



THE ROLE OF DISTRIBUTIVE JUSTICE COMPENSATION, COMMITMENT AND WORK DISCIPLINE TOWARDS WORK PERFORMANCE

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Article info	ABSTRACT
Corresponding Author: Yusup yusup187021@gmail.com Universitas Bina Sehat PPNI Mojokerto	This research aims to analyze the influence of distributive justice compensation, commitment and work discipline towards employee work performance. The research method used is a quantitative method with a survey approach. Data was obtained through a questionnaire distributed to employees in CV. Nursa Prima Mojokerto. Data analysis was carried out using multiple linear regression to see the influence of the independent variables (distributive justice compensation, commitment and work discipline) on the dependent variable (work performance). The research results show that these three independent variables significantly increase work performance, both partially and simultaneously. These findings indicate that the company needs to pay attention to aspects of fairness in providing compensation, improve work discipline, and build employee commitment to improve work performance. It is hoped that this research can contribute to the development of effective human resource management strategies in the company. Keywords: <i>distributive justice compensation, work discipline, commitment, and work performance</i>
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INTRODUCTION

Human resources are the potential contained within humans to realize their role as adaptive and transformative social creatures who can manage themselves and all the potential contained in nature towards achieving a prosperous life in a balanced and sustainable order. In other words, human resources are an integral part of the system that forms an organization. In a society that is always developing, humans always have an increasingly important position. Even though you are in or are moving towards a work-oriented society, which views work as something noble, this does not mean ignoring the people who carry out the work. Human resources are the main key that contributes to the achievement of organizational goals and ensures that the implementation of organizational functions and activities is carried out effectively and fairly for the interests of individuals, the organization and society. In achieving the organizational goals that have been set, the work performance of the organization or company will be influenced by the individual's work performance. If the

individual's work performance is good, it will also have a good impact on the organization's work performance.

Organizations have the goal of being able to thrive by overcoming challenges from both the external and internal environment. The environment that influences the running of an organization is always changing. Therefore, organizations need a pattern of organizing and processing the resources they have. In carrying out their work, employees do not carry out all the work themselves, but sometimes good cooperation between fellow employees is needed to complete a job. In this case, leaders must be able to encourage and arouse the motivation (work will) of their employees to carry out work that is their obligation so that they are motivated to work as well as possible and can increase their work productivity. This needs to be considered because humans as workers are not humans who can be moved just like that, but rather as living creatures who have their own feelings, needs, desires and thought patterns.

Problems regarding work performance are problems that will always be faced by organizational management; therefore management needs to know what factors influence employee work performance. Factors that can influence employee work performance will enable organizational management to adopt various necessary policies so that they can improve employee work performance to match the organization's expectations. Justice is an important factor in a company, whether it is a profit or non-profit company, as well as institutions operating in the education sector. Research on organizational justice has experienced rapid development in the last few decades. Procedural and distributive justice are starting to be seen as the main component of building organizational justice which is ultimately linked to the results of a job, for example the behavior of a group and the work attitudes of employees in a company or institution. (Veithzal, Rivai, 2014).

Many previous researchers have stated that fair behavior at work is closely related to employee work behavior and higher work output. One of the researchers explained that perceptions of justice have long been an explanatory variable in research on organizations, including (Vera Sylvia, and Saragi Sitio, 2021). However, specifically (Jaenab, J., 2019) emphasized that organizational justice is an important foundation in work to build motivation at work. If employees feel they are being treated unfairly at work, their work enthusiasm and morale will decrease. This of course will have a big impact on the output produced by the company.

Apart from distributive fairness of compensation, a factor that needs to be considered is work discipline. Discipline is a management action that encourages employees to fulfill various standard provisions that must be met by employees. The provisions that have been set by the organization are of course an emphasis on each employee. Work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. With good work discipline in employees, the higher the work performance they will achieve.

Every employee who works in an organization must have a commitment to work because if an organization's employees do not have a commitment to work, then the goals of the organization will not be achieved. Organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive hard in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the organization's values and goals.

In other words, it is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their concern for the organization and its success and sustainable progress, so there is a positive relationship between organizational commitment and employee work productivity. Work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Vera Sylvia, 2021). Employee work performance should receive serious attention from company leadership, considering that employee work performance will be the main source of company or organization work performance (Astuti, Dewi, 2022). In other words, whether a company progresses or not will be greatly influenced by the work performance of the company or organization which originates from individual work performance. Employee work performance must be managed so that it is always maintained in an optimal position.

