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## **Configuration of organisational justice and social capital: their impact on satisfaction and commitment**

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**Abstract:** This study argues that the limited information of individuals in responding to organisational policies forces them to evaluate justice subjectively. Referring to social identity theory, this study proposes social capital as a key factor in explaining individual behaviour in evaluating distributive justice and procedural justice. An individual's high social capital tends to be oriented towards groups with different justice principles. Applying an experimental design, this research discusses the controversies of distributive and procedural justice impact on job satisfaction and organisational commitment. The substantial finding in this research explains that contextual aspects, such as distributive justice, procedural justice, and social capital, play a large role in elaborating satisfaction and organisational commitment.

**Keywords:** distributive justice; procedural justice; social capital; satisfaction; organisational commitment; experimental design.

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## 1 Introduction

A meta-analysis conducted by Colquitt et al. (2001) and the study conducted by Sweeney and McFarlin (1993) explained that distributive justice has a significant impact on individual satisfaction, whereas procedural justice has significant impact on organisational commitment. A number of studies, however, show that predicting the impact of distributive justice and procedural justice on job satisfaction and organisational commitment does not always acquire empirical support (Barling and Philips, 1993; Tang and Baldwin, 1996; Tjahjono, 2010, 2011). Hence, it is important to consider subjective factors in models of organisational justice (Harris et al., 2004; Tjahjono, 2014). This study will examine individual subjective factors, such as social capital in the perception of organisational justice, especially with regard to distributive justice and procedural justice.

There are three important factors impacting the existence of social capital as a moderating variable:

- 1 inadequate information about the process and the allocation of outcomes in the concept of organisational justice
- 2 individual motives with high social capital tend to be based on social exchange theory and do not really emphasise the economic aspect

- 3 individuals' differences in social capital will distinguish the justice principles they use, such as the concepts of equity and equality.

The researcher must remember that social capital can elaborate the social dilemma in the appraisal of justice with regard to individuals' internal conflict of whether to maximise his/her personal interest or to sacrifice some personal interests to build teamwork. Research by Manning (2017), argued that social capital plays a role in conflict through knowledge management so that it impacts on improving the organisational reputation. Social capital is an individual ability to cooperate with others to achieve certain goals through interaction, trust, norms and rules, so as to form a network of relationships of social attachment. Moreover, Magnier-Watanabe et al. (2017) found that social capital creates mutual trust between members of the organisation, so as to assist in the process of fair decision making through organisational virtuousness and self-management in achieving job performance. Social capitals also create a form of cooperation network between members to grow passion and compassion through increasing trust, fairness and economic welfare in the collaboration of SMEs (Brink, 2015).

The study findings by Gonçalves et al. (2016) indicate that conflict management capabilities generated from social capital based on social exchange theory have a positive effect on the increased ability to resolve interpersonal conflict so as to establish organisational justice while the study of the terrorism conflict by Koshkin et al. (2018) showed that the higher level of social capital of the participants – was negative significantly in their perception of the terrorist organisations concerned. However, there are lack of research which discusses the role of social capital on explaining organisational justice toward satisfaction and commitment.

In addition, studies about the impact of organisational justice on individual behaviour or reactions have generally been carried out using the survey method. Those survey studies were usually performed in the context of detrimental justice for employees (Hartman et al., 1999; Bajaj and Krishnan, 2016). This research, on the other hand, uses an experimental design to observe the impact of organisational justice on employees' behaviour in or reactions to various artificially designed contexts. This research aims to analyse whether social capital moderates the impact of organisational justice on individual satisfaction and organisational commitment. Moreover, this study analyses whether differences in situational contexts or interaction patterns justice will differentiate the prediction of individual satisfaction and organisational commitment.

## **2 Literature review and hypotheses development**

Why is the influence of distributive justice more dominant to individual satisfaction than procedural justice? (Sweeney and McFarlin, 1993) in the two-factor model maintain that distributive justice tends to have positive influences on the results which is related with personal evaluation such as individual satisfaction. Conceptually, it is caused by distributive justice, which is related with the results gained by the employees from the organisation (Folger and Konovsky, 1989).

A survey conducted by Christie et al. (2015) on some educational personnel shows that employees' trust in the organisation can be achieved through organisational justice, while justice has a positive effect on employee job satisfaction (Ozel and Bayraktar, 2017). Organisational justice also shown as moderating variable on the relationship between incentive behaviour and incentive perceptions (Shoaib and Baruch, 2017). The higher the organisational justice level in the organisation, the higher the organisational outcome of job satisfaction.

According to Akdere (2005), social capital means individual ability in mobilising the potentials through networks of friends, groups or organisation. In the definition, individual ability is prescribed for a long period of time (Nahaphiet and Ghoshal, 1998), so the social capital is personal property prescribed on someone and not on the social interaction. The self potentials are called as bonding and mobilising ability as bridging perspectives. They can create patterns of individual's psychological interaction with his/her social environment. Moreover, (Kostova and Roth, 2003) cite that social capital will make an individual tend to work harder to maintain their social relationship or focus on financial factors. Those who have low social capital will tend to work on their financial factors. They will be less motivated to get involved in social system, do not prioritise on their social interests and do not strongly identify themselves with their groups (Chua, 2002). Hence, low social capitalised people will be more sensitive compared to high social capitalised people in facing their financial problem.

From distributive justice point of view, the low social capitalised people take the focus on their short term needs, i.e., financial. They will be upset easily if the direct results are not as good as they have expected. Thus, the change on perception of distributive justice will receive more sensitive response in forms of change of satisfaction.

Similarly, in procedural justice, the people with low social capital will try to make their interests protected by the procedures of a policy, such as policy of performance appraisal. The phenomena are described in the model of personal interests that people will care more about procedural justice because the procedures accommodate their interests. If the procedures are considered as less fair, the low social capitalised people will be more sensitive in terms of the level of satisfaction change because they focus on their financial aspects.

