

Enhancing Performance and Commitment Through Justice

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Abstract

Employee commitment is one of the determining factors for the excellence of Government institutions in optimizing public services. This study aims to examine and analyze organizational commitment, namely affective commitment, continuing commitment, normative commitment in the relationship between organizational dimensions of justice, namely distributive justice, procedural justice, interactional justice on employee performance. There were 175 employees as respondents of the research of the Agricultural Human Resources Extension Development Agency of the Ministry of Agriculture in East Java. The sampling technique in the study used a probability sampling technique where the respondents had the same opportunity to be selected. The data collection method used a questionnaire. data analysis using the Partial Least Square (PLS).

Keywords

Employee Performance, Organizational Commitment, Organizational Justice

INTRODUCTION

An organization is not going to run without having a source of power humans are good. In order to improve the quality of which can compensate for the advancement of technology when this, the organization should be more attention the management of source power humans who exist in it. Managing source power in an organization is a priority and no longer something that can be ruled out.

The public sector is an institution or agency of government whose purpose mainly is the welfare of the community to provide services to the public, not to seek profit. The institution is required to provide service that is optimal for society to give a good performance. Law Number 5 the Year 2014 on " Reform of Civil State" mandates each ASN, which included civil servants, to carry out duties in a professional and not take sides, maintain and uphold a high standard of ethics that sublime, accountable for the actions and performance to the public, provide services to the public in an honest, responsive, fast, precise, accurate, powerful order, managed to, mannered, and the value of the base more.

The performance itself can be affected by many factors, either directly or not directly, such as that proposed by Gibson et al. (1996) to classify the variables that can impact performance, namely, variable individual, variable psychology and variable organization. The variable individual is composed of

abilities, skills, the background behind, and demographics. Psychological variables include personality, perception, motivation, and job satisfaction. At the same time, the organizational variables consist of leadership, rewards, environment, and organizational culture.

It is also related to the individual variable, namely self-efficacy. Self-efficacy has an impact on emotional reactions and individual thought patterns. Efficacy themselves say it is essential to implement the tasks and responsibilities its employees need to be sure on their own, so it does not happen hesitations in carrying out duties and responsibilities he replied.

Self-efficacy influences employee performance to further improve employee performance and achieve the company's goals or organization. The relationship between the efficacy of self and performance is supported by studies that do Cherian and Jolly (2013), which concluded that the efficacy of self- impact positively on performance. Also demonstrated that an organization of sceptical professionals are usually influenced by a sense of trust themselves are significant.

Hendriani and Mahda (2014) argue that one factor affecting performance is variable psychology, namely personality. So employee performance can be directly influenced by personality. The personality that is owned by someone between the one with the others

undoubtedly different. Of the various kinds of cultures that exist in Indonesia and even the world, each individual's personality becomes diverse. In this research, the proactive personality model will be used.

Bateman and Crant (2003) state that the individual proactive can identify opportunities for change and growth, act on opportunities that had the initiative, and persevere until the change, which means it occurs. Research that is done by Salsabil (2018) find evidence that personality proactive have influence in a direct and influence positively and significantly to the performance. Crant (1995) states that individuals with personality proactive tend to create a consistent and effective performance.

At the time of this organization must be aligned and in tandem with the development of technologies that exist if they want a compelling performance. The construction and completion of a task will seem much more manageable if able to do innovations. Innovations can be done such as the system construction, how to complete the task of each individual, and the technology used. Innovation is not directly also can affect the performance of employees. Creating ideas is new to the application and will impact the continuity and progress of the organization. Individuals can do innovation means they have been able to think differently and move faster than the others.

In the study, innovation is used as a mediating variable between the efficacy of self and personality proactive towards the employee's performance. The research carried out by Desiana (2019) indicates that innovation has an influence positively and significantly on the employee's performance. Self-efficacy has a positive effect on employee performance through innovation as an accepted intervening variable. That is, innovation acts as an interaction effect of self-efficacy on employee performance.

