

Affective Commitment of Employee as a Mediating Variable in the Correlation Between Organizational Justice and Intention to Stay of PG Kebon Agung Malang

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ABSTRACT

This research aims to elaborate: (1) the influence of organizational justice on the intention to stay of the employees and (2) the role of affective commitment on the correlation between organizational justice on the intention to stay of the employees of PG Kebon Agung Malang. The data were obtained through a closed-questionnaire distributed to 123 employees of PG Kebon Agung Malang using simple random sampling technique. Partial Least Square (PLS) was implemented as the analysis technique with the support of smartPLS 3 software. The results of the research prove that: (1) organizational justice influences intention to stay significantly and positively and (2) affective commitment acts as the partial mediating variable in the correlation between organizational justice and intention to stay. A managerial implication is presented in this paper

Keywords: *organizational justice, intention to stay, affective commitment*

1. INTRODUCTION

Human resources are the main asset of a company. The goals of a company will be achieved effectively and efficiently if its human resources are able to provide optimum contributions to the company. In general, a company implements principles and regulations which must be executed by every component of the company. Those principles and regulations are made to fulfill and protect the interests of the company and employees. [1] state that employees obeying the regulations or norms often work with positive emotions in an institution. Practically, the principles and regulations in a company must be equivalent and fair to each component of a company. Since justice will influence the emotional commitment of the employees toward the company, it will also influence the tendency of their intention to stay as employees who will work together to achieve the goals of the company. According to [2] intention to stay refers to the tendency of an employee to keep working with his/her current organization. The employees' intention to stay becomes the main issue in the field of management and it requires attention on the best method to make employees stay to work in the company. According to [2] intention to stay is the behavior showing how employees devote themselves in their occupation and organization in

a long period. It is highly necessary for the advancement and success of the company's goals. In the initial stage of modern human resources, the capital of human resources is one of the most important properties for a company [2]. [3] state that several factors influencing the employees' intention to stay are age, work location, health, employee satisfaction, supervisor support, and commitment. Organizational commitment is one of the factors which can be used to determine the employees' intention to stay in a company. This theory is also supported by the research conducted by [2] revealing that the higher the organizational suitability and commitment are, the higher the employees' intention to stay in a company will be. Thoughts on organizational commitment can be seen from several aspects, one of them is one's emotional connection to his/her workplace. Organizational commitment is strong acceptance and belief in the visions and missions of the company resulting in the strong willingness to maintain one's membership in a company [4]. Generally, employees with high emotional commitment levels show a sense of belonging toward the company, strive to be visible in company activities, share the same goal with the company which is achieving the success of the company, and do not have any intention to leave the company [4].

Affective commitment does not naturally grow without any trigger factors. According to [5], the existence of organizational justice in a company will refer to the employees' perception of the justice itself and it can be said that justice is one of the most important predictors uniting employees and keeping them to maintain their organizational commitment. [6] state that the justice in an organization will improve the quality of effective commitment. Thus, when employees are treated fairly by their supervisors, they will be able to accomplish their tasks in the company easily. [7] argue that the justice in a company tends to influence various behavioral dimensions of the people at the workplace or company. When an individual perceives justice in his/her workplace, he/she will be willing to stay in his/her current workplace [8]. [9] defined organizational justice as the equal treatment given by the company to all of its employees and it can be felt by all employees. According to [10] organizational justice is a feeling in which an individual feels that he/she is treated equally by the organization at his/her workplace. [5] argue that justice is one of the most important predictors in uniting employees and maintaining their organizational commitment. It is also in line with the theory proposed by [6] stating that there is a positive influence on the correlation between organizational justice and affective commitment. [11] state that if an employee in a company considers having fair promotion opportunities and salary, his/her affective commitment on that company and performance for the company will improve.

According to [12], a high level of affective commitment shows stronger emotional connection in one's organization. Employees with strong emotional connections in their organization will consider the problems in their organization. [11] state that employees having high affective commitment tend to stay in their organization. It is in line with the research conducted by [13] implying that both variables of affective commitment and intention to stay have positive and significant correlation.

