

## **The Influence of Interactional Justice and Procedural Justice on Organizational Commitment with Perceived Organizational Support as an Intervening Variable**

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**Abstract:** This research aims to examine the influence of interactional justice and procedural justice on organizational commitment with perceived organizational support as an intervening variable. The instrument in this research uses a questionnaire in the form of a closed statement because there are already alternative answers in the form of a 1-5 Likert scale, respondents are permanent employees of PT. PLN UP3 Malang (Persero) numbering 106 people. Data analysis uses the help of Smart PLS4 data processing software. The research results show that interactional justice and procedural justice have a significant positive influence on organizational commitment. Perceived organizational support has also been proven to act as an intervening variable that strengthens the relationship between interactional justice, procedural justice, and organizational commitment. This research is useful in the field of human resource management, especially in managing company policy direction by considering aspects of justice and organizational support so that it can increase organizational commitment from employees. This study makes a new contribution by identifying the role of perceived organizational support as an intervening variable in the relationship between interactional justice, procedural justice, and organizational commitment, which can enrich the human resource management literature.

**Keywords:** Interactional Justice, Organizational Commitment, Perceived Organizational Support.

### **A. Introduction**

In today's global industrial context, Human Resource Management is a key aspect of the success of an organization (Ammirato et al., 2023). HRM includes human resource management carried out in a structured and comprehensive manner and includes all techniques to ensure that the processes are up-to-date, of high quality, and in line with stakeholder expectations (da Silva et al., 2022). Effective HRM, characterized by organizational justice and employee support, especially from employers, enhances commitment and positively influences organizational outcomes (Novitasari et al., 2020).

Despite extensive research on HRM, the specific impact of interactional and procedural justice on organizational commitment, mediated by perceived organizational support (POS), is not well understood. There is limited empirical evidence on how these justice perceptions influence commitment, particularly in the context of frequent policy changes within organizations. Current literature highlights the importance of organizational commitment, defined as a psychological state reflecting the relationship between employees and their organization, influencing decisions to stay or leave. Indicators of organizational commitment include strong belief and acceptance of the organization's goals and values, high involvement in work, and the desire to remain in the organization (Mowday, RT, Steers, RM, & Porter, 1979). Organizational commitment is a vital aspect in efforts to understand and explain employee behavior regarding its relationship to employee work results in an organization. Key factors impacting commitment include perceptions of organizational justice and support (Nazir et al., 2019) ;(Dawud et al., 2019).

Interactional justice is the attitude or behavior that an individual accepts during a procedure, while procedural justice is related to the individual's perception of the decision-making process in the organization (Colquitt, 2001), while procedural justice involves the perceived fairness of decision-making processes (Greenberg, 1990) , (EG Lambert et al., 2020). Interactional Justice is described as a response shown by an organization or company through the attitudes or behavior received by individuals during procedures that are carried out. Interactional justice is often also called interpersonal justice because it involves feelings about the quality of interpersonal communication (Bies, RJ, & Moag, 1986) and treatment by supervisors and management (Niehoff & Moorman, 1993). Interactional justice can occur when decision-makers (authority figures) treat others with respect and sensitivity and thoroughly explain the reasons behind a decision (Skarlicki & Folger, 1997).

Procedural Justice is a concept related to individual perceptions of the extent to which the method or process of decision-making in an organization or system is considered fair by employees. , (Qureshi et al., 2017). Procedural justice refers to the response demonstrated by an individual about formal policies and procedures in an organization. In practice, procedural justice is related to an employee's perception of organizational procedures and policies and is closely related to organizational support (Nazir et al., 2019). According to Colquitt (2001) procedural justice has a greater influence on system variables related to trust in management, indicators based on process control (accurate, representative, and ethical information), and decision control (consistency, minimization of bias, and correctability).

Perceived Organizational Support (POS) describes employee perceptions of the extent to which the organization where the employee works can provide support for individual needs, values, and welfare. Indicators of the Perceived Organizational Support variable include a sense of justice which focuses on the distribution of work

resources, support provided by superiors, and appreciation from the organization and working conditions. However, the influence of interactional justice, procedural justice, and POS on organizational commitment through POS has not been widely studied.