The Effect of Self-Efficacy on Employee Performance

Robbins (2007) states that the efficacy of self, which is also known as the theory of cognitive, social, or theory of reasoning social, referring to the beliefs of individuals that he is capable of carrying out a task. Then, according to Rimper and L. Kawet (2014) stated that self-efficacy has a positive and significant effect on employee performance, so the researchers took the following hypothesis :

H1: Self Efficacy impact positively to the performance of the employee Effect of personality proactive against the performance of employees

Proactive personality is considered a prelude to proactive behaviour, providing skills for an employee to be actively involved in changing work environments. Furthermore, proactive employees show the initiative to persist until change occurs. In addition, some people identify their problems and solve them to improve their personal and corporate environment. This is why the proactive personality skill is described as an essential determinant of organizational success and effectiveness. Viet (2018) states that a proactive personality has a positive effect on performance. Similarly, Salsabil (2019) concluded that proactive personality has a positive and significant influence on employee performance, so the researchers took the following hypothesis :

H2: Personality Proactive impact positively on the performance of employees

The Effect of Self-Efficacy on Innovation

According to the theory of cognitive, social define the behaviour of humans is mediated by self and efficacy of self that will affect the choice; efforts were made, tenacity when facing adversity, and most. Desiana (2019) concluded that the efficacy of self has positively influenced the innovation of employees. Hsiao et al. (2011) concluded that self-efficacy has a positive influence on innovation. Similarly, according to Aditya's (2016) research, self-efficacy has a positive influence on innovation, so the researcher takes the following hypothesis :

H3: Efficacy themselves influence positively on innovation

The Impact of Proactive Personality on Innovation

Behaviour proactive is the behaviour of taking the initiative to change the state around becomes much better. In particular, the ideas and innovations of individuals or groups in the economy continue to experience growth that can assist in various forms and continue to experience an increase in quality with time. According to Drucker in Windy (2009:88), innovation is conceptual and perceptual and can be understood and seen. Israeli's research (2019) concluded that a proactive personality has a positive influence on innovation. So the researchers took the following hypothesis :

H4 : Personality proaktifberpengaruh positive towards innovation

The Effect of Innovation on Employee Performance

When a person can use the method or input new to complete a task, a change in the technical or system is new. Changes in technical or system that is new will have an impact on the results are obtained. A person or organization that is the first time doing a change of technical particular referred to as an innovator. Geroski et al. (1993) emphasize the importance of innovation as his own and the process of learning in a company associated with innovation. Research by Dama & Imelda (2018) concluded that innovation and creativity are simultaneously influenced significantly to the performance. Similarly, according to Daniel (2011), innovation has a positive effect on performance. Furthermore, Lakoy (2015) concludes that creativity has a significant effect on performance. take the hypothesis :

H5: Innovation has impacted positively on the performance of employees

H6: Innovation mediate efficacy themselves against the performance of employees

H7: Innovation mediate personality proactive against the performance of employees

METHODS

Research quantitatively uses the method of a research survey on employees of the Department of Industry and Trade District Banyumas. The research uses the questionnaire as a tool of analysis of data using the formula Slovin with technique purposive sampling obtained by the number of employees who used a sample of at least 60 employees.

RESULTS AND DISCUSSION

All items or questions questionnaire efficacy of self (X1) is valid because the value of r count all items > r table (0.254), so it can be said that the questionnaire had the right to measure the beliefs themselves, employees. In addition to the value r11 of 0.677 indicates that the reliability or the rate of provision of questionnaires entered in the criteria of high so that the results of the questionnaire can be trusted to measure the level of confidence themselves employee Dinperindag Regency of Banyumas.