Based on theoretical study, the following description talking about Compensatory Distributive Justice, Work discipline, Commitment, and Work performance:

Compensatory Distributive Justice

Compensatory distributive justice is fairness in the results obtained by someone based on the results of their work. (Yudhian, 2020). Measuring distributive justice compensation uses the following indicators:

1. Compensation is based on individual abilities.
2. Providing compensation in accordance with what employees provide to the organization or company.
3. Compensation describes what individuals give to the organization.
4. Providing compensation in accordance with employee work results.

Work Discipline

According to Singodimedjo in Edy Sutrisno (2014: 86), discipline is "the attitude of a person's willingness and readiness to obey and practice the regulatory norms that apply around him. Meanwhile, according to, discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Measuring work discipline uses the following indicators:

1. Observance of working hours.
2. Work according to standards.
3. Compliance in the use and maintenance of facilities and infrastructure.
4. Compliance with official orders.
5. Compliance with organizational regulations.

Commitment

Agreement to do something for yourself, another individual, group or organization (Kadek Budiantara, 2022). Commitment measurement uses indicators:

1. Job responsibilities.
2. Maintain membership in the organization.
3. Sense of belonging
4. Maintain disparities in treatment of employees within the institution

Work Performance

Work performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Work performance is the result of work achieved by a person and his work behavior in

carrying out work activities (Sutrisno, 2014: 151). Work performance is a work result achieved by an employee in carrying out the tasks assigned to him based on his skills, experience, seriousness and time. Measuring work performance is as follows:

- a. Quality
 - 1) Skills
 - 2) Accuracy
 - 3) Decision making initiative
 - 4) Innovative looking for new ways of working
- b. Quantity
 - Timely completion of tasks according to standards
- c. Responsibility
 - Responsibility to complete tasks as well as possible

METHOD

This research method discusses the study of the logic and background of each step and research process, including alternatives and guidelines for selecting important research elements. The variables analyzed are distributive justice compensation, work commitment and discipline as independent variables, and work performance as the dependent variable. The research population was all employees in CV. Nursa Prima Mojokerto using the saturated sampling method. This research is quantitative explanatory research to test hypotheses about causal relationships between variables. (Sugiyono, 2016). Data sources consist of primary data obtained directly from respondents through questionnaires, and secondary data from literature, journals and institutional documents. Data collection was carried out through library and field research using questionnaires and documentation. Data analysis techniques include instrument validity and reliability tests, classical assumption tests (normality, autocorrelation, multicollinearity, heteroscedasticity), multiple linear regression analysis, and hypothesis testing (t test and F test) using SPSS statistical program tools.

RESULT AND DISCUSSION

Finding

Validity and Reliability Test Result

Based on the results of validity and reliability tests on the variables of distributive justice compensation, work discipline, commitment and work performance, it was concluded that all instruments used to measure these variables were valid, with the probability value of the correlation coefficient for each statement item being less than 0.05 (Sig. < 0.05). Apart from that, the results of the reliability test show that all variables have a Cronbach's Alpha value greater than 0.6, so they are declared reliable. Thus, these instruments are suitable for use for further analysis in this research.

Classic Assumption Test Result

Path analysis, which is a development of multiple linear regression analysis, has several classic assumptions that must be met to produce an estimator that is accurate and close to or the same as reality. These basic assumptions are known as classical assumptions, consisting of no autocorrelation, no heteroscedasticity and no multicollinearity.

Based on the test results, it can be concluded that the regression equation model produced in this study meets three important assumptions: there is no autocorrelation,

heteroscedasticity and multicollinearity. The Durbin-Watson value of 1.865 is in the range $1.66 \leq D-W \leq 2.34$, indicating the absence of autocorrelation. The resulting scatterplot shows scattered points above and below the number 0 on the Y axis without any pattern, indicating the absence of heteroscedasticity. In addition, the Variance Inflation Factor (VIF) value for all independent variables is less than 10, indicating the absence of multicollinearity. Therefore, the regression model used in this research is considered good and valid for further analysis.

Regression Analysis Result

To determine the influence of the variables of distributive justice, compensation, commitment, work discipline on work performance, multiple linear regression analysis was used, where the output results using the SPSS statistical program tool obtained the following results:

Table 1. Regression Analysis

Variable	Regression coefficient	T calculated	Sig.	Result
Distributive justice of compensation	0,340	3,341	0,001	Significant
Commitment	0,222	2,770	0,007	Significant
Work Discipline	0,410	3,715	0,000	Significant
Constant	: -0,016	F calculated	: 46,708	
R	: 0,835	Sig.	: 0,000	
R square	: 0,697			

Source: SPSS Regression Analysis output, data processed

Based on the table of linear regression calculation results above, a multiple linear regression equation can be prepared as follows:

$$Y = -0,016 + 0,340 X_1 + 0,222 X_2 + 0,410 X_3$$

The purpose of the regression coefficient in the table above can be explained as follows:

a. Constant (a)