Moreover, the correlation between organizational justice, intention to stay, and

2. LITERATURE REVIEW

2.1 Organizational Justice

[9] state that organizational justice is a fair treatment from the company which can be felt by the employees. According to [14] organizational justice is one's perception of equal treatment they received from the company. Such aspects will influence one's attitude and behavior in the future which will maximize their work to achieve the goals of the company. According to [15], organizational justice is closely related to how a member of an organization is able to feel equal treatment which then will influence his/her work.

In general, organizational justice can be measured through three indicators of justice, namely: distributive justice, procedural justice, and interactional justice [1] According to Sopiah (in Kurniawan, 2015), affective justice is measured from: (1) happiness in organization and (2) pride in organization.

2.2 Intention to stay

According to [2], the employees' intention to stay is the tendency of employees to keep working in their current organization. Intention to stay becomes the main issue in the management sector and requires urgent attention on the best method to make employees stay in an organization. [2] state that intention to stay reflects employees devoting to their occupation and organization to keep working in the long term.

The three indicators used to measure intention to stay according to [7] are:

- 1) Not thinking about leaving the company in the near future.
- 2) Not having any intention to leave the company.
- 3) Not having any intention to leave the company until the retirement age

2.3 Affective Commitment

According to [9] affective commitment is the sense of unity, pride, and happiness possessed by a person of organization/company to his/her organization/company shown by great dedication for the organization/company as well as the belief that he/she will enjoy his/her occupation. [17] state that affective commitment is generally formed when a person of organization/company has great emotional connection with his/her organization/company. People having high affective commitment will have emotional connection with their organization which can be seen through the pride and happiness as a part of the organization.

[18] claims that the two indicators used to measure affective commitment are:

- 1) Happiness in organization.
- 2) Pride in Organization.

3. CORRELATION BETWEEN VARIABLES

3.1 Organizational Justice and Intention to Stay

Organizational justice tends to influence various dimensions of human behavior at workplace [7]. Moreover, the concept of organizational justice refers to how an employee realizes that he/she is treated fairly at his/her workplace. When an individual considers the justice perceived is greater in his/her organization, he/she

will be more willing to stay in his/her current occupation/organization [8].

Therefore, it can be concluded that when an employee working in an organization feels that there is a justice there, his/her intention to stay will be high. It is in line with the research conducted by [7] concluding that companies with high level of organizational justice are able to improve their employees' intention to stay in their organization.

H1: There is a positive and significant influence of organizational justice on intention to stay.

3.2 Organizational Justice on Affective Commitment.

According to [6], the existence of justice in organization will improve the quality of affective commitment. Thus, when employees are treated fairly by their supervisors, they will be able to accomplish their tasks easily in their organization. [19] prove that there is a positive influence of organizational justice on affective commitment. [11] state that when employees in an organization are given fair promotion opportunity and salary, they will improve their performance for the sake of achieving the company's goals.

[11] also state that justice significantly influences affective commitment, meaning that the higher the justice level is, the greater the affective commitment of the employees in an organization will be. However, their research have different result from that of [9] stating that justice does not have significant influence on affective commitment, but it will be significant if it is mediated with the variable of perceived support.

H2: There is a positive and significant influence of organizational justice on affective commitment.

3.3 Organizational Justice on Intention to Stay through Affective Commitment

According to [16], organizational justice is believed to be able to create sense of comfort for an employee in his/her organization, suppressing his/her intention to leave the organization. When an individual considers that the justice he/she perceives is greater in his/her current organization, he/she will be more willing to stay in his/her current organization [8]. In addition, [14] state that affective commitment of employees will be reflected in their intention to stay or leave the organization. It might be influenced by the fairness in the opportunities such as promotion, salary raise, incentives, and recognition provided in the organization.

[14] argue that literature has identified the low number of studies correlating the concept of

organizational justice, affective commitment, and intention to stay. However, the correlation between those three variables is presented in the research conducted by [14]. [14] state that affective commitment has the main role as the mediator, having mediating influence on the variable of organizational justice and intention to stay.