Social capital refers to an individual's ability to mobilise his/her potential through a group network or organisation. In this sense, individual ability is inherent in the long term (Kostova and Roth, 2003; Nahaphiet and Ghoshal, 1998), and social capital is thus an inherent personal property. Tjahjono (2011) also explains that social capital reflects whether individual tendencies will be more oriented towards social relationships or economic relationships. Individuals with low social capital tend to be more oriented towards economic interests. They are less motivated to be involved in social systems, are not oriented towards social interests, and do not strongly identify themselves in a group (Chua, 2002; Primeaux et al., 2003; Tjahjono, 2011, 2014). Thus, those with low social capital tend to be more sensitive than those with high social capital in regard to economic and transactional matters.

Distributive justice is fairness in terms of the distribution process activity results (outcomes) and awards (reward) to the members of the organisation. Members of the organisation perception of fairness in the distribution of rewards and allocation of the results to their members (Bakhshi et al., 2009). Procedural justice is justice assessed

under the rules or policies and procedures in decision-making in the organisation (Saima, 2013). Procedural justice focuses more on operational policy of the company, the level of fairness in the process of organisational policies will affect the level of satisfaction of the members. Job satisfaction or employee satisfaction (also called moral) is one of the most widely used variables in organisational behaviour. It was a response or reaction to the attitude of the workers in the organisation. Aziri (2011) mentioned that job satisfaction is a pleasant feeling and a lover of his work which is reflected by the morale, discipline and work performance. Job satisfaction comprises several components, evaluative – overall response of workers to the organisation (likes and dislikes in the organisation). Components cognitive-perceptions, opinions, beliefs and expectations regarding the organisation of an individual focus on cognition. Cognition in which individuals feel that his expectations have been met generally lead to a positive evaluation. In addition, the positive evaluation is more likely when cognition (hope) to support a positive future and secure with the organisation. Affective component – the feelings generated by the organisation. Describing the feeling of cosy relationship with the organisation comfort or uncomfortable, angry or happy, secure or stress, confirmation or cancellation. In general, positively affect the result of information, feedback, and situations that affirm or strengthen individual self-esteem and self-concept, while the negative effects are caused by cancelling the situation. Value yourself validated when people feel accepted as a member of the organisation's values and their competencies and core values asserted. When people are in a state of positive influence at work, they tend to evaluate positively the organisation.

Tamta and Rao (2017) revealed that distributive, procedural and interactional justice has a positive impact on knowledge sharing behaviour. Knowledge sharing behaviour is argued as an organisational tool to increase employee satisfaction. As employees get new insight knowledge, they will get a positive feeling about the organisational management practices.

Organisational commitment is an important aspect to explain the work in relation to the behaviour of employees in the organisation. Some definitions of organisational commitment show the extent to which members identify with the organisation involved (Curry et al., 1986). For example, Steers and Spencer (1977) define organisational commitment as the relative strength of the individual to the identification and involvement in a particular organisation. Mowday et al. (1979) define organisational commitment as an affective response as indicated by the level of loyalty of a person in the organisation. Porter et al. (1974) suggests three factors related to organisational commitment:

- 1 a strong belief in the organisation's goals and values
- 2 a willingness to exert considerable effort to the organisation
- 3 desire strong to maintain membership in the organisation.

Meyer and Allen (1991) argue that the psychological states reflected in the various definitions of organisational commitment are not mutually exclusive. They call this a component of organisational commitment, which consists of commitment affective (emotional), sustainability commitment (cost-based), and normative commitment (obligation). Mathieu and Zajac (1990) noted that the various definitions and actions

share a common theme in the commitment of the organisation is considered a bond or linking of the individual to the organisation.

Based on distributive justice, the interests of those who have low social capital are more focused on their short-term needs, that is, their economic interests. Therefore, if their results appear to be significantly lower than their expectation, they will be more easily disappointed. Thus, the changes in the perception of distributive justice tend to be greater when such an individual's level of satisfaction changes (Tjahjono, 2011; Palupi and Tjahjono, 2016).

Similarly, in procedural justice, those with low social capital tend to create policy procedures, such as performance appraisal policies, that protect their interests. This phenomenon is called the individual interest model, where individuals care about procedural justice because those procedures will accommodate their interests. If a procedure is considered unfair, those with low social capital will be more sensitive to changes in their satisfaction because they are more oriented towards economic interest (Tjahjono, 2011). Based on the above discussion, the proposed hypotheses of this study are:

- H1 Social capital moderates the impact of distributive justice on individual satisfaction. The impact of distributive justice on individual satisfaction is stronger on people with low social capital.
- H2 Social capital moderates the impact of procedural justice on individual satisfaction. The impact of procedural justice on individual satisfaction is stronger on people with low social capital.

Organisational justice is perceived as determinant factor on employee happiness. It creates balancing between work and personal lives as they experienced support from organisation. Bajaj and Krishnan (2016) observed the impact of procedural, distributive, and interactional justice on perceived organisational support (POS) and leader-member exchange. They concluded that justice takes role as positive determinants of work satisfaction while POS and LMX quality is a form of organisational capital.

Moreover, procedural justice is acknowledged as more dominant on organisational commitment than that of the distributive justice. In two-factor model, (Sweeney and McFarlin, 1993) state that procedural justice is stronger than distributive justice in terms of predicting the organisational commitment. Furthermore, Lilly and Wipayangkool (2017) support that one will use perception of procedural justice when they have to determine their reaction to the organisations or systems (Colquitt, 2001). It is due to the procedural justice describing the organisational capacity in treating the employees fairly (McFarlin and Sweeney, 1992). Thus, fair systems and procedures reflect the organisation capacity in treating their members. A fair organisation process encourages people to evaluate the organisation thoroughly using a better assessment in form of the level of commitment to their organisation. The results of empirical research show that procedural justice tends to be stronger on a more general system evaluation and authority such as evaluation on institution. Meanwhile, procedural justice will be the better predictor than distributive justice on the results which are related with evaluation of a company as an institution, such as organisational commitment and trust to management (Fachrunnisa, 2012).

