



The Effect of Organizational Justice, Compensation, and Work Motivation to Organizational Commitment and Employee Performance at PT. Recruitfirst Indonesia

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ARTICLE INFO

Keywords: Organizational Justice, Compensation, Work Motivation, Organizational Commitment, Employee Performance

Received : 06, December

Revised : 12, January

Accepted: 16, February

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ABSTRACT

This research aims to analyze the effect of organizational justice, compensation and work motivation to organizational commitment and employee performance. With quantitative methods and involving 50 respondents, the study used saturated sampling techniques. Data collection in this study was conducted through a survey using a questionnaire as a survey instrument to respondents. Data analysis was carried out using the Structural Equation Model - Partial Least Square (SEM-PLS). The results of this study indicate if organizational justice has no effect to organizational commitment, compensation has a positive and significant effect to organizational commitment, work motivation has a positive and significant effect to organizational commitment, organizational justice has no effect to employee performance, compensation has a positive and significant effect to employee performance, work motivation has a positive and significant effect on employee performance, organizational commitment has no effect to employee performance.

INTRODUCTION

Human resource management is defined as organizing, controlling, planning, and implementing activities. Human resource management consists of two points of view, such as: The right HR Information System, being able to compile and determine plans to support business activities, increase the effectiveness of labor recruitment, and manage wages to realize employee satisfaction in working. Meanwhile, in terms of Human Resources is the ability of a person who has the power of thought and physical power that will determine human nature and behavior.

Moehariono in Abdullah (2014) explains that performance reflects the extent to which an activity program or policy has been successfully implemented to achieve the goals, objectives, vision, and mission desired by the organization. This is achieved through strategic planning that has been prepared by the organization. Performance affects the productivity produced by employees to achieve organizational goals through the vision and mission set by the company.

Mathis and Jackson (2014) define that: Performance is basically what is done or not done by employees in developing their work. According to Abdullah (2014) performance is the output of organizational activities, which is carried out by team members optimally in accordance with the guidelines contained in the instructions (manuals), instructions from leaders (managers), and the ability and competence of employees who are improved through the development of their thinking in carrying out their duties. Mangkunegara (2015) suggests that the factors that influence performance are ability factors and motivation factors. Based on this statement, it can be concluded that what affects employee performance is ability factors such as intellectual intelligence that every employee must have and motivational factors such as the direction given by superiors to employees as a reference.

PT. Recruitfirst Indonesia is a human resource solutions provider headquartered in Singapore, and part of HRnetGroup. Recruitfirst Indonesia provides various types of human resource services, including recruitment and placement, project management, contract labor management, and human resource consulting. Recruitfirst Indonesia specializes in various industries, such as information technology, finance, hospitality, construction, and many others. Recruitfirst Indonesia also made several strategic acquisitions to strengthen and expand its business. By acquiring other recruitment and human resources companies to integrate new services and capabilities.

The research conducted at PT. Recruitfirst Indonesia was preceded by a pre-survey to 19 employees and the researcher revealed significant findings related to factors affecting employee performance, such as the level of desire to stay in the current company by 68.4%, the level of motivation and enthusiasm in completing work by 57.9%, satisfaction with the facilities and benefits provided by the company by 52.6%, the desire to get a new job by 78.9%, assessment of fairness in the treatment received in the work environment by 57.9%, the ability to achieve performance targets set by the company by 63.2% and the level of consistency and quality of work by 84.2%. Based on this data,

the researcher determines the variables to be studied, namely organizational justice, compensation, work motivation, organizational commitment that affect employee performance at PT. Recruitfirst Indonesia.

Pratiwi and Subidi (2019) organizational justice can affect organizational commitment and employee performance, while compensation and work motivation have no significant effect. This statement is in accordance with research conducted by Putra and Sudibya (2019) which states that justice has a significant effect on organizational commitment. In line with research conducted by Putra and Indrawati (2018) that compensation and motivation have no significant effect on organizational commitment and employee performance.

Nguyen *et al* (2020) state that compensation and motivation have a significant effect on organizational commitment and employee performance, organizational justice has no significant effect. Meanwhile, Thao and Hwang (2018) stated that work motivation has a significant effect on organizational commitment and employee performance, and organizational justice and compensation have no significant effect. However, Sudiarta (2021) in his research explains that organizational justice, compensation and work motivation have no significant effect on organizational justice and employee performance.