H4: There is an indirect influence between organizational justice on intention to stay through affective commitment

4. METHOD

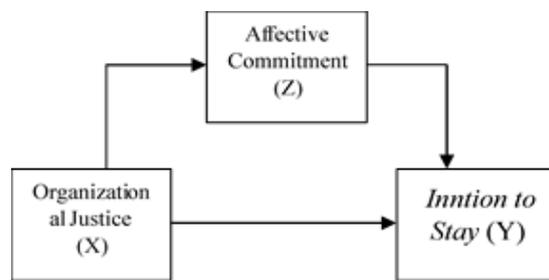


Figure 1 Research Method

Quantitative approach is implemented in this research. Based on its level of explanation, this research is categorized as descriptive and explanatory research in which the researcher aims to elaborate the influence of organizational justice on intention to stay directly and indirectly through affective commitment. The data analysis technique applied in this research is partial least square (PLS) analysis with the aid from SmartPLS 3 software.

The respondents in this research are permanent employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang. Those employees were selected as the respondents because they have fixed work schedule and those sectors have the greatest number of employees which are suitable with the research variables. The sampling method applied in this research is proportional random sampling. The questionnaire used in this research is closed-questionnaire model.

Organizational justice is the fair treatment from PG Kebon Agung Malang provided to its employees. The indicators used to measure organizational justice are the three indicators proposed by [21], namely procedural justice, distributive justice, and interactional justice. Intention to stay is the tendency of employees to stay working in their current company. There are three indicators used to measure intention to stay, namely not thinking of leaving the company in the near future, not having intention to leave the company, and not having intention to leave the company until retirement age [7]

Furthermore, affective commitment is the emotional feeling of the employees of PG Kebon Agung Malang which has been internalized with the company and can be observed from the involvement of the company's employees. There are two indicators measuring employees' affective commitment, namely happiness in organization and pride in organization [18]. The question items from the indicators of the variables are strengthened by the adoption of Likert scale with the score range of 1 to 5, namely: 1 (highly disagree), 2 (disagree), 3 (not sure), 4 (agree), and 5 (highly agree).

Validity test was conducted to determine whether the questionnaire is valid. It is considered as valid if the score of loading factor is > 0.6. The Cronbach Alpha score > 0.6 shows a good reliability. The validity and reliability test were conducted with the partial least square with the aid of SmartPLS 3.

Additionally, all hypotheses were tested by using F² (f-square) analysis and bootstrapping. F² (f-square) analysis was conducted previously to measure the relative influence of the correlation between the research variables. Bootstrapping was conducted in order to minimize the problem of data abnormality in which the calculation was observed from direct effect, indirect effect, and total effect.

5. RESULT AND DISCUSSION

Based on the result of Partial Least Square (PLS) on the outer model, it can be concluded that all indicators in this research variables have the loading factor score > 0.6, meaning that the indicators from the three variables have high validity level thus fulfilling the convergent validity.

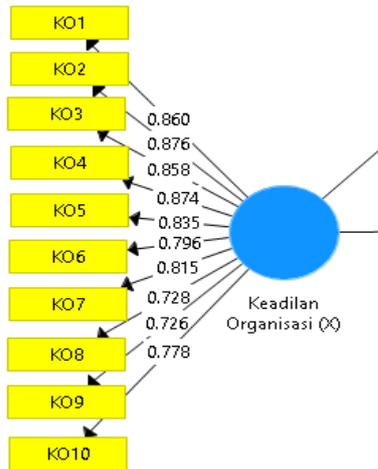


Figure 2 Loading factor score of organizational justice variable

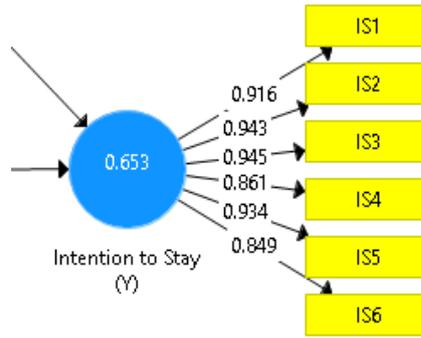


Figure 3 Loading factor score of intention to stay variable

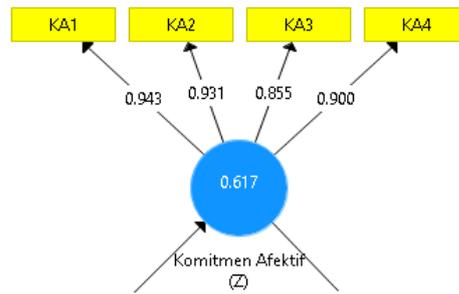


Figure 4 Loading factor score of affective commitment variable

The result of discriminant validity in the measurement of discriminant validity conducted on all latent variables shows that the score of latent variables are greater than their cross-loading score.