Justice on compensation can be argued as a form of relationship-oriented and task-oriented leadership behaviours. People will see how leader designed compensation policies. Do leader consider interactional justice as part of relationship-oriented and procedural justice as proponent of task-oriented. Akkoç et al. (2013) posit that relationship-oriented and task-oriented leadership behaviours have positive effect on employee's job performances. In addition, it is argued that quality of the leader-member exchange plays a role as moderating effect on the relationship between leadership styles and job performance, while LMX is part of social capital.

Moreover, Kostova and Roth (2003) cite that social capital will make an individual tend to work harder to maintain their social relationship or focus on financial factors. Those who have low social capital will tend to work on their financial factors. This perspective is closely related with the situation of social dilemma in every individual when they are faced with the options to maximise their personal interests or sacrifice some of them for organisational interests. People with low social capital will highly likely choose the first option, i.e., maximising their personal interests. Also, they will be less motivated to get involved in social system, do not priority on their social interests and do not strongly identify themselves with their groups (Chua, 2002).

From distributive justice point of view, the low social capitalised people is focused on their short term needs, i.e., financial. They will be upset easily if the direct results are not as good as they have expected. Thus, the change on perception of distributive justice will receive more sensitive response in forms of changing level of the commitment.

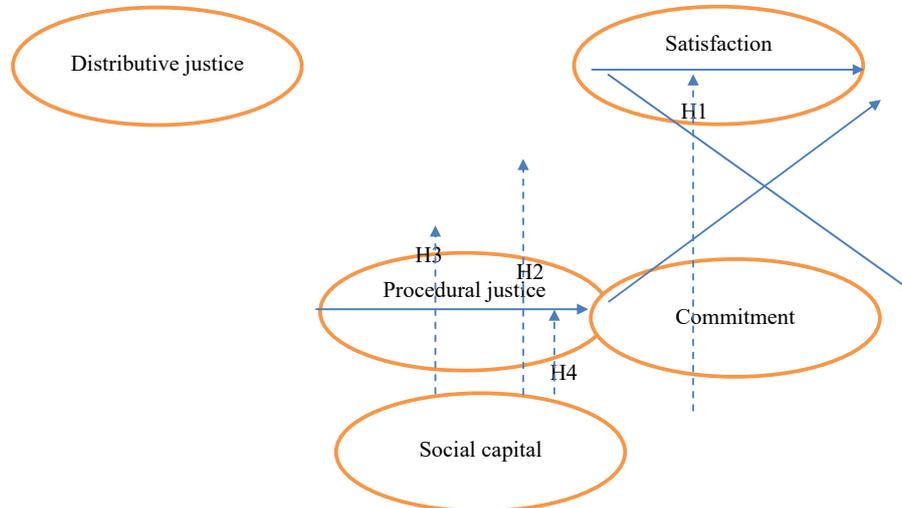
Similarly, in procedural justice, the people with low social capital will try to make their interests protected by the procedures of a policy, such as policy of performance appraisal. The phenomena are described in the model of personal interests that people will care about procedural justice because the procedures accommodate their interests. If the procedures are considered as less fair, the low social capitalised people will be more sensitive. Reviewing distributive justice, the interest of individuals with low social capital is more focused on short-term needs, such as economic interests. Thus, if the resulting allocation is different than their expectation, it will impact their commitment level. Then, the perception of distributive justice will be more sensitively related to changes in organisational commitment.

Regarding procedural justice, individuals with low social capital seek to exploit justice procedures, such as performance appraisal policies, to protect their interest. This phenomenon is called the individual interest model, where individuals care about procedural justice because those procedures will accommodate their interests (Tjahjono, 2014). If a procedure is considered unfair, those with low social capital will be more sensitive to their organisational commitment. We therefore propose the following hypotheses:

- H3 Social capital moderates the impact of distributive justice on organisational commitment. The impact of distributive justice on organisational commitment will be stronger on people with low social capital.
- H4 Social capital moderates the impact of procedural justice on organisational commitment. The impact of procedural justice on organisational commitment will be stronger on people with low social capital.

A conceptual model of hypotheses proposed can be drawn in Figure 1

**Figure 1** A theoretical model (see online version for colours)



### 3 Research method

This research is conducted using an experimental method involving 247 subjects who are categorised by self-selection into two groups, high social capital and low social capital. One hundred twenty-four subjects are in the high social capital group and 123 are in the low social capital group.

Experimental method is a systematic and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables. It has a control group, the subjects have been randomly assigned between the groups, and the researcher only tests one effect at a time. Usually, it is conducted to be able to predict phenomenon. It is also constructed to be able to explain some kind of causation. Experimental research is important to society or organisation as it helps us to improve organisation everyday work lives.

The subjects of this research are first and third semester college students in parallel classes, majoring in business management. They are grouped randomly into four classes. In the first class, an actor plays the part of a lecturer with high distributive and procedural justice in class assessment. In the second class, an actor plays the part of a lecturer with high distributive justice and low procedural justice. In the third class, the actor plays a lecturer with low distributive justice and high procedural justice, and in the fourth class, the actor plays a lecturer with low distributive and procedural justice.

In order to test the hypotheses (moderating effect), we use ANOVA test. As suggested by Kuehl (2000), when the moderator variable is categorical (low and high) we can estimate models analogous to ANOVA. It is typically used if we are interested in comparing the group mean effect sizes for two or more groups. By using a one-way random effects ANOVA model, we compute a mean effect size and standard error for each group, and then test whether these means are significantly different from one another. Furthermore, the mean effect size and standard error require an estimate of the

variance component. In this research, we believe that the variation among studies is different between groups.

### *3.1 Design and procedure*

The selections of the respondents were carried out two weeks before the experiment was executed. The lecturer of management subject asked the respondents to fill in a form. The form contained indicators which described their social capital used for respondent classification. In this research, the variables of social capital were self-selected. The respondents' average scores were then used to classify them into groups.