The value a = -0.016 shows the magnitude of the Job Performance variable which is not influenced by the variables of distributive justice compensation, work discipline and commitment.

b. Compensatory distributive justice regression coefficient

b1 = 0.340 indicates an increase in the distributive justice compensation variable which can result in increased work performance or in other words an increase in distributive justice compensation by one unit will cause an increase in work performance by 0.340 units, assuming work discipline and commitment are constant.

c. Commitment regression coefficient

b2 = 0.222 indicates an increase in the commitment variable which can result in increased work performance or in other words, an increase in commitment of one unit will cause an increase in work performance of 0.222 units, assuming work discipline and distributive fairness of compensation are constant.

d. Work discipline regression coefficient

$b_3 = 0.410$ indicates an increase in the work discipline variable which can result in increased work performance or in other words an increase in work discipline by one unit will cause an increase in work performance by 0.410 units, assuming distributive justice of compensation and commitment is constant.

Hypothesis test

To find out whether distributive justice compensation, commitment and work discipline partially have a significant influence on work performance, the test tool used is the t test. Based on the results of calculations using the SPSS program, the following results were obtained:

Table 2. t Test

Variable	Regression coefficient	T calculated	Sig.	Result
Distributive justice of compensation	0,340	3,341	0,001	Significant
Commitment	0,222	2,770	0,007	Significant
Work Discipline	0,410	3,715	0,000	Significant
Constant	: -0,016	F calculated	: 46,708	
R	: 0,835	Sig.	: 0,000	
R square	: 0,697			

Source: SPSS Regression Analysis output, data processed

Based on the table above, partial hypothesis testing can be explained as follows:

1. The influence of distributive justice compensation on work performance

The variable distributive justice compensation has a positive and significant effect on work performance, with a significance value of 0.001, meaning $\text{Sig.} < 0.05$ and the regression coefficient value is 0.340. A positive distributive compensation justice regression coefficient sign indicates a unidirectional relationship, meaning that if the compensation distributive justice variable (increases) towards a more positive level then work performance will also increase by 0.340. Thus, the hypothesis which states that distributive justice compensation has a significant effect on work performance is accepted or proven.

2. The effect of commitment on work performance

The commitment variable has a positive and significant effect on work performance, with a significance value of 0.007, meaning $\text{Sig.} < 0.05$ and the regression coefficient value is 0.222. A positive sign of the commitment regression coefficient indicates a unidirectional relationship, meaning that if the commitment variable (increases) towards a more positive level then work performance will also increase by 0.222. Thus, the hypothesis which states that commitment has a significant effect on work performance is accepted or proven.

3. The influence of work discipline on work performance

The work discipline variable has a positive and significant effect on work performance, with a significance value of 0.000, meaning $\text{Sig.} < 0.05$ and the regression coefficient value is 0.410. A positive sign of the Work Discipline regression coefficient

indicates a unidirectional relationship, meaning that if the Work Discipline variable (increases) towards a more positive level then work performance will also increase by 0.410. Thus, the hypothesis which states that work discipline has a significant effect on work performance is accepted or proven.

To test the hypothesis whether distributive justice compensation, commitment and work discipline simultaneously have an influence on work performance, the test tool used is the F test. The results of the F test calculation in the regression output can be seen in the table below:

Table 3. F Test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9,631	3	3,210	46,708	,000 ^a
	Residual	4,193	61	,069		
	Total	13,824	64			

a. Predictors: (Constant), Komitmen, Keadilan distributif kompensasi, Disiplin Kerja

b. Dependent Variable: Prestasi kerja

Source: SPSS Regression Analysis output, data processed

Based on the results of calculations using the SPSS program, the Fcount was 46.708 with a significance of 0.000 ($P < 0.05$), so that H_0 was rejected, and H_a was accepted. Thus, the second hypothesis is proven that the variables of distributive justice compensation, commitment and work discipline simultaneously have a significant effect on the work performance variable.

Discussion

Below it will discuss the relationship or influence of distributive justice compensation, commitment and work discipline on work performance, as follows:

The Effect of Distributive Justice Compensation on Work Performance

The results of this research have proven that the distributive justice variable compensation has a significant effect on work performance. This is shown in the table above which explains that the regression coefficient for the distributive justice variable compensation on work performance is 0.340 (Sig = 0.001). This means that if the distributive justice compensation variable changes (increases) in a more positive direction by 1 level then work performance will also increase by 0.340. The contribution of the distributive justice compensation variable to work performance can be seen from the value of the partial determination coefficient (r^2) = 0.1544, so the contribution is 15.44%. Meanwhile, the relationship or correlation (r) between the distributive justice compensation variable and work performance is 0.393 with a significance of 0.001.