Table 1 Discriminant Validity Score of Organizational Justice

| Indicator | Intention to Stay | Organizational Justice | Affective Commitment |
|-----------|-------------------|------------------------|----------------------|
| IS1 | 0.916 | 0.732 | 0.827 |
| IS2 | 0.943 | 0.667 | 0.738 |
| IS3 | 0.945 | 0.689 | 0.739 |
| IS4 | 0.861 | 0.628 | 0.726 |
| IS5 | 0.934 | 0.600 | 0.670 |
| IS6 | 0.849 | 0.594 | 0.585 |

Table 2 Discriminant Validity Score of Intention to Stay

| Indicator | Intention to Stay | Organizational Justice | Affective Commitment |
|-----------|-------------------|------------------------|----------------------|
| KA1 | 0.773 | 0.735 | 0.943 |
| KA2 | 0.813 | 0.726 | 0.931 |
| KA3 | 0.678 | 0.700 | 0.855 |
| KA4 | 0.590 | 0.688 | 0.900 |

Table 3 Discriminant Validity Score of Affective Commitment

| Indicator | Intention to Stay | Organizational Justice | Affective Commitment |
|-----------|-------------------|------------------------|----------------------|
| KO1 | 0.584 | 0.860 | 0.633 |
| KO2 | 0.586 | 0.876 | 0.679 |
| KO3 | 0.517 | 0.858 | 0.614 |
| KO4 | 0.624 | 0.874 | 0.681 |
| KO5 | 0.626 | 0.835 | 0.649 |
| KO6 | 0.634 | 0.796 | 0.692 |
| KO7 | 0.619 | 0.815 | 0.674 |
| KO8 | 0.607 | 0.728 | 0.660 |
| KO9 | 0.552 | 0.726 | 0.541 |
| KO10 | 0.503 | 0.778 | 0.550 |

Table 1, 2, and 3 conclude the result of all constructs or latent variables having good discriminant validity score with the state conditions.

Meanwhile, the result of composite reliability test shows that the composite reliability score of all latent variables is > 0.7.

Table 4 Composite Reliability score

| Variable | Composite Reliability |
|----------------------------|-----------------------|
| Intention to Stay (Y) | 0.966 |
| Organizational justice (X) | 0.952 |
| Affective Commitment (Z) | 0.949 |

Table 4 shows the composite reliability score for all constructs or latent variables is > 0.7, meaning that all latent variables have good reliability and have fulfilled the minimum score criteria

Furthermore, the Partial Least Square (PLS) analysis in the first inner model was conducted with R² (R-square) analysis. The result shows that the R² (R-square) score of the intention to stay variable (Y) is 65.3% and that of affective commitment variable is 61.7%. The R² (R-square) score is illustrated as follows.

Table 5 R² (R-square) Score

| Variable | R Square |
|--------------------------|----------|
| Intention to Stay (Y) | 0.653 |
| Affective Commitment (Z) | 0.617 |

The Q² (q-square) score in this research shows the predictive relevance score of 86.7%. Moreover, the F² (f-square) for the variable of organizational justice (X) on intention to stay (Y) is 0.073; for the variable of

organizational justice on affective commitment (Z) is 1.610. The detailed score is presented below.

Table 6 F² (f-square) Score

| Variable | Intention to Stay (Y) | Organizational justice (X) | Affective Commitment (Z) |
|----------------------------|-----------------------|----------------------------|--------------------------|
| Intention to Stay (Y) | | | |
| Organizational justice (X) | 0.073 | | 1.610 |
| Affective Commitment (Z) | 0.385 | | |

The result of bootstrapping can be measured from direct effect, indirect effect, and total effect. The direct effect for the variable of organizational justice on intention to stay has the path coefficient score of 0.257.