Before the experiments were conducted, the lecturer of management subject announced that most students earned bad score for their tests. Accordingly, the lecturer gave opportunities to the students to have assistance/coaching/mentoring which were assisted by lecturer assistant and had make up tests. The make-up tests were conducted by a team of researcher's assistants who worked as team teaching. The team consisted of four Master of Psychological Science students who have taken experimental design subject and one administration staff.

The respondents were taken to the classrooms set by the lecturer of financial management and his team. There were six classrooms designed which described four configurations or interaction patterns of distributive and procedural justice, i.e.

- 1 high distributive justice – high procedural justice (HDJ – HPJ)
- 2 high distributive justice – low procedural justice (HDJ – LPJ)
- 3 low distributive justice – high procedural justice (LDJ – HPJ)
- 4 low distributive justice – low procedural justice (LDJ – LPJ).

After all respondents were in the configured classrooms, eight groups were obtained. Each group comprised of 29, 30, and 31 people.

After having treatment, the classes were taught by different instructors who pretended to the university's bureau of human resources and evaluated the class process. The instructor rotation could decrease the level of common method bias. Each respondent was asked to judge whether they thought that they received a fair treatment distributive and procedurally in form manipulation checks. Before starting the appraisal of predictive variables session, it was announced that door prizes were available. According to Podsakoff et al. (2003), the time breaks may reduce the common method bias. Then, the respondents were asked to fill in the questionnaires in which the statements were related to satisfaction and commitment to measure their reaction to the manipulation. Debriefing was conducted at the end of the process.

## *3.2 Measures*

### *3.2.1 Distributive justice*

The measurement of distributive justice was carried out by modifying four items developed by Laventhal (1980) which were also used (Colquitt, 2001) after exploring them.

### *3.2.2 Procedural justice*

The measurement of procedural justice was conducted by using seven items developed by (Colquitt, 2001).

### *3.2.3 Social capital*

The measurement of social capital was based on Chua (2002) who developed the measurement of social capital on individual level. The researcher used 12 items.

### *3.2.4 Individual satisfaction*

The measurement was done using the eight items developed by Robert and Reed (1996).

### *3.2.5 Organisational commitment*

The measurement was developed by Meyer and Allen (1991) and was later modified by Al-Kilani Hani (2017). This measurement consisted of six items.

All item used has checked for their validity and reliability. All items of each variable were valid, however the variables of the social capital had three invalid items, i.e., item number 3, 8, and 12. While reliability tests aimed to see the consistency of the results of the measurement, rule of thumb 0.70 (Sekaran and Bougie, 2010). The results showed that all items were reliable to measure the intended variables.

## **4 Research result**

### *4.1 Manipulation check*

The results show that low and high distributive justice is significantly different depending on the manipulation. Hence, low and high procedural justices are significantly different.

### *4.2 Individual satisfaction as dependent variable*

Descriptive data of individual satisfaction addressing distributive justice, procedural justice, and social capital are shown in Table 1.

### *4.3 Examination of satisfaction*

The empirical results of the examination of satisfaction are generated using Levene's test, which shows  $F = 5.589$  and  $p = 0.05$ . This shows that social capital of variant homogeneity is not fulfilled; however, this is not a problem as long as the sample measurement is proportional. This research also concerns the second social capital addressing random assessment on each group. Likewise, social capital normality does not impact the ANOVA results, which remain robust (Ghozali, 2005).

**Table 1** Descriptive data of individual satisfaction

<i>Distributive justice</i>	<i>Procedural justice</i>	<i>Social capital</i>	<i>Mean</i>	<i>SD</i>	<i>N</i>
High	High	High	12,52	1,387	31
		Low	13,19	1,575	32
	Low	High	11,55	0,925	31
		Low	11,67	1,516	30
	Total	High	12,03	1,267	62
		Low	12,45	1,715	62
Low	High	High	8,72	1,143	32
		Low	6,00	1,983	30
	Low	High	6,63	1,866	30
		Low	5,00	2,181	30
	Total	High	7,71	1,850	62
		Low	5,50	2,127	60
Total	High	High	10,59	2,290	63
		Low	9,71	3,855	62
Total	Low	High	8,33	2,874	61
		Low	7,15	3,843	60

**Table 2** ANOVA results for individual satisfaction

<i>Source</i>	<i>JK</i>	<i>Db</i>	<i>RK</i>	<i>F</i>	<i>P</i>	<i>Eta<sup>2</sup></i>
Distributive justice	1,956.030	1	1,956.030	750.383	0.001	0.759
Procedural justice	119.337	1	119.337	45.781	0.001	0.161
Social capital	48.746	1	48.746	18.700	0.001	0.073
Distributive * procedural	1.368	1	1.368	0.525	0.469	0.002
Distributive justice * social capital	101.546	1	101.546	38.956	0.001	0.141
Procedural justice * social capital	1.088	1	1.088	0.418	0.519	0.002
Distributive * procedural * social capital	10.312	1	10.312	3.956	0.048	0.016
Error	620.396	238	2.607			
Total	2,849.008	245				

Because the interaction of distributive justice, procedural justice and social capital is significant, this research continues with the *Post Hoc* test.

#### 4.4 Organisational justice and job satisfaction

Table 2 shows that distributive justice and procedural justice play a significant role in elaborating individual satisfaction. The results show that distributive justice has more a