Based on the description above, the problem formulations in this study are as follows: 1) Does organizational justice affect organizational commitment? 2) Does compensation affect organizational commitment? 3) Does motivation affect organizational commitment? 4) Does justice affect employee performance? 5) Does compensation affect employee performance? 6) Does motivation affect employee performance? 7) Does organizational commitment affect employee performance?

THEORETICAL REVIEW

Organizational Justice

Colquitt (2012) fairness refers to a balanced proportion in the distribution of organizational compensation, including salaries, benefits, and bonuses. When individuals in the organization perceive that the rewards they receive are proportional to their contributions, they will feel a sense of justice. Fairness is defined as the balance associated with the outcome of decisions and the assignment of resources, which can be tangible (such as salary) or intangible (such as recognition). Al-zubi (2010) explains that justice refers to the perceived fairness of the outcomes that individuals obtain from the organization. Outcomes are distributed on the basis of equality and determined through contributions made. Cropanzano *et al* (2007) justice has three aspects, namely: 1. Appreciation of employees based on their contributions, 2. Providing equal compensation for each employee, and 3. Providing benefits or benefits based on individual personal needs. Distributive Justice is the fairness of the perceived amount of reward between individuals (Robbins and Judge, 2008).

Nurmaladita and Warsidah (2015) concluded that organizational justice has a positive and significant effect on organizational commitment in BRI Bank employees at the Margonda Main Branch Office, Depok.

Based on the theoretical review and previous research, the following research hypothesis was formulated:

H1 : Organizational Justice has a positive and significant effect to Organizational Commitment

Manihuruk (2023) in his research explained that employees who assess high justice in the organization can improve their performance. So organizational justice has a positive and significant effect on employee performance.

Based on this previous research, the following research hypothesis was formulated:

H4 : Organizational Justice has a positive and significant effect to Employee Performance.

Compensation

Dessler (2015) employee compensation involves all types of reimbursements or gifts to employees, consisting of two elements, namely direct payments such as wages, salaries, incentives, commissions, and bonuses, and indirect payments such as financial benefits in the form of insurance. Compensation refers to all income in the form of money or goods, both direct and indirect, received by employees in exchange for services provided to the company or organization. (Hasibuan, 2011). Wahyudi (2021) indicates that the elements that affect compensation include: 1. Work achievement and efficiency, 2. Financial capacity to pay, 3. Willingness to pay, 4. Labor supply and demand conditions, and 5. Labor union involvement. Hartatik (2014) states that there are several factors that affect compensation, including: 1. Government policy factors, 2. Mutual agreements between companies and employees, 3. Employee cost of living standards, 4. General wage comparisons, 5. Dynamics of demand and supply in the labor market, and 6. The company's financial capacity to pay. There are two dimensions proposed by Rivai (2011), namely direct financial compensation (salaries, bonuses, incentives) and indirect. Simamora (2014) states that compensation indicators include: 1. wages and salaries, 2. incentives, 3. allowances, 4. facilities.

Sari and Riana (2018) mentioned in their research that compensation can have a positive and significant effect on organizational commitment at PT. Jenggala Keramik Bali, where if employees get appropriate compensation, employees will have a high commitment to their organization.

Based on the theoretical review and previous research, the following research hypothesis was formulated:

H2 : Compensation has a positive and significant effect to Organizational Commitment

Dwianto and Purnamasari (2019) concluded that there is a positive and significant influence between compensation on employee performance at PT. Jael Indonesia, Compensation can improve employee performance because the higher the compensation provided by the company, the higher the performance of employees in the company.

Based on this previous research, the following research hypothesis was formulated:

H5 : Compensation has a positive and significant effect to Employee Performance

Work Motivation

Hasibuan in Sutrisno (2017) "Finds that motivation is a stimulus of desire and driving force for someone's willingness to work because each motive has a certain goal to be achieved". According to Robbins in Irviani & Fauzi (2018) "states motivation as a process that causes (intensity), direction, and continuous effort (persistence) of individuals towards achieving goals". According to Invanko in Yusuf (2018) "defines motivation as a person's desire and energy directed towards achieving a goal. Motivation is the cause of action". Furthermore, Nawawi (2018) states that to increase employee motivation, the focus is often given to indirect compensation, especially through the provision of incentives. This incentive refers to an award or prize given to stimulate employee motivation to increase productivity, and is flexible or can be given at any time. Indicators of work motivation according to Mangkunegara in Fadillah *et al* (2013) are obligation, work achievement, opportunities for development, appreciation of performance, and challenging work tasks.