This study introduces a novel approach by examining the impact of interactional and procedural justice on organizational commitment through the lens of perceived organizational support. Unlike previous studies, this research focuses on a specific organizational context PT. PLN (Persero) UP3 Malang and consider the dynamic nature of policy changes and their implications for employee perceptions of justice and commitment. The primary contribution of this study is to elucidate the relationship between interactional justice, procedural justice, and organizational commitment, with POS as a mediating variable. This research will provide valuable insights into how fair treatment in the workplace affects employee commitment, offering practical recommendations for enhancing HRM practices at PT. PLN (Persero) UP3 Malang. By highlighting the role of POS, this study aims to foster a more inclusive and fair work environment, ultimately increasing employee commitment and organizational effectiveness.

An in-depth understanding of key factors in justice and organizational behavior is expected to provide detailed insight into how fair treatment in the work environment influences employee commitment to the organization. Apart from that, this research also aims to explore the role of Perceived Organizational Support as a mediator. In this way, it is hoped that it can open new perspectives regarding the implications of Human Resource Management on the concept of justice in the workplace, increase employee commitment, create a more inclusive environment, and ensure fair opportunities and treatment for all employees at PT. PLN (Persero) UP3 Malang.

## **B. Methods**

This study uses a quantitative approach. The population in this study were all permanent employees of PT. PLN (Persero) UP3 Malang. The sampling technique in this research refers to the results of the sample size calculator data from calculator.net by using an error tolerance limit (margin of error) of 5% which indicates that the level of sampling accuracy (confidence level) is 95%. Analysis of data in the study This is done with the use of descriptive data analysis, SEM-PLS (Partial Least Square) analysis, and data processing using the Smart PLS4 program. Model measurement PLS consists of model measurement (outer model), Goodness of fit (GoF) criteria, and structural model (inner model).

There are 4 variables in the study that is Interactional Justice ( $X_1$ ), Procedural Justice ( $X_2$ ), Organizational Commitment ( $Y$ ), and Perceived Organizational Support ( $Z$ ). Interactional Justice is a concept related to the perception of justice felt by employees

towards the attitudes shown by individuals or groups within the company, using indicators adapted from research (Cropanzano et al., 2007), (Colquitt, 2001) consisting of interpersonal justice and informational justice. Meanwhile, Procedural Justice is a concept related to individual perceptions of the extent to which the decision-making methods or processes within the organization or system are considered fair by employees. In procedural justice, indicators are based on process control (accurate, representative, and ethical information), and decision control (consistency, minimization of bias, and correctability) (Cropanzano et al., 2007); (Colquitt, 2001). Organizational Commitment is perceived as a psychological state that characterizes the relationship between employees and the organization which has implications for the decision to continue or terminate the relationship with the organization. Indicators of organizational commitment include strong belief and acceptance of the organization's goals and values, high involvement in work, and the desire to remain in the organization. (Mowday et al., 1979) . In this research, the Perceived Organizational Support indicator refers to (Rhoades & Eisenberger, 2002) consisting of justice, superior support, organizational appreciation, and working conditions. POS describes employee perceptions of the extent to which the organization where the employee works can provide support for needs, values, and welfare. individual. The characteristics of respondents for this research are as follows:

**Table 1. Sample Characteristics**

Category	Frequency	Percentage (%)
<b>Gender</b>		
Female	34	32,08
Male	72	67,92
<b>Aged</b>		
≤25 <sup>nd</sup>	0	0
26-30 <sup>nd</sup>	34	32,07
31-35 <sup>nd</sup>	31	29,24
36-40 <sup>nd</sup>	15	14,15
41-45 <sup>nd</sup>	3	2,83
46-50 <sup>nd</sup>	1	0,96
>50 <sup>nd</sup>	22	20,75
<b>Length of work</b>		
<2 <sup>nd</sup>	0	0
2-5 <sup>nd</sup>	8	7,54
6-10 <sup>nd</sup>	32	30,18
10-15 <sup>nd</sup>	36	34,00
16-20 <sup>nd</sup>	6	5,66
>20 <sup>nd</sup>	24	22,62
<b>Last Education</b>		
High School	3	2,83
Diploma	38	35,85
S1	64	60,38
S2	1	0,94

