

THE MEDIATING ROLE OF AFFECTIVE COMMITMENT ON THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND PROCEDURAL JUSTICE ON JOB PERFORMANCE OF CIVIL SERVANT

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ABSTRACT

Keywords:
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This study aims to analyze the mediating role of affective commitment on the effect of perceived organizational support and procedural justice on job performance. Respondents in this study are Civil Servants at the BPS Statistics of the Province and the Special Region of Yogyakarta. The sample used was 188 selected using a purposive sampling technique. Data were analyzed using the Structural Equation Modeling (SEM) method with Analysis Moment of Structural (AMOS) 24.0 software. This study found that perceived organizational support and procedural justice has no significant direct effect on job performance. This research also shows that perceived organizational support and procedural justice have a significant effect on affective commitment, and there is a significant effect between affective commitment on job performance. The finding of this research show that affective commitment was able to mediate perceived organizational support and procedural justice on job performance. Recommendation for leaders, employees, and future research are discussed.

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1. Introduction

The main issue in human resource management (HRM) that needs attention is job performance. Human resources play a role in the realization of a government organization, which is a significant capital for national development. Strengthening superior HR is correlated with increased work productivity. Responding to this, HR must be more qualified, competent, and ethical so that they can adapt to entering the 4.0 industry era.

Job performance is an essential factor that contributes to organizational success. Civil Servants as government officials play an essential role in the state. Following its primary function as the leading implementer of government, the Civil Servants required to have high performance. Performance is the behavior of employees at work that produce output following the wishes of the organization based on quality, quantity, and job time (Na-Nan, 2018). Performance is a work that can be achieved by a person or group of people in an organization following their respective authorities and responsibilities in order to achieve organizational goals, obey the law, following morals and ethics (Barasa, 2018). Individual abilities such as open communication, honesty, work ethic, sharing information, respecting differences, and how to resolve conflicts can hamper personal interests for the common good (Susmiati, 2015).

Previous empirical studies on job performance show that affective commitment is a factor that has a significant influence on the emergence of employee job performance in organizations (Lee and Ravichandran, 2019; Ribeiro et al., 2018; Scoemmel and Jonsson, 2014). Highly

committed employees will show more loyalty and a strong desire to continue working with the organization (Allen and Meyer, 1990). Commitment to the organization can explain more than just formal membership because there are efforts to help the organization achieve its goals.

Organizational commitment includes three forms: affective commitment, normative commitment, and continuance commitment (Allen and Meyer, 1990). This study takes the proxy of affective commitment because this form of commitment based on psychological and emotional approaches (Hidayat and Tjahjono, 2014), so it can play an essential role in explaining employee job performance. Employees also need support and encouragement from the organization to get the best performance. Organizational support will form employees about perceived organizational support (Islam et al., 2015). The perceived organizational support is the global belief about how high the sensitivity or concern of the organization is towards employee welfare and appreciates its contribution (Eisenberger et al., 1986). Several studies have shown that job performance also influenced by several factors, including perceived organizational support and procedural justice. Based on research conducted by Nazir and Islam (2017), Afzali et al. (2014), and Oh et al. (2014), perceived organizational support has a positive effect on job performance.

Perceived organizational support is an essential construct for understanding employee behavior related to work. When employees perceive that the organization provides excellent support, it will bring up a sense of responsibility to provide the best performance, thus encouraging employees to

improve the quality and quantity of work (Dai and Qin, 2016).

Job performance also found to be affected by procedural justice. Procedural justice is a part of organizational justice, includes three forms of justice namely: distributive justice, procedural justice, and interactional justice (Koopman, 2003). This study takes a proxy for procedural justice because procedural justice more strongly explains organizational output in the form of individual attitudes towards organizations (Tjahjono, 2019). Procedural justice in this study focuses on fairness regarding the policies and procedures taken by the leadership in performance appraisal. Employee's judgments about fairness are not only influenced by what they receive as a result of individual decisions but also on the decision process made. Research conducted by Arab and Atan (2018); Shan et al. (2015); and Suliman and Kathairi (2012) show that procedural justice has a positive effect on job performance. When employees treated fairly, it can lead to an attitude of respect for the decisions that have made so that it will have an impact on job performance. Procedural justice