Several items for the proactive personality questionnaire variable (X2) are valid because the value of r count all items > r table (0.254) except for items number 7 and 8, so it can be said that the questionnaire is appropriate in measuring the proactive personality variable by eliminating item number 7 and 8. In addition, the R-value of 0.763 indicates that the reliability or level of determination of the questionnaire is included in the high criteria so that the results of the questionnaire can be trusted in measuring proactive personality in the Dinperindag Banyumas Regency.

All items or questions questionnaire innovation (Z) is valid because the value of r count all items > r table (0.254), so it can be said that the questionnaire had the right to measure the variables of innovation employees. In addition, the R-value of 0.620 indicates that the reliability or level of determination of the questionnaire is included in the high criteria. The questionnaire results can be trusted in measuring the innovation of the Banyumas Regency Industry and Trade Office employees.

Employee Performance

Some of the items or questions questionnaire performance of employees (Y) is valid because the value of r arithmetic item > r table (0.182) except item number 6, so it can be said that the questionnaire had the right to measure the variable performance of employees by eliminating the item number 6. In addition to the value of R of 0.965, the reliability or level of determination of the questionnaire is included in the very high criteria, meaning that the questionnaire can be trusted in measuring the performance of the employees of the Dinperindag Banyumas Regency.

Classic Assumption Test

Normality Test

Results of the calculation show that the value of significance (2-tailed) of 0.200 > alpha (0.05). The mean value of the residual standardized otherwise spread is normal.

Multicollinearity Test

Based on the output testing, it can be known that the value of tolerance throughout the variable is smaller than 0.10, and the value of VIF variable efficacy of self, personality proactive and innovation of each note has a value much smaller than 10, so it can be concluded not happen multicollinearity.

Heteroscedasticity Test

Based on the results of the heteroscedasticity test, the third variable efficacy of self, personality proactive and innovative whole has a value of probability that is more substantial than the value of alpha (Sig.> A). Of output that it can be known that the model of regression does not occur symptoms heteroskedasticity.

Linearity Test

Based on testing linearity variable efficacy of self, personality proactive and innovation has a value of significance that is more substantial than the value of alpha (Sig.> A). From these results, it can be concluded that the three variables above have a linear relationship with the dependent variable, namely the performance variable.

Model Feasibility Test

R square Test

From the output of the first model test, the coefficient of determination (R²) is 0.155. The results show that the efficacy of self, personality proactive has a variation contribution in influencing the employees' performance in doing the work of 15.5%. From the output of the second model test, the value of the coefficient of determination (R²) is 0.063. The results show that the efficacy of self, personality proactive has a variation contribution in influencing the innovation they are in doing work of 6.3%. From the output of the third model test, it can be seen that the coefficient of determination (R²) is 0.017. Results are showing that innovation has a variation contribution in influencing the performance of 1.7%.

F Test

The regression output of the first model obtained that the calculated F was 6.408, which was greater than the F table, namely by calculating $df = (k-1)$ and (nk) with a result of 2.53. With the results of the F test that showed that the variable efficacy of self and personality proactive manner simultaneously affects that significant to the performance of the employee, the other words can be concluded that the model of regression that is formed is expressed following the data of the results of research or goodness of fit. F test results indicate that the variable efficacy of self and personality proactive in concurrent (simultaneous) effects is not significant to the innovation. The results of the F test shows that

the innovation variable has a negative effect on employee performance.

T Test

Testing the significance of the effect of variable efficacy of self, personality proactively through innovation on the performance of employees is partially done by using the t-test. The level of error (α) = 0.05 and degree of freedom (nk) , obtained t table for testing one-tailed by 2004. Output analysis regression multiple models first which influence the efficacy of self and personality proactive against the performance of employees in mind the value of t variable efficacy of self-worth 2.673 with Sig. 0.010 < 0.05, and the t- the value of the proactive personality variable is 2.573 with Sig. 0.013 < 0.05. Results of statistical testing models first have demonstrated that the efficacy of self and personality proactively positively affects the employee's performance. Output analysis regression multiple models of both that influence the efficacy of self and personality proactive towards innovation known to value t variable efficacy of self-worth 1,387 dengan Sig. 0.171 > 0,05 dan nilai t variable personality proactive worth 2.113 with Sig. 0.039 < 0.05. The results of this statistical test show that self-efficacy and proactive personality have a negative effect on innovation.