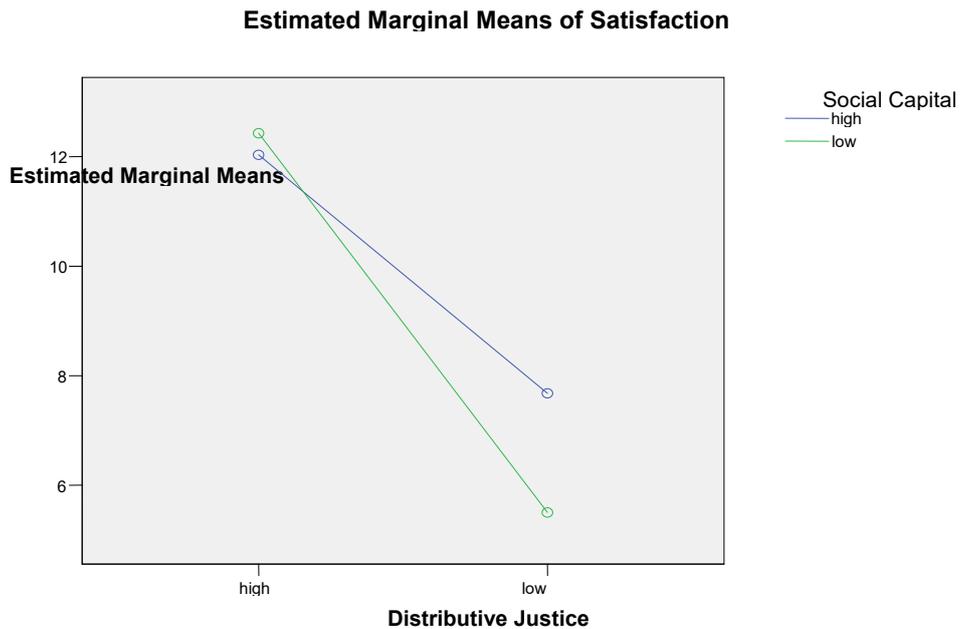
significant effect in elaborating individual justice than procedural justice (see partial eta squared of distributive justice and procedural justice).

4.5 Moderation of social capital on individual satisfaction

The results show that the interaction of distributive justice and social capital is significant at p 0.001; thus, H1 is supported. The interaction of procedural justice and social capital is not significant, however, so H2 is not supported. Further investigation is conducted using plots and descriptive statistics to investigate significant interaction (distributive justice and social capital) by separating them into sub-samples (Gibson, 2001) over the social capital value.

When social capital becomes the moderating variable, two types of justice in Hypothesis 1 are empirically supported. Specifically, it is explained that the impact of distributive justice on individual satisfaction is positively stronger on those who have low social capital.

Figure 2 Estimated marginal means of satisfaction interaction between distributive justice and social capital – individual satisfaction (see online version for colours)



4.6 Post Hoc test of individual satisfaction

The results of the Post Hoc test of satisfaction are shown below.

Based on the Post Hoc test results, the interaction patterns of distributive justice, procedural justice and social capital are generally significantly different in elaborating individual satisfaction.

**Table 3** Post hoc test of individual satisfaction

(I) code	(J) code	Mean difference (I-J)	Sig.	Explanation	
1	2	0.97	Ns	1 High distributive justice – high procedural justice – high social capital	
	3	3.80	0.001		
	4	5.88	0.001		
	2	5	-0.67	Ns	2 High distributive justice-low procedural justice – high social capital
		6	0.85	Ns	
		7	6.52	0.001	
		8	7.52	0.001	
		3	2.83	0.001	
2	4	4.92	0.001	3 Low distributive justice-high procedural justice-high social capital	
	5	-1.64	0.01		
	4	6	-0.12	Ns	4 Low distributive justice-low procedural justice-high social capital
		7	5.55	0.001	
		8	6.55	0.001	
3	4	2.09	0.001	5 High distributive justice-high procedural justice-low social capital	
	5	-4.47	0.001		
	6	-2.95	0.001		
	7	2.72	0.001		
4	8	3.72	0.001	6 High distributive justice-low procedural justice-low social capital	
	5	-6.55	0.001		
	6	-5.03	0.001		
	7	0.63	Ns		
5	8	1.63	0.01	7 Low distributive justice-high procedural justice-low social capital	
	6	1.52	0.01		
	7	7.19	0.001		
6	8	8.19	0.001	8 Low distributive justice-low procedural justice-low social capital	
	7	5.67	0.001		
7	8	6.67	0.001		
7	8	1.00	Ns		

#### 4.7 Interaction patterns

##### a Interaction patterns of high distributive justice – high procedural justice

The results of the *Post Hoc* test show that there is no moderating role of social capital on the impact of distributive justice and procedural justice on performance appraisal satisfaction; the results are statistically insignificant (see *Post Hoc* test table, code 1 and 5).

b Interaction patterns of high distributive justice – low procedural justice

The results of the *Post Hoc* test show that there is no moderating role of social capital on the impact of distributive justice and procedural justice on performance appraisal satisfaction. The results are statistically insignificant (see Post Hoc test table, code 2 and 6).

c Interaction patterns of low distributive justice – high procedural justice

The results of the *Post Hoc* test show that there is a moderating role of social capital on the impact of distributive justice and procedural justice on satisfaction ( $p = 0.001$ ). Satisfaction in the sub-sample with high social capital is higher than in the sub-sample with low social capital (the mean difference is 2.72, see Post Hoc test table, code 3 and 7).

d Interaction patterns of low distributive justice – low procedural justice

The results of the *Post Hoc* test show that social capital has a moderating role on the impact of distributive justice and procedural justice on satisfaction ( $p = 0.01$ ). In this interaction pattern, those with high social capital are more satisfied than those with low social capital (the mean difference is 1.63, see *Post Hoc* test table, code 4 and 8).

4.8 Organisational commitment as dependent variable

**Table 4** Descriptive data of organisational commitment

<i>Distributive justice</i>	<i>Procedural justice</i>	<i>Social capital</i>	<i>Mean</i>	<i>SD</i>	<i>N</i>
High	High	High	12.19	1.138	31
		Low	12.41	1.043	32
	Low	High	10.74	1.182	31
		Low	9.13	1.137	30
	Total	High	11.47	1.364	62
		Low	10.82	1.971	62
Low	High	High	11.69	0.931	32
		Low	9.10	1.373	30
	Low	High	8.00	1.174	30
		Low	5.17	1.840	30
	Total	High	9.90	2.133	62
		Low	7.13	2.554	60
Total	High	High	11.94	1.061	63
	Low	Low	10.81	2.055	62
Total	Low	High	9.39	1.810	61
		Low	7.15	2.510	60

#### 4.9 Evaluation of organisational commitment

The empirical result of the examination of satisfaction was generated using Levene's test, which shows that  $F = 3.948$  and  $p = 0.05$ . The results show that the social capital of variant homogeneity in the data are not fulfilled; however, the sample measurement is proportional (Ghozali, 2009).