Setiawan *et al* (2022) stated that there is a positive and significant effect of work motivation on organizational commitment, which means that if employee work motivation increases, organizational commitment will also increase at the Four Sessions by Sheraton Jimbaran Bali Hotel.

Based on the theoretical review and previous research, the following research hypothesis was formulated:

H3 : Work Motivation has a positive and significant effect to Organizational Commitment

Suparman *et al* (2023) in their research concluded that there is a positive and significant influence between work motivation on employee performance, motivation from individual employees is due to the needs that underlie the emergence of motivation in employees.

Based on this previous research, the following research hypothesis was formulated:

H6 : Work Motivation has a positive and significant effect to Employee Performance

Organizational Commitment

Luthan in Wijaya & Dewi (2017) defines organizational commitment as the level of individual involvement and identification with a particular organization, including trust, support for organizational goals and values, as well as strong motivation to contribute seriously for the benefit of the organization and a firm desire to maintain membership in the organization. Wibowo (2017) describes organizational commitment as a form of loyalty that involves justice and support, shared values, trust, understanding of the organization, and worker involvement as research indicators. Mayer and Allen in Kaswan (2015) divide organizational commitment into three dimensions, namely affective commitment, continuance commitment, and normative commitment. Spencer in Kaswan (2015) identifies four common behaviors that characterize organizational commitment, namely willingness to help colleagues, unity in activities and priorities to achieve organizational goals, understanding of organizational needs, and choosing organizational needs.

Rizal *et al* (2023) stated that if organizational commitment has a significant effect on employee performance, employees who feel ownership of the company where they work can create a desire to remain in the organization during their duties.

Based on the theoretical review and previous research, the following research hypothesis was formulated:

H7 : Organizational Commitment has a positive and significant effect to Employee

The complete research hypothesis is shown in Figure 1.

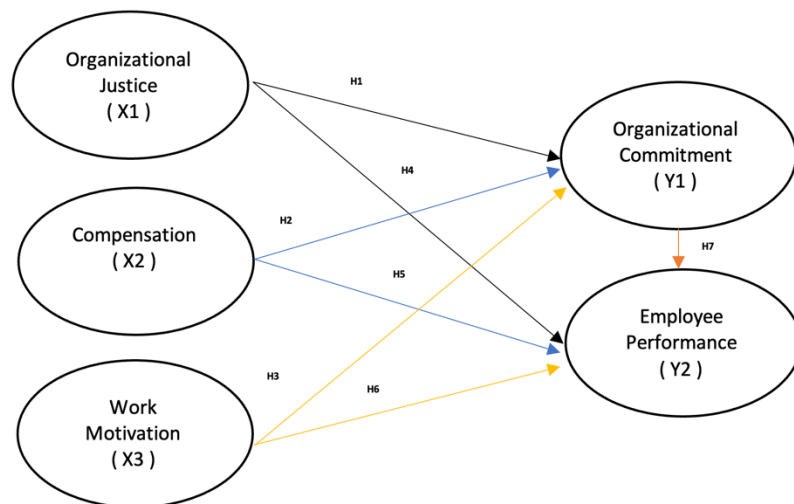


Figure 1. Conceptual Framework

METHODOLOGY

Sugiyono (2015) quantitative methods can be interpreted as research methods based on the positivism philosophy used to research on certain populations or samples. In this study, the research method used was quantitative using a saturated sample of 50 people. Researchers compiled a list of questions related to the research objectives. The questionnaire is closed and uses a Likert scale (1-5). The data will be processed with SEM-PLS. The use of SEM (Structural Equation Modeling) is a more advanced development of path analysis, where the causality of the relationship between the independent variable and the dependent variable can be analyzed more comprehensively. PLS (Partial Least Squares) is a very effective analysis method because it does not depend on many assumptions (Suliyanto, 2017).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the results of research conducted on 50 respondents of PT. Recruitfirst Indonesia employees, it can be seen that the general description of the characteristics of respondents is as follows: there are 16% men and 84% are women, 68% are under 25 years old, 25% between 25- 30 years old and 8% above 31 years old. As for the length of work 6% under 1 year, 82% between 1-3 years and 12% above 3 years.

