working is able to create a stronger work commitment so as to encourage the improvement of individual employee performance. This situation occurs because in the BPR Pembangunan Kerinci every employee gets the same treatment, the same work procedure until the same promotion process, none of the employees in the child lead the leader, so the scent of competition is very healthy and dynamic. The atmosphere creates a commitment that each employee to jointly build a Rural Bank Rural Development, this is evidenced by the increase in employee performance that can be seen from the quality and quantity of work achievement of each employee, so that the existence of the Rural Bank of Kerinci Development can be maintained until now.

The findings obtained at the testing phase of the ninth hypothesis are consistent with the results of Hendrianto's (2014) study which found that procedural justice that is driven by organizational commitment will improve employee performance. The results obtained by Widyanto and Irawan (2017) found that the stronger implementation of procedural justice will create increased work commitment for employees so as to encourage the improvement of individual employee performance. Dwi and Wahyu (2017) stated that procedural has a positive effect on the performance of employees through organizational commitment.

The Effect of Interactional Justice on Employee Performance that Is Mediated By Organizational Commitment

Based on the results of testing the tenth hypothesis it was found that ineractional justice mediated by organizational commitment influences the performance of employees at the Rural Bank of Kerinci Development. The results obtained show that the higher the value of interactional justice within the organization will form a strong commitment in employees to continue to maintain the existence and triumph of the organization so as to encourage employee performance. This situation occurs in the neighborhood of the Kerinci Development BPR, where every employee is given the freedom to interact with each other, so that the communication that is formed between employees and employees or even with the boss is always well maintained. The interaction that is formed has created a harmonious and dynamic atmosphere and creates a sense of comfort in work. Feelings of joy and comfort in working encourage employees to continue to be committed to maintaining the progress and existence of the organization which is shown by the improvement of the performance of each employee, especially in the BPR Pembangunan Daerah Kerinci

The findings obtained at the tenth hypothesis testing stage are consistent with the results of Hendrianto's (2014) study which found that interactional justice which is dimed by organizational commitment will improve employee performance. The results of the research obtained by Widyanto and Irawan (2017) found that the stronger implementation of interactional justice in the organization will create an increase in work commitment for employees so as to encourage the improvement of

individual employee performance. Dwi and Wahyu (2017) stated that interactional justice has a positive effect on the performance of employees through organizational commitment.

Conclusion

Based on the analysis and discussion of the results of testing hypotheses, several important conclusions can be submitted which are answers to the problems raised in this study, namely:

1. Distributive justice has a significant effect on the organizational commitment of employees of BPR in Kerinci Development. The results obtained show that the higher distributive justice perceived by employees will further strengthen their commitment to work.
2. Procedural justice has a significant effect on the organizational commitment of employees of BPR in Kerinci Development. The results obtained show that the higher the value of procedural justice perceived by employees will further strengthen their commitment to work.
3. Interactional justice has a significant effect on the organizational commitment of employees of BPR in Kerinci Development. The results obtained show that the higher the value of interactional justice perceived by employees will further strengthen their commitment to work.
4. Distributive justice has a significant effect on the performance of employees of BPR in Kerinci Development. The results obtained show that the higher the value of distributive justice that is felt will encourage increased job satisfaction perceived by employees.
5. Procedural justice has a significant effect on the performance of employees of BPR in Kerinci Development. The results obtained show that the higher the value of procedural justice that is felt will encourage increased job satisfaction perceived by employees
6. Interactional justice has a significant effect on the performance of employees of BPR in Kerinci Development. The results obtained show the higher value of perceived interactional justice will encourage increased job satisfaction perceived by employees
7. Organizational commitment has a significant effect on the performance of employees of the Rural Bank of Kerinci Development. The results obtained show the higher employee commitment to the organization will encourage increased job satisfaction perceived by employees
8. Distributive justice mediated by organizational commitment has a significant effect on the performance of employees of BPR in Kerinci Development.
9. Procedural justice mediated by organizational commitment has a significant effect on the performance of employees of the Rural Bank of Kerinci Development.
10. Interactional justice mediated by organizational commitment has a significant effect on the performance of employees of the Rural Bank of Kerinci Development.

Based on the results of testing the hypothesis obtained, several suggestions can be submitted that can provide positive benefits for:

1. For the head of the institution, it is expected that there will be an increase in the implementation of the value of justice in the organization, whether distributed, procedural or interactional. Given that the perceived justice of employees will create positive aspects in each employee, especially in shaping the commitment of employees to the organization so as to encourage the overall improvement of employee and organizational performance.
2. For heads of institutions it is suggested to encourage increasing the value of justice to employees such as distributive, procedural and interactional justice, given that the perceived high value of justice will encourage increased employee commitment to the organization so as to encourage individual employee performance.
3. Researchers in the future are expected to not only use one BPR but use several BPRs to be used as a comparison and can be used as a tool to increase the size and characteristics of the sample so as to provide better accuracy and accuracy of research results.
4. Future researchers are advised to add a number of new variables that have not been used in this study such as job satisfaction, leadership style, quality of life, etc. These suggestions are

important to encourage increased accuracy of research results that will be obtained by researchers in the future.

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