**Table 5** ANOVA results for organisational commitment

Source	JK	Db	RK	F	p	Eta <sup>2</sup>
Distributive justice	425.157	1	425.157	272.228	0.001	0.534
Procedural justice	585.398	1	585.398	374.830	0.001	0.612
Social capital	178.483	1	178.483	114.228	0.001	0.324
Distributive justice * procedural justice	32.220	1	32.220	20.631	0.001	0.080
Distributive justice * social capital	62.224	1	62.224	39.842	0.001	0.143
Procedural justice * social capital	16.413	1	16.413	10.509	0.001	0.042
Distributive justice * procedural justice * social capital	9.534	1	9.534	6.104	0.014	0.025
Errors	371.701	238	1.562			
Total	1,676.732	245				

As the interaction of distributive justice, procedural justice and social capital is significant, this research then continues with *Post Hoc* test.

#### 4.10 The impact of justice on organisational commitment

Table 5 supports the argument that distributive justice and procedural justice significantly impact organisational commitment. The results show that the role of distributive justice is more dominant in elaborating organisational commitment (see partial eta squared of distributive justice and procedural justice).

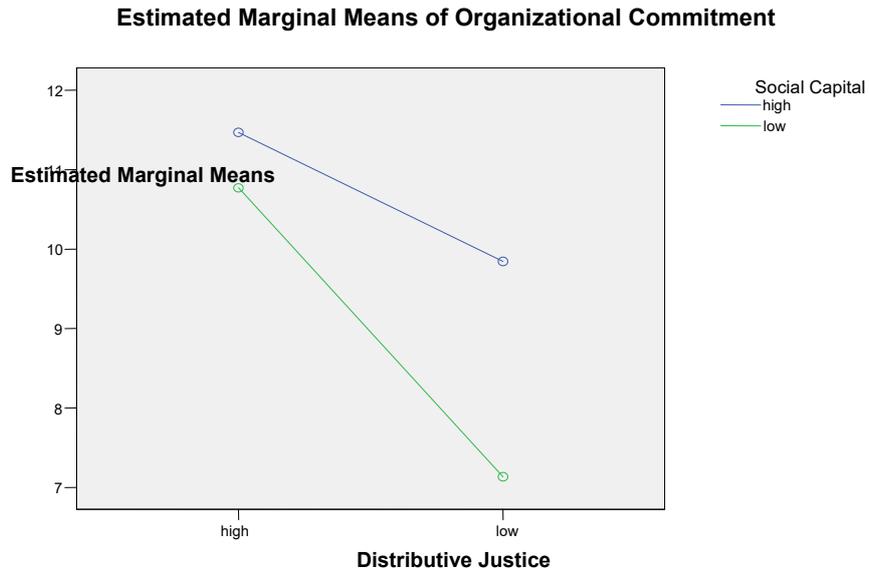
#### 4.11 The moderation of social capital on organisational commitment

We first examine *Hypothesis 3* and *Hypothesis 4*. This examination is performed by observing the interactions of distributive justice – social capital and procedural justice – social capital. The results show that the interaction of distributive justice – social capital is significant at  $p = 0.001$  and that the interaction of procedural justice – social capital is significant at  $p = 0.001$ . Further investigation is conducted using plots and descriptive statistics to evaluate the relationship between distributive justice and social capital, as well as that between procedural justice and social capital, by separating them into high-low sub-samples (Gibson, 2001).

The results show that social capital moderates the impact of distributive justice on organisational commitment. Specifically, the impact of distributive justice on

organisational commitment is positively stronger on those with low social capital than on any other with high social capital. Thus, *Hypothesis 3 is empirically supported.*

**Figure 3** Interaction between distributive justice and social capital – organisational commitment (see online version for colours)



**Figure 4** Interaction between procedural justice and social capital – organisational commitment (see online version for colours)

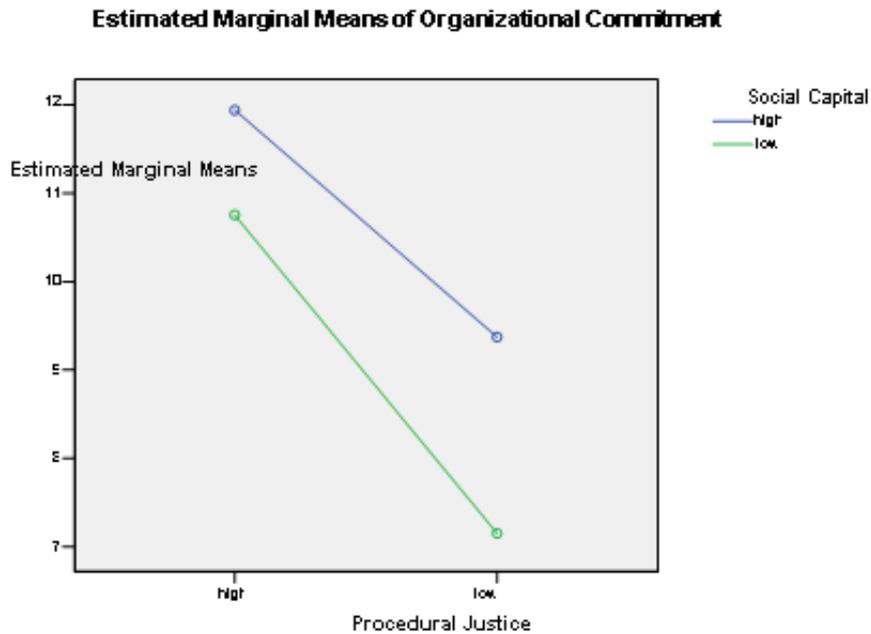


Figure 3 shows that the sensitivity of the green line (low social capital) is higher than that of the blue line (high social capital). Thus, social capital moderates the impact of procedural justice on organisational commitment. The impact of procedural justice on organisational commitment is positively stronger on those with low social capital.