Evaluation of the Measurement Model (Outer Model)

Based on the results of research conducted on 50 respondents of PT. Recruitfirst Indonesia employees, it can be seen that the general description of the characteristics of respondents is as follows: there are 16% men and 84% are women, 68% are under 25 years old, 25% between 25- 30 years old and 8% above 31 years old. As for the length of work 6% under 1 year, 82% between 1-3 years and 12% above 3 years.

Table 1. Loading Factor & Cross Loading

Variables	Indicator	Outer Loading Value	Criteria	Description	X1	X2	X3	Y1	Y2
Organizational Justice	KOR.1	0.819	>0.6	Valid	0.819	0.158	-0.204	-0.064	-0.132
	KOR.2	0.689	>0.6	Valid	0.689	0.227	0.104	0.201	-0.102
	KOR.3	0.677	>0.6	Valid	0.677	0.089	-0.071	-0.032	-0.225
	KOR.4	0.625	>0.6	Valid	0.625	0.031	-0.069	0.125	-0.219
	KOR.5	0.929	>0.6	Valid	0.929	-0.009	-0.278	-0.129	-0.323
	KOR.6	0.851	>0.6	Valid	0.851	-0.056	-0.185	-0.03	-0.19
	KOR.7	0.715	>0.6	Valid	0.715	0.115	0.016	0.043	-0.06
	KOR.8	0.851	>0.6	Valid	0.851	0.105	-0.094	0.066	-0.1
Compensation	KOM.1	0.765	>0.6	Valid	0.099	0.323	0.487	0.765	0.095
	KOM.2	0.762	>0.6	Valid	-0.011	0.219	0.272	0.762	-0.056

	KOM.3	0.689	>0.6	Valid	-0.027	0.396	0.256	0.689	0.066
	KOM.4	0.717	>0.6	Valid	-0.088	0.27	0.039	0.717	0.119
	KOM.5	0.717	>0.6	Valid	-0.125	0.223	0.26	0.717	0.201
	KOM.6	0.756	>0.6	Valid	-0.134	0.247	0.1	0.756	0.201
	KOM.7	0.777	>0.6	Valid	-0.132	0.299	0.166	0.777	0.272
	KOM.8	0.868	>0.6	Valid	-0.127	0.393	0.477	0.868	0.28
Work Motivation	MOK.1	0.817	>0.6	Valid	-0.143	0.452	0.473	0.301	0.817
	MOK.2	0.747	>0.6	Valid	-0.198	0.297	0.109	0.027	0.747
	MOK.3	0.82	>0.6	Valid	-0.179	0.307	0.158	0.11	0.82
	MOK.4	0.824	>0.6	Valid	-0.347	0.311	0.098	-0.059	0.824
	MOK.5	0.778	>0.6	Valid	-0.329	0.339	0.014	-0.122	0.778
	MOK.6	0.837	>0.6	Valid	-0.294	0.383	0.097	0.08	0.837
	MOK.7	0.856	>0.6	Valid	-0.21	0.377	0.38	0.212	0.856
	MOK.8	0.834	>0.6	Valid	-0.167	0.405	0.439	0.275	0.834
	MOK.9	0.799	>0.6	Valid	-0.175	0.377	0.456	0.235	0.799
Organizational Commitment	KO.1	0.877	>0.6	Valid	-0.235	0.313	0.877	0.42	0.376
	KO.2	0.881	>0.6	Valid	-0.237	0.239	0.881	0.334	0.401
	KO.3	0.844	>0.6	Valid	-0.263	0.233	0.844	0.4	0.257
	KO.4	0.9	>0.6	Valid	-0.193	0.247	0.9	0.353	0.257
	KO.5	0.921	>0.6	Valid	-0.256	0.212	0.921	0.3	0.341
	KO.6	0.615	>0.6	Valid	-0.295	0.133	0.615	0.071	0.252
	KO.7	0.866	>0.6	Valid	-0.181	0.365	0.866	0.356	0.314
	KO.8	0.888	>0.6	Valid	-0.118	0.303	0.888	0.388	0.333
	KO.9	0.836	>0.6	Valid	-0.162	0.304	0.836	0.336	0.288
Employee Performance	KK.1	0.708	>0.6	Valid	0.037	0.708	0.476	0.493	0.388
	KK.2	0.857	>0.6	Valid	0.093	0.857	0.275	0.462	0.365
	KK.3	0.81	>0.6	Valid	0.12	0.81	0.166	0.321	0.306
	KK.4	0.718	>0.6	Valid	0.105	0.718	0.071	0.133	0.181
	KK.5	0.772	>0.6	Valid	0.085	0.772	0.179	0.336	0.219
	KK.6	0.82	>0.6	Valid	0.036	0.82	0.224	0.458	0.336
	KK.7	0.815	>0.6	Valid	-0.043	0.815	0.199	0.206	0.421
	KK.8	0.77	>0.6	Valid	0.057	0.77	0.341	0.195	0.432
	KK.9	0.702	>0.6	Valid	-0.094	0.702	0.162	0.166	0.468
	KK.10	0.833	>0.6	Valid	-0.096	0.833	0.15	0.172	0.37