Hypothesis Test

From the results of test analysis regression multiple earned value unstandardized coefficients of 0.218 and a significance of 0.010, the results show that the efficacy of self has positively influenced the performance of employees.

The results of test analysis, regression multiple gained value unstandardized coefficient of 0.158 and significance of 0.013. The results of these statistical tests explain that proactive personality has a positive effect on employee performance.

From the results of test analysis regression multiple earned value unstandardized coefficients of -0.244 and significance of 0.003, the results show that the efficacy of themselves affects negatively towards innovation employees.

From the results of test analysis regression, multiple earned value unstandardized coefficient of -0.166 and significance of 0.007, thus showing that personality proactive has negatively influenced employees' innovation.

From the results of test analysis regression multiple earned value unstandardized coefficients of -0.418 and significance of 0.001, it thus shows that innovation has negatively influenced the performance of employees.

Proactive personality variable on employee performance. Because in the relationship between proactive personality and innovation itself, rejection of the hypothesis is not accepted.

CONCLUSION

Based on the research results that have been discussed, it can conclude (1) Efficacy of themselves positively affects the performance of employees of the Department of Industry and Trade District Banyumas. (2) Personality Proactive effect on the performance of employees of the Department of Industry and Trade District Banyumas. (3) Self-efficacy has a negative effect on employee innovation at the Banyumas Regency Industry and Trade Office. (4) Proactive personality has a negative effect on employee innovation at the Banyumas Regency Industry and Trade Office. (5) Innovation has a negative effect on the performance of the Banyumas Regency Industry and Trade Office employees. (6) Innovation does not mediate the relationship of self-efficacy to the performance of the Banyumas Regency Industry and Trade Office employees. (7) Innovation does not mediate the relationship of proactive personality to the performance of the Banyumas Regency Industry and Trade Office employees.

The theoretical findings of the study have demonstrated that the efficacy of self and personality proactive impact positively on the performance of employees, but the efficacy of self and personality proactive no effect on innovation and is also not can be mediated by innovation. This study also found that innovation cannot affect performance because of the age factor and type of organization, namely public sector organizations. With such, the research results can enrich the findings of studies of empirical other related topics performance of employees. The organization can provide an education that aims to foster a sense of confidence in employees so that they are confident in the ability of the possession. For example, give a seminar filled by experts and followed by employees on how to improve their confidence to be a result of work can be achieved with the maximum. In addition, it provides training technical is also necessary, so that employees increasingly feel the match

between skills and abilities them with jobs or tasks are given. So that employees can have a proactive nature, the organization should provide soft skills training tailored to the needs of achieving organizational goals, for example, by providing personality development training. (4) Employees can communicate or discuss with colleagues working or boss when got difficulties in completing the complex work. (5) In order for the belief of self and personality proactive role in improving the innovation, should the organization provide a training. For example, by providing technical guidance that is tailored to the organization's goals. So that employees can work more effectively with the use of technologies that exist.

Objects that exist in the research are that employees of the Office of the Department of Industry and Trade District Banyumas provide assessment against themselves of their own, so there is the possibility of refraction in a study of this. There are limitations of the study by using a questionnaire that sometimes the answers given by the respondents did not indicate the state of the real. There are differences in the application of innovation in organizations in the public sector and the non-public sector. Because the sector of public entirety has been governed by the centre and not careless in changing the ways or methods used in completing the task, future research can be done on the non-public sector to find out the difference. In research, it is only reserved for the employees of state civil, so the research is less prevalent. Future research can add non-permanent employees as samples or respondents..

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