#### 4.12 Post Hoc test of organisational commitment

The results of the Post Hoc test of organisational commitment are shown in Table 6 below.

**Table 6** *Post Hoc test of organisational commitment*

<i>(I) code</i>	<i>(J) code</i>	<i>Mean difference (I-J)</i>	<i>Sig.</i>	<i>Explanation</i>
1	2	1.45	0.001	1 High distributive justice (HDJ)-High procedural justice (HPJ) – High social capital (HSC)
	3	0.51	Ns	
	4	4.19	0.001	
	5	-0.21	Ns	2 HDJ – LPJ – HSC
	6	3.06	0.001	3 LDJ – HPJ – HSC
	7	3.09	0.001	4 LDJ – LPJ – HSC
	8	7.03	0.001	5 HDJ – HPJ – LSC
	2	3	-0.95	Ns
4		2.74	0.001	7 LDJ – HPJ – LSC
5		-1.66	0.001	8 LDJ – LPJ – LSC
6		1.61	0.001	
7		1.64	0.001	
8		5.58	0.001	
3	4	3.69	0.001	
	5	-0.72	Ns	
	6	2.55	0.001	
	7	2.59	0.001	
4	8	6.52	0.001	
	5	-4.41	0.001	
	6	-1.13	0.05	
	7	-1.10	0.05	
5	8	2.83	0.001	
	6	3.27	0.001	
	7	3.31	0.001	
6	8	7.24	0.001	
	7	0.03	Ns	
	8	3.97	0.001	
7	8	3.93	0.001	

Based on the results of the *Post Hoc* test, the interaction patterns of distributive justice, procedural justice and social capital are generally significantly different in elaborating the differences in the degree of organisational commitment.

#### 4.13 Interaction patterns

a Interaction patterns of high distributive justice – high procedural justice

The results of the *Post Hoc* test show that there is no moderating role of social capital on the impact of distributive justice and procedural justice on organisational commitment (see *Post Hoc* table, code 1 and 5).

b Interaction patterns of high distributive justice – low procedural justice

The results of the *Post Hoc* test show that there is a moderating role of social capital ( $p = 0.001$ ). The organisational commitment of those with high social capital is greater than those with low social capital (the mean difference is 1.61 – see *Post Hoc* table, code 2 and 6).

c Interaction patterns of low distributive justice – high procedural justice

The results of the *Post Hoc* test show that there is a moderating role of social capital ( $p = 0.001$ ). The organisational commitment of those with high social capital is greater than those with low social capital (the mean difference is 2.59 – see *Post Hoc* table, code 3 and 7).

d Interaction patterns of low distributive justice – low procedural justice

The results of the *Post Hoc* test show that there is a moderating role of social capital on the impact of distributive justice and procedural justice on organisational commitment ( $p = 0.001$ ). The organisational commitment of those with high social capital is greater than those with low social capital (the mean difference is 2.83 – see *Post Hoc* table, code 4 and 8).

## 5 Discussion

The results show that either distributive justice or procedural justice plays an important role in elaborating satisfaction and commitment (see Tables 2 and 5 with significance level 0.001). The role of each type of justices is in line with the perspective of McFarlin and Sweeney (1992) and Sweeney and McFarlin (1993) and has much empirical support (Colquitt, 2001; Colquitt et al., 2001; Masterson et al., 2000; Badawi et al., 2017). Several previous studies, however, do not support the conception of two types of models (Barling and Philips, 1993; Tang and Baldwin, 1996; Tjahjono, 2010, 2011). Sweeney and McFarlin (1993) realise the existence of limitations in their study. The main issue they criticise is that their proposed model must include more complex variables. Thus, a possible research opportunity is to examine moderating variables. Their perspective then is sharpened by Harris et al. (2004), who state that the perspective of individual subjective assessment should be considered in the model formulation. The justice heuristic theory explains that people will not be able to acquire complete information

when assessing the justice of a policy. The unavailability of objective information causes people to subjectively assess justice.

Generally, the results of this research support the perspective of individual subjective assessment. The role of social capital is supported by Hypothesis 1, Hypothesis 3, and Hypothesis 4, while Hypothesis 2 does not acquire empirical support. The results show that *Hypothesis 1 is supported*, which means that social capital plays a moderating role in the impact of distributive justice on individual satisfaction. The *mean* of satisfaction of individuals with high social capital ( $M = 7.71$ ) is higher than the mean of those with low social capital (5.50). The regression line of Figure 1 shows that individuals with low social capital tend to be more sensitive and more influenced by distributive justice, so it can be said that the impact of distributive justice on individual satisfaction is stronger for individuals with low social capital. This is in line with the literature, which shows that those with low social capital are more oriented towards attempts to maximise individual interest and welfare (Chua, 2002; Kostova and Roth, 2003; Tjahjono, 2011). These individuals care about distributive justice because it is related to the allocation of individual welfare by the organisation (Folger and Konovsky, 1989). Therefore, if distributive justice is low, the satisfaction level of individuals with low social capital will also be low.

*Hypothesis 3*, which states that social capital moderates the impact of distributive justice on organisational commitment, is also supported in this research. The *mean* difference of organisational commitment for individuals with low social capital is  $M = 7.13$  versus  $M = 9.90$  for those with high social capital. Additionally, when distributive justice is high, individuals with low social capital (10.82) also have lower commitment levels than those with high social capital (11.47), although the difference is still smaller than on the interaction pattern of low distributive justice. The regression line in Figure 2 shows that individuals with low social capital tend to be more sensitive when they are influenced by distributive justice; therefore, the impact of distributive justice on organisational commitment is stronger on those with low social capital. When distributive justice is low, they will be more sensitive to their commitment level. Their level of organisational commitment will tend to decrease because their personal interest and welfare is in danger. Otherwise, those with high social capital work to build relationships with many parties and focus on developing emotional closeness, such as friendships (Chua, 2002, Kostova and Roth, 2003; Primeaux et al., 2003; Tjahjono, 2014).