Source: PLS output, 2023

Table 2. Average Variance Extracted

Variables	Average Variance Extracted (AVE)	Description
Organizational Justice	0.602	Valid
Employee Performance	0.612	Valid
Organizational Commitment	0.726	Valid
Compensation	0.575	Valid
Work Motivation	0.661	Valid

Source: PLS output, 2023

Table 1 shows that the *cross loadings* for indicators on a construct are higher than the correlations with other constructs. It can be concluded that there is no problem with the discriminant validity of the construct. Whereas in Table 2, that the AVE value for each test variable exceeds 0.5, it is considered valid.

Table 3. Composite Reliability & Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Description
Organizational Justice	0.923	0.921	Reliable
Employee Performance	0.940	0.930	Reliable
Organizational Commitment	0.959	0.952	Reliable
Compensation	0.915	0.898	Reliable
Work Motivation	0.946	0.939	Reliable

Source: PLS output, 2023

The results of testing *Composite Reliability* and *Cronbach's Alpha* show a good value, because all latent variables have a *Composite Reliability* and *Cronbach's Alpha* value ≥ 0.70 . Based on this model, it can be concluded that the model meets the *Composite Reliability* and *Cronbach's Alpha* standards, so that the measuring instruments in this study are considered to have good reliability.

Structural Model Testing or Hypothesis Testing (Inner Model)

Table 4. R-square

	R-Square	Adjusted R-Square
Organizational Commitment	0.271	0.223
Employee Performance	0.351	0.293

Source: PLS output, 2023

Organizational commitment has an *R-square* value of 27.1% and employee performance of 35.1% which is influenced by the variables of organizational justice, work motivation and compensation. While the rest is influenced by other variables outside of those examined in this study.

Table 5. Q-square Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Organizational Commitment	450.000	368.625	0.181
Employee Performance	500.000	418.421	0.163
Organizational Justice	400.000	400.000	
Work Motivation	450.000	450.000	
Compensation	400.000	400.000	

Source: PLS output, 2023

The results of the calculation of the *predictive relevance* value for organizational commitment of 0.181 and employee performance of 0.163 are greater than 0 (zero). This shows that the model has relevant predictive ability.

Table 6. Results Hypothesis Test

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Organizational Justice > Organizational Commitment	-0.153	-0.113	0.204	0.750	0.453
Compensation > Organizational Commitment	0.337	0.352	0.131	2.565	0.011
Work Motivation > Organizational Commitment	0.265	0.292	0.123	2.145	0.032
Organizational Justice > Employee Performance	0.192	0.195	0.181	1.063	0.288
Compensation > Employee Performance	0.307	0.297	0.135	2.281	0.023
Work Motivation > Employee Performance	0.416	0.392	0.179	2.323	0.021
Organizational Commitment > Employee Performance	0.084	0.065	0.165	0.511	0.609