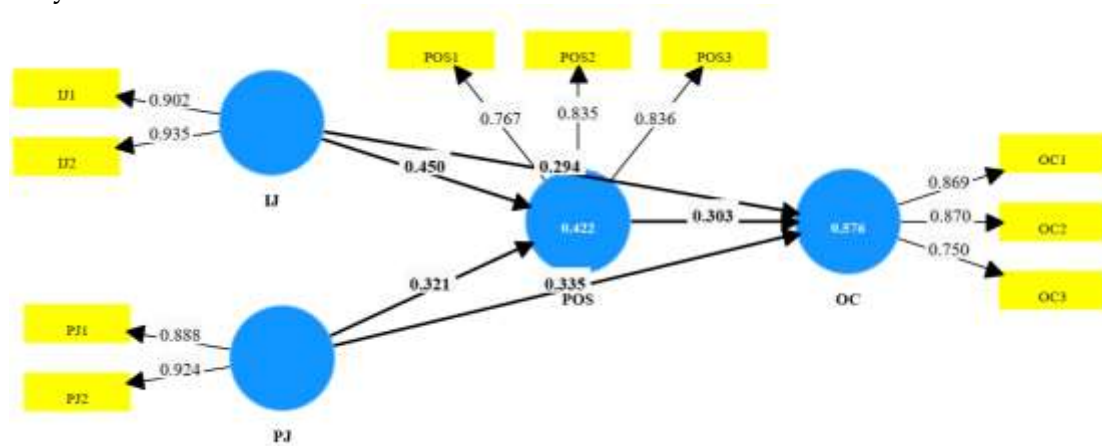
Data source processed by researchers, 2024

## Results and Discussion

### PLS analysis

#### Model Evaluation Measurement (Outer Model)

The outer model in path analysis is a component of the structural equation model in the Partial Least Squares Path Modeling analysis method which measures the validity of the main construct and measures the extent to which latent variables are represented by measurement indicators. The outer model is important in SEM analysis because it supports the validation of latent variables and involves three main aspects: outer loading, construct validity and reliability, and discriminant validity.



**Figure 1. Outer Model Testing**  
 Source: SmartPLS Output, (2024)

**Table 2. Convergent Validity based on AVE**

Items	Average Variance Extracted (AVE)	Information
Interactional Justice	0,845	Valid
Organizational Commitment	0,691	Valid
Procedural Justice	0,821	Valid
Perceived Organizational Support	0,661	Valid

Data source processed by researchers, 2024

From the test results, it can be concluded that all constructs in the table have an AVE value above 0.5, so it can be concluded that each variable used in this research can reflect the latent variables they represent as well as all indicator measurement items. is said to be discriminantly valid. Thus, all indicators can be used in research without exception. In this research, it is also known that the AVE value is the highest at 0.845 comes from the Interactional Justice variable, while the lowest AVE value comes from the Perceived Organizational Support variable with a value of 0.661.

Besides using AVE, convergent validity can be measured by looking at the loading factor value, the aim is to show the correlation or relationship between the indicator

and the latent variable being measured. Something instrument variable said fulfill testing validity which tall if the indicator's mark loading factor is greater than 0.7, while the indicator has a smaller loading factor value of 0.7 is considered to have a low level of validity (Hair et al., 2019). Below are presented the values loading factor of the variables in this research.

**Table 3. Convergent Validity based on Loading Factor**

Variable	Indicator	Outer Loading	P- Value	Outer Vif	Note
Interactional Justice	IJ1	0,902	0,000	1,918	Valid
	IJ2	0,935	0,000	1,918	Valid
	OC1	0,869	0,000	2,204	Valid
Organizational Commitment	OC2	0,870	0,000	2,180	Valid
	OC3	0,750	0,000	1,283	Valid
	Procedural Justice	PJ1	0,888	0,000	1,711
PJ2		0,924	0,000	1,711	Valid
Perceived Organizational Support	POS 1	0,767	0,000	1,426	Valid
	POS 2	0,835	0,000	1,496	Valid
	POS 3	0,836	0,000	1,550	Valid

Data source processed by researchers, 2024

Based on Table 3 It can be concluded that this research instrument has an outer loading value of  $> 0.7$ , which indicates that all of the instruments are valid. The overall significance value is shown by the P -value  $< 0.05$  which proves that the research instrument is significant. In addition, the formative measurement model (outer VIF) shows that the estimates for all instruments have an outer VIF value  $< 5$ , which means there is no multicollinearity between the measurement items. This proves that each variable can be explained by its respective indicator because it meets the requirements for convergent validity.