Based on the results of the description of the compensation distributive justice variable, it shows that on average compensation distributive justice is good, with an average (mean) value of the compensation distributive justice variable of 4.05. This means that employees assess the distributive justice of compensation favorably. The distributive justice

compensation in question includes participants, teachers, facilities, materials. dimensions or quality of work, responsibility, cooperation with fellow co-workers, discipline, initiative in working which were highest/best assessed by respondents in the variable distributive justice compensation is the compensation distributive justice program provided has helped you in improving your skills, and the distributive justice program The compensation that has been given helps in improving skills.

The research results which show that distributive justice compensation has a significant effect on work performance, empirically support the results of research conducted by Hastari et al, (2023), namely the research results show that the higher the distributive justice received, the higher the level of work performance.

The Effect of Commitment on Work Performance

The results of this research have proven that the commitment variable has a significant effect on work performance. This is shown in the table above which explains that the regression coefficient for the commitment variable on work performance is 0.222 (Sig = 0.007). This means that if the commitment variable changes (increases) in a more positive direction by 1 level then work performance will also increase by 0.222. The contribution of the commitment variable to work performance can be seen from the partial determination coefficient (r^2) = 0.1116, so the contribution is 11.16%. Meanwhile, the relationship or correlation (r) between the commitment variable and work performance is 0.334 with a significance of 0.007.

Based on the results of the description of the commitment variable, it shows that on average commitment is good, with an average (mean) value of the commitment variable of 3.8. This means that employees rate commitment well. The commitment in question includes job responsibilities, maintaining membership in the organization, a sense of belonging, maintaining gaps in treatment of employees within the institution. The dimensions or quality of work, responsibility, cooperation with fellow colleagues, discipline, initiative in work that were highest/best assessed by respondents in the commitment variable were that they felt it would be more profitable to remain in this institution.

The research results show that commitment has a significant effect on work performance, empirically supporting the research results of Fhitri et al (2024) that partially commitment is more decisive in improving employee work performance, or in other words, the leadership of Bank Central Asia Tanjungbalai Branch must always try to remind employees of their work commitment so that employees can achieve optimal work performance.

The Effect of Work Discipline on Work Performance

The results of this research have proven that the work discipline variable has a significant effect on work performance. This is shown in the table above which explains that the regression coefficient for the work discipline variable on work performance is 0.410 (Sig = 0.000). This means that if the work discipline variable changes (increases) in a more positive direction by 1 level then work performance will also increase by 0.410. The contribution of the work discipline variable to work performance can be seen from the partial determination coefficient (r^2) = 0.1849, so the contribution is 18.49%. Meanwhile, the relationship or correlation (r) between the work discipline variable and work performance is 0.430 with a significance of 0.000.

Based on the results of the description of the work discipline variable, it shows that on average work discipline is good, with an average (mean) value of the work discipline variable of 4.2. This means that employees assess work discipline well. The work discipline in question includes compliance with working hours, working according to standards, compliance with the use and maintenance of facilities and infrastructure, compliance with official orders, compliance with organizational regulations. The dimensions or quality of work, responsibility, cooperation with fellow co-workers, discipline, initiative in work that were highest/best assessed by respondents in the work discipline variable were the employee's punctuality in coming to work, employee attendance, punctuality in completing work, and compliance in the use and maintenance of office facilities and infrastructure.

The research results show that work discipline has a significant effect on work performance, empirically supporting the research results of Gunadi et al, (2020). The results of the analysis show that there is a significant influence between work discipline and work performance at the Bima City Health Service.

CONCLUSION

Based on the results of data analysis and the discussion that has been described, it can be concluded that respondents' responses to distributive justice compensation, commitment and work discipline show that an increase in these variables will increase work performance, indicating the existence of a positive linear relationship between the independent and dependent variables. The research results show that there is a partially significant influence of distributive justice compensation, commitment and work discipline on work performance, as evidenced by the calculated t value and probability of each independent variable which is less than 5% ($P < 0.05$). In addition, the F test results show a calculated F value of 46.708 with a probability of 0.000 ($P < 0.05$), indicating a significant simultaneous influence of distributive justice compensation, commitment and work discipline on work performance.

The work discipline variable has a coefficient of determination value of 0.1544, indicating that 15.44% of the variation in changes in work performance is influenced by changes in the work discipline variable, providing a dominant influence on work performance. To improve employee work performance, it is recommended that CV. Nursa Prima Mojokerto makes continuous efforts, such as regular technical guidance, providing transparent incentives, and providing adequate facilities and infrastructure.

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