Based on Table 6, it can be seen that: organizational justice to organizational commitment has a T-Statistic of 0.750 with a P-Value of 0.453, therefore the first hypothesis (H1) is rejected. Compensation to organizational commitment has a T-Statistic of 2.265 with a P-Value of 0.011, therefore the second hypothesis (H2) is accepted. Work motivation to organizational commitment has a T-Statistic of 1.063 with a P-Value of 0.288, therefore the third hypothesis (H3) is accepted. Organizational justice to employee performance has a T-Statistic of 1.063 with a P-Value of 0.288, therefore the fourth hypothesis (H4) is rejected. Compensation to employee performance has a T-Statistic of 2.281 with a P-Value of 0.023, therefore the fifth hypothesis (H5) is accepted. Work motivation to employee performance has a T-Statistic of 2.323 with a P-Value of 0.021, therefore the sixth hypothesis (H6) is accepted. Organizational commitment to employee performance has a T-Statistic of 0.511 with a P-Value of 0.609, therefore the seventh hypothesis (H7) is rejected.

Organizational justice has no effect to organizational commitment, the results of this study are in line with previous research conducted by Magdalena

et al (2023) which states that organizational justice has no significant effect on organizational commitment. In this study found that the justice felt by employees is quite low, and this can have a negative impact on employee commitment to the organization, employees also feel less motivated and emotionally attached to the company.

Compensation has a positive and significant effect to organizational commitment, employees who feel that their efforts and contributions are recognized and valued through the compensation system tend to be motivated and can provide more commitment to the company. Fairness in the distribution of salaries, bonuses and incentives shows that the organization can value employee contributions. This is in line with previous research conducted by Sari and Riana (2018) which states that compensation has a positive and significant effect on organizational commitment.

Work motivation has a positive and significant effect to organizational commitment, when employees feel driven to achieve organizational goals they tend to be more committed to the company. Influencing factors such as career development opportunities, responsibility and trust received by employees and recognition of achievements create satisfaction at work. This is in line with research conducted by Setiawan *et al* (2022) which states that motivation has a positive and significant effect on organizational commitment.

Organizational justice has no effect to employee performance, these results are in line with research conducted by Widya *et al* (2021) which states that organizational justice has no significant effect on employee performance. When employees feel fair treatment in resource distribution, decision-making policies and interpersonal interactions in the work environment can increase motivation and job satisfaction.

Compensation has a positive and significant effect to employee performance, this states that compensation provided fairly can have a positive impact. Employees feel that contributions are valued through a good and open compensation system that can be more motivated to increase contributions. In line with previous research conducted by Raharjo *et al* (2022) which states that compensation has a positive and significant effect on employee performance.

Work motivation has a positive and significant effect to employee performance, this is in line with research conducted by Ompusunggu and Kusmiyanti (2021) which states that work motivation has a positive and significant effect on employee performance. Employees who are motivated to achieve personal goals can have a positive impact on organizational achievement and tend to show higher levels of performance.

Organizational commitment has no effect to employee performance, employees who are less attached to the values and goals of the organization have lower motivation to be able to give maximum effort to their performance. Lack of commitment can lead to emotional involvement and is prone to job dissatisfaction, decreased productivity and can increase turnover. This is in line with previous research by Surohmat and Yuniar (2022) which states that organizational commitment has no significant effect on employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Compensation has a positive and significant effect on employee performance and organizational commitment, because the company provides facilities and benefits that can affect the performance of its employees, besides that the benefits currently received by employees may not be the same as what they will receive if the employee moves. Work motivation has a positive and significant effect on employee performance and organizational commitment, the environment and coworkers can affect the way of work and also the productivity of employees besides that a sense of comfort from the environment and coworkers is the main factor employees can survive in the company. While organizational justice cannot affect employee performance and organizational commitment, besides that organizational commitment also cannot affect employee performance at PT. Recruitfirst Indonesia.

Based on the above conclusions, several suggestions can be made to improve employee performance, as follows: 1) Bonus / incentive calculations can be more fair and transparent so that employee performance can continue to improve. 2) The company can improve a better work environment and culture. 3) The company can receive input from employees more thoughtfully and two-way. 4) The company can give more trust to employees. 5) The company has a clear SOP for each job.

FURTHER STUDY

There are several limitations in this study that can be overcome in future research. Expanding the sample in the study, researching other services, adding other variables such as; job satisfaction, work life balance and others that were not examined in this study. And add mediation in the next study.

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