**Table 4. Convergent Validity based on Loading Factor**

Variable	Indicator	Interactional Justice	Organizational Commitment	Procedural Justice	Perceived Organizational Support
Interactional Justice	IJ1	0,902	0,511	0,378	0,463
	IJ2	0,935	0,595	0,368	0,592
	OC1	0,508	0,869	0,480	0,520
Organizational Commitment	OC2	0,540	0,870	0,467	0,579
	OC3	0,458	0,750	0,565	0,498
Procedural Justice	PJ1	0,339	0,486	0,888	0,422
	PJ2	0,390	0,604	0,924	0,485
Perceived Organizational Support	POS 1	0,375	0,422	0,428	0,767
	POS 2	0,582	0,527	0,428	0,835
	POS 3	0,439	0,604	0,377	0,836

Source: Data processed by researchers, 2024

Based on Table 4, it can be concluded that the overall cross-loading data processing shows a higher correlation with the variables it measures compared to other variables. This shows that discriminant validity for all indicator measurement item

values has been fulfilled. Apart from evaluating the cross-loading value as a result of the discriminant validity test, it can also be seen from the results of the Average Variant Extracted (AVE) square root. Each latent construct must have a squared AVE value > 0.5 to reflect a good measurement model. If the value obtained in a variable is greater than the correlation value between constructs, this means that the respondent does not experience difficulty in answering the statements on the questionnaire. The average variance extracted (AVE) square root value can be seen through the Fornell-Larcker value in the following table.

**Table 5. Fornel Forkel**

Variable	Interactional Justice	Organizational Commitment	Procedural Justice	Perceived Organizational Support
Interactional Justice	0,919			
Organizational Commitment	0,605	0,832		
Procedural Justice	0,404	0,607	0,906	
Perceived Organizational Support	0,580	0,642	0,503	0,813

Source: Data processed by researchers, 2024

From the table above, it can be concluded that the value of the Fornel-Larcker criteria for all variables is greater than the other variables so the items or indicators used in this research are valid. Mark composite reliability and Cronbach's Alpha in this research can be seen in the following table:

**Table 6. Composite Reliability**

Variable	Composite reliability	Cronbach's alpha	Information
Interactional Justice	0,840	0,818	Reliable
Organizational Commitment	0,774	0,774	Reliable
Procedural Justice	0,803	0,784	Reliable
Perceived Organizational Support	0,755	0,745	Reliable

Source: Data processed by researchers, 2024

Based on Table 6 it can be concluded that testing composite reliability on variable Interactional Justice, Organizational Commitment, Procedural Justice, and Perceived Organizational Support is stated reliable Because composite reliability all over variable worth > 0.70. Meanwhile, Cronbach's alpha values for all variables are stated reliable, because the value of each variable > 0.70. Thus, the results obtained show that all variables have good reliability by the required standards.

### Analysis Model Structural (Inner Model)

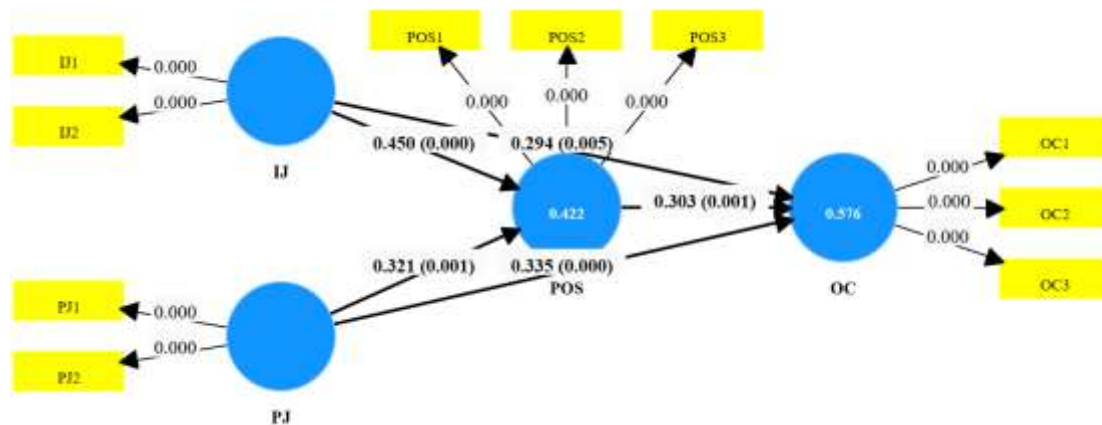


Figure 2. Inner Model Testing  
 Source: SmartPLS Output, (2024)

The inner model tests the relationship between latent variables and analyzes their significance. The R Square, T Statistics, and Q Square tests were used in this research.