Table 7 Hypothesis Test

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational justice (X) -> Intention to Stay (Y) | 0.721 | 0.729 | 0.041 | 17.505 | 0.000 |
| Organizational justice (X) -> Affective Commitment (Z) | 0.785 | 0.789 | 0.049 | 16.012 | 0.000 |
| Affective Commitment (Z) -> Intention to Stay (Y) | 0.591 | 0.587 | 0.092 | 6.406 | 0.000 |

and the P-score of 0.003 (< 0.05); organizational justice on affective commitment has the path coefficient score of 0.785 and P-score of 0.000 (< 0.05); dan the affective commitment on intention to stay has the path coefficient score of 0.591 and P-score of 0.000 (< 0.05)

Table 8 Direct effect score

| Variable Correlation | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational justice (X) -> Intention to Stay (Y) | 0.257 | 0.264 | 0.091 | 2.828 | 0.003 |
| Organizational justice (X) -> Affective Commitment (Z) | 0.785 | 0.789 | 0.049 | 16.012 | 0.000 |
| Affective Commitment (Z) -> Intention to Stay (Y) | 0.591 | 0.587 | 0.092 | 6.406 | 0.000 |

Accordingly, the indirect effect between organizational justice on intention to stay through affective commitment has the path coefficient score of 0.464 and P-score of 0.000 (< 0.05).

Table 9 Indirect effect score

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Organizational justice(X) -> Affective Commitment (Z) -> Intention to Stay (Y) | 0.464 | 0.464 | 0.085 | 5.436 | 0.000 |

The last one is total effect. The total effect of the correlation between organizational justice and intention to stay is 0.721; that of organizational justice and affective commitment is 0.785; and that of affective commitment and intention to stay is 0.591.

Based on Table 10, it can be concluded that all hypotheses in this research are accepted.

Based on the result of Partial Least Square (PLS) analysis, it is revealed that organizational justice has positive and significant influence on intention to stay of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang (H1).

Table 10 Recapitulation of Structural Test Result

| Variable Correlation | Direct Influence | Indirect Influence | Total Influence | Conclusion |
|----------------------|------------------|--------------------|------------------|----------------|
| X → Y | 0.275 (0.003) | | 0.721 (0.000) | H1 is accepted |
| X → Z | 0.785 (0.000) | | 0.785 (0.000) | H2 is accepted |
| Z → Y | 0.591 (0.000) | | 0.591 (0.000) | H3 is accepted |
| X → Z → Y | | 0.464 (0.000) | | H4 is accepted |

The R² (r-square) score for the variable of intention to stay is 0.653 or 65.3 %, indicating that the variable of intention to stay can be elaborated by the variable of organizational justice for the employees in the sector of manufacture, crops, and T.U.G of PG Kebon Agung Malang by 65.3%. The score indicates that organizational justice variable is able to influence the intention to stay of the employees. Therefore, it can be concluded that the high level of organizational justice improves the intention to stay of the employees in the sector of manufacture, crops, and T.U.G of PG Kebon Agung Malang. Additionally, the F2 (f-square) score implies that the influence of organizational justice on intention to stay has

the score of 0.073. It is categorized as significantly influential score, indicating that the organizational justice of PG Kebon Agung Malang has significant influence on the intention to stay of the employees in the sector of manufacture, crops, and T.U.G of PG Kebon Agung Malang. The finding is supported by the research conducted by [14], stating that organizational justice has positive and significant influence on intention to stay of employees. [14] also add that fair treatment in general is shown by the company by providing the same opportunity for all employees in terms of expressing opinion, good treatment for all employees, and other micro justice. Through the fair treatment to the employees, the employees' intention to stay in their current company improves. Besides, [8] also add that the higher the justice perceived by an employee in his/her workplace is, the higher his/her intention to stay in his/her current workplace will be. [7] also concluded in their research that the higher the level of organizational justice is, the higher the intention to stay of the employees will be.

Organizational justice has positive and significant influence on the affective commitment of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang (H2). Based on the previously explained descriptive result, the organizational justice perceived by the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang is categorized as high. It is shown by the grand mean score of 3.96 (included in the interval of 3.41-4.20), meaning that almost all question items in the variable of organizational justice are answered with agreement. The result of the research reveals that the R² (r-square) score of the affective commitment variable is 0.617 or 61.7%. The score indicates that the variable of affective commitment can be elaborated by organizational justice by 61.7%. It is implied that organizational justice influences affective commitment. Thus, it can be concluded that the higher the organizational justice is, the higher the affective commitment of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang will be. Afterwards, it can be seen from the F2 (f-square) score reflecting that the influence of organizational justice on affective commitment is 1.610. The score is categorized in the highly influential score, indicating that the influence of organizational justice of PG Kebon Agung Malang on the affective commitment of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang is significant. The finding is in line with the result of the research conducted by [22] stating that there is positive and significant influence of organizational justice on affective commitment. They also add that in order to induce the emotional commitment in employees, a company must treat the employees fairly. Besides, [23] concluded that organizational justice has significant influence on affective commitment. They also add that basically, justice comes from the treatment of supervisors on their employees and affective commitment will be closely