*Hypothesis 4*, which states that social capital moderates the impact of procedural justice on organisational commitment and that the impact of procedural justice on organisational commitment is stronger on individuals with low social capital, is also supported. In this research, those with low social capital will tend to have lower commitment levels when the perception of procedural justice is low. The difference between low and high social capital on the interaction pattern of high procedural justice is still smaller than the interaction pattern of low procedural justice. The regression line of Figure 3 shows that individuals with low social capital tend to be more sensitive when they are influenced by procedural justice because they are generally oriented towards their personal interests. From their perspective, procedural justice is the ability of an organisation to accommodate their personal interests. This procedure is considered as problem solving by the organisation. Therefore, it can be said that the impact of procedural justice on individuals' organisational commitment and personal satisfaction is stronger among individuals with low social capital.

*Hypothesis 2* is not supported. The moderating role of social capital on the impact of procedural justice on individual satisfaction is shown to be stronger on individuals with low social capital. In this research, the empirical results do not support the hypothesis because procedural justice may not play a dominant role in explaining individual satisfaction. Thus, the difference between high and low social capitals can better explain individual satisfaction than the commitment related to distributive justice. The variation cannot be captured statistically because the difference between high and low social capitals is too small.

### *5.1 Interaction patterns of distributive justice and procedural justice*

In the interaction pattern of high distributive justice – high procedural justice, no different attitudes or behaviours appear to distinguish those with high social capital or low social capital with regard to explaining satisfaction and commitment. This is because there is no significant justice problem in either sample group, and the role of social capital as a moderating variable is therefore not supported.

In interaction pattern of high distributive justice – low procedural justice, the role of social capital as a moderating variable in elaborating individual satisfaction is not supported; rather, distributive justice is more dominant in explaining satisfaction (Sweeney and McFarlin, 1993). This is not the case when this interaction pattern explains organisational commitment with social capital roles as the moderating variable. This perspective is examined in greater depth by Stitka (2003), who shows that individual concern for justice is related to striking aspect (Stitka and Crosby, 2003). Procedural justice is related to one's organisational commitment level (Tyler and Blader, 2003; Viswesvaran and Ones, 2002). In this matter, procedural justice must explain commitment, so individuals may respond differently to the level of procedural justice depending on their level of social capital (Tjahjono, 2014).

In the interaction pattern of low distributive justice – high procedural justice, however, the role of social capital as a moderating variable in elaborating individual satisfaction and organisational commitment is supported. This shows that a difference in individual characteristics, such as social capital, can cause different attitudes and behaviours when individuals experience justice issues. Even if they perceive low distributive justice they will not be satisfied; however, their dissatisfaction will decrease when the process or procedural justice is perceived as fair. Individuals with high social capital will respond more positively to satisfaction and organisational commitment than individuals with low social capital because a high perception of procedural justice relates to the continuity of individuals' long-term relationships within a group or organisation.

Similarly, the role of social capital also appears in the interaction pattern of low distributive justice – low procedural justice in elaborating satisfaction and organisational commitment. It shows that individuals with high and low social capital respond differently. Basically, they must achieve welfare, so they pay more attention to the distributive allocation of goods and services. If the allocation result is unfair, and particularly if the process is also unfair, both groups of social capital will respond negatively. Individuals with high social capital will still have better organisational commitment than those with low social capital, however, because they are more oriented towards long-term relationships in the social system (Chua, 2002; Kostova and Roth,

2003; Primeaux et al., 2003). Therefore, individuals with high social capital are not too sensitive to the justice level in elaborating their commitment level.

This result is in line with the perspective of Clayton and Opatow (2003), Bajaj and Krishnan (2016) and Tamta and Rao (2017) regarding inconsistent results in studies about justice in elaborating the consequences of addressing interaction pattern. The interaction patterns related to people's reactions to and perceptions of justice are complex and dynamic.

## **6 Contribution, limitations and future research**

Our model has theoretical contribution by proposing a moderating role for social capital between distributive justice and procedural justice and their impacts on individual satisfaction and organisational commitment. Using an experimental design, we can conclude theoretically that distributive justice and procedural justice generally have different effects on individual satisfaction and commitment. Distributive justice is more dominant than procedural justice in elaborating individual satisfaction. Conversely, procedural justice is more important to explaining organisational commitment.

Second, under conditions of injustice, social capital moderates the impact of distributive justice and procedural justice on individual satisfaction and organisational commitment. Third, this research supports a subjective perspective on the study of the impact of distributive justice and procedural justice on the complicated and complex consequences. This research also explains certain concepts, such as the model of two types of justice, which are not always empirically supported. The context or interaction patterns of justice become prominent contextual factors.

Several managerial implications arise from this research. First, in the research setting, the distributive justice was dominant in explaining the satisfaction or the result referred by individuals, because the individuals have attention and desire on the allocation of goods and services for their prosperity. Therefore, the organisation is required to study deeply the allocation aspects related to the attention and desire of the staffs.

Second, the procedural justice compared with the distributive justice played a very important role in explaining the staffs' organisational commitment, so that the organisation need to carefully study the procedure formal policies related to the appearance of the policies in the organisation. It means that the fair procedure shows the good organisation capacity so that the staffs will keep their commitment towards the organisation.

Third, in the modern organisation, the performance assessment is still important. The result showed that justice in assessing the working performance plays a role in improving the satisfaction and the commitment of staffs. This also answered the thought that the performance assessment in practice is paradoxical.

Fourth, the management is required to understand the characteristics of each staff. In this case, it is their social capital property so that the responses to the management policies also vary. Therefore, the leaders or management need to identify their staffs' characteristics such as the social capital they have.

This research also carries several limitations. First, any study about justice is a subjective study. Although we have used an experimental design rather than a survey design, a future research which involves qualitative approach is also important to create a dynamic picture of the perception of justice within an organisation. Second, the

separation of subjects into groups of high and low social capital in experimental research should be based on certain standards rather than being relative, which will enable it to more explicitly reflect individuals with high and low social capital. Future studies should consider how to clearly demarcate those with high and low social capital.

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