Table 7. R- Square

Variable	R-square
Organizational Commitment	0,576
Perceived Organizational Support	0,422

Source: Data processed by researchers, 2024

Based on the table above, it can be seen that the R-squares value of the Organizational Commitment variable is 0.576 or 57,6%. This shows that the Organizational Commitment variable can explained by the variables Interactional Justice, Procedural Justice, and Perceived Organizational Support were 57,6%. Meanwhile, the remaining 42,4% was explained by other variables that were not discussed in this study. This also shows that there is a relationship between the variables Interactional Justice, Procedural Justice, and Perceived Organizational Support moderate.

Then mark the R-squares variable Perceived Organizational Support as big as 0.422 you know 42,2%. This shows that the Perceived Organizational Support variable can be explained by Interactional Justice and Procedural Justice variables. Apart from that the rest as big as 57,8% explained by other variables that were not discussed in the study. This shows that the relationship between the variables Interactional Justice and Procedural Justice is moderate.

Table 8. Q2 Predict

Variable	Q <sup>2</sup> predict
Organizational Commitment (Y)	0,481
Perceived Organizational Support (Z)	0,372



Based on Table 8 can is known that mark Q Square Predict > 0 which indicates that the Organizational Commitment variable has a value of 0,481 And Perceived Organizational Support with a value of 0.372 has predictive relevance or good or good observation value. So every change in the variables of Interactional Justice, Procedural Justice, and Perceived Organizational Support can predict every change in the variable Organizational Commitment. The results of GoF calculations in this research can be seen in the following table

**Table 9. Mark Goodness of fit index**

Average AVE	Average R-square	GOF Index	Information
0,755	0,499	0,613	Tall

Data source processed by researchers, 202 4

Based on the table, show results calculation mark GoF produces a GoF value of 0,613 including the high GoF category because it is > 0.36 (Hair et al., 2019). Thus, it can be concluded that the data is empirically capable explain model measurement and structural model with match level tall/good (fit).

**Table 10. Mark F-Square**

Variable	F Square	Information
Interactional Justice -> Organizational Commitment	0,132	Small Effect
Interactional Justice -> Perceived Organizational Support	0,293	Medium Effect
Procedural Justice -> Organizational Commitment	0,193	Medium Effect
Procedural Justice -> Perceived Organizational Support	0,149	Small Effect
Perceived Organizational Support -> Organizational Commitment	0,125	Small Effect

Data source processed by researchers, 2024

Based on the table above, it can be concluded that:

1. The influence of Interactional Justice on Organizational Commitment has a small effect with an  $f^2$  value of 0.132.
2. Interactional Justice on Perceived Organizational Support has a medium effect with an  $f^2$  value of 0.293.
3. Procedural Justice on Organizational Commitment has a medium effect with an  $f^2$  value of 0.193.
4. Procedural Justice on Perceived Organizational Support has a small effect with an  $f^2$  value of 0.149.
5. Perceived Organizational Support on Organizational Commitment has a small effect with an  $f^2$  value of 0.125.

**Table 11. Hypothesis Test Results**

Variable	Original Samples (O)	T Statistics (O/STDEV)	P Values	Hypothesis	Note
Interactional Justice -> Organizational Commitment	0,294	2,823	0,005	H1	Accepted
Procedural Justice -> Organizational Commitment	0,450	4,138	0,000	H2	Accepted
Interactional Justice -> Perceived Organizational Support	0,335	4,170	0,000	H3	Accepted
Procedural Justice -> Perceived Organizational Support	0,321	3,390	0,001	H4	Accepted
Perceived Organizational Support -> Organizational Commitment	0,303	3,332	0,001	H5	Accepted
Interactional Justice -> Perceived Organizational Support -> Organizational Commitment	0,137	2,838	0,005	H6	Accepted
Procedural Justice -> Perceived Organizational Support -> Organizational Commitment	0,097	2,131	0,033	H7	Accepted

Source: Data processed by researchers, 2024

Based on the table above, it is known that all hypotheses in this study are accepted. With the results, it can be concluded that the attitudes and behavior of employees involved in delivering policies have a significant influence on the level of organizational/company commitment. The results of the study show that employees feel that the process of submitting policies is carried out by PT management. PLN (Persero) UP3 Malang has been explained in detail to employees, this information has been very helpful in helping them understand the background and reasons behind each decision, thereby increasing their perception of fairness and trust towards PT management. PLN (Persero) UP3 Malang. Transparency in decision-making has always been carried out by PT management. PLN (Persero) UP3 Malang has been implemented in a way that can prevent confusion or speculation, and it can also increase openness and clarity in communication processes between colleagues. Apart from that, in the process of interpersonal interaction between PT employees and superiors. PLN (Persero) UP3 Malang has been running smoothly to create a work atmosphere that is full of compassion, harmony, and collaboration.

In the procedural aspect of the decision-making process and the implementation of procedures, they feel that their relationship with the organization is profitable and fair, thus employees feel that the decision-making process is carried out in a transparent, consistent, accountable, and fair manner, so they tend to have a higher level of trustworthiness call against the company so influences organizational commitment and perceptions of organizational support felt by employees. By providing various programs and facilities that support employee hobbies, health, spiritual well-being, and family life, the company ensures that employees feel supported and valued. This aims to improve the organizational and financial

communications of PT employees. PLN UP3 Malang feels more enthusiastic, motivated, and loyal to the company. In addition, the results of the study describe the organizational and perceived organizational support implementation as a mediator (intermediary) in the relationship between procedural justice and organizational and regulatory justice. This shows the importance of fairness in organizational procedures to create a fair and supportive work environment, which ultimately increases employee loyalty and commitment of PT employees. PLN UP3 Malang.

#### **D. Conclusion**

The results of this research show that Interactional Justice and Procedural Justice have a positive and significant influence on the Organizational Commitment of PT employees. PLN (Persero) UP3 Malang. These findings align with previous research conducted by Colquitt, (2001); Cropanzano et al. (2002); (E. Lambert et al., 2023); (E. G. Lambert et al., 2020) ; (Jameel et al., 2020); (Nazir et al., 2019), Qureshi et al (2017); Jang et al (2021); Jiang (2015); Chênevert et al (2013); Blix et al (2021). The study also reveals that Interactional Justice and Procedural Justice positively and significantly influence the Perceived Organizational Support of PT employees. PLN (Persero) UP3 Malang, corroborating the results of prior research by Kurtessis et al. (2017); Rhoades & Eisenberger (2002); Brown & Roloff (2016); Nazir et al (2019); and Dawud et al (2019).

Furthermore, the research indicates that Perceived Organizational Support has a positive and significant impact on the Organizational Commitment of PT employees. PLN (Persero) UP3 Malang, supporting the findings of Celep & Yilmazturk (2012); Islam et al. (2013); Kurtessis et al (2017); Brown & Roloff, (2016); Kim et al. (2016a); Caesens & Stinglhamber (2020); Nazir et al. (2019); dan Dawud et al. (2019). Additionally, the study shows that Perceived Organizational Support mediates the influence of Interactional Justice and Procedural Justice on Organizational Commitment, in line with previous research in this field (Rhoades & Eisenberger, 2002), (Kim et al., 2016b), Caesens & Stinglhamber (2020); Islam et al (2013), Kurtessis et al. (2017), Brown & Roloff (2016); Nazir et al. (2019), dan Dawud et al. (2019).

In conclusion, when Interactional Justice and Procedural Justice increase, employee Organizational Commitment also increases. Similarly, if Perceived Organizational Support increases, employee Organizational Commitment also increases. Therefore, the Perceived Organizational Support variable plays a crucial role in mediating the relationship between Interactional Justice and Procedural Justice and Organizational Commitment. These findings underscore the importance of fostering a fair and supportive work environment to enhance employee commitment at PT. PLN (Persero) UP3 Malang, aligning with the initial objectives of this study.

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