related to the attitude of supervisors and their employees and vice versa. Therefore, both organizational justice and affective commitment influences each other. Afterwards, the result of the research conducted by [24] also reveals that emotional/affective commitment can be nurtured by improving the justice system in the organization/company because justice can improve the emotional/affective commitment of an employee in his/her current workplace. [11] also state that justice has significant influence on affective commitment. In addition, [6] argue that the existence of justice in an organization or company will improve the quality of affective commitment.

Affective commitment has positive and significant influence on intention to stay of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang (H3). Based on the previously elaborated descriptive result, it is shown that the affective commitment of employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang is categorized as high. It is proven by the grand mean score of 4.06 which is included in the interval of 1.41-4.20. Therefore, the intention to stay of the employees in the sector of manufacture, crops, and T.U.K of PG Kebon Agung Malang is categorized as high. It is shown by the grand mean score of 3.89, implying that the intention to stay is categorized as high. It can be summed up that the employees in the sector of manufacture, crops, and T.U.K still have the intention to work for PG Kebon Agung Malang. The result of the research proves the acceptance of H3 which can be seen from the F2 score, stating that affective commitment has the influence of 0.385 on intention to stay. The score is categorized as high, indicating that the affective commitment of the employees in the sector of manufacture, crops, and T.U.K has significant influence on their intention to stay and work at PG Kebon Agung Malang. It is supported by the result of the research conducted by [11] stating that there is a strong correlation between affective commitment and employees' intention to stay. In their research, it is concluded that organizations with appropriate values, career goals, and affective commitment will improve the intention to stay of its employees. Moreover, [12] also add that employees with high affective commitment will tend to stay in their current organization. It is in line with the result of the research conducted by [13], stating that there is positive and significant influence of affective commitment and employees' intention to stay. They also add that companies should provide justice in the form of opportunity to express employees' opinion and other micro necessities in order to nurture the affective commitment of their employees because affective commitment will encourage employees to retain their intention to stay in their current company.

There is an indirect influence of organizational justice on intention to stay and affective commitment as the intervening variable, meaning that affective commitment mediates the correlation between organizational justice on intention to stay (H4). It can be

seen from the result of indirect effect score in which the P-score of the correlation between organizational justice through affective commitment on intention to stay has the P-score of 0.000 and the value of P-score < 0.05. Therefore, it can be summarized that it has significant influence. The score of 0.000 indicates that there is an indirect effect, meaning that affective commitment mediates the correlation between organizational justice on intention to stay. Thus, the organizational justice perceived by employees influences their intention to stay and the existence of affective commitment in employees on their organization, the influence of organizational justice on intention to stay will be stronger.

Related to the indirect effect of organizational justice on intention to stay with affective commitment as the intervening variable, [25] concluded that organizational justice is able to induce sense of comfort of employees in an organization. Additionally, [14] also proved that the sense of comfort comes from the justice in an organization – in the form of opportunities of occupational or personal development, for instance job promotion and etc., will stimulate employees' intention to stay in their current company.

6. CONCLUSION

Based on the result of the research, it can be concluded that the condition of organizational justice is considered as high. The employees consider that they have been treated fairly. Their intention to stay in the company is high along with high affective commitment. Moreover, the analysis result shows that all hypotheses are accepted, meaning that organizational justice and affective commitment have positive and significant influence on employees' intention to stay. Affective commitment plays a role as the partial mediating variable in the correlation between organizational justice and intention to stay.

7. MANAGERIAL IMPLICATION

Based on the research findings, it is suggested for the directors of PB Kebon Agung Malang to accommodate their employees' aspiration before they make any decision/policy. The company should also pay more attention on organizational justice and affective commitment because there are still several employees having intention to leave their organization/company if there are better opportunities than their current company. Finally, the company must work harder to make the employees proud to be a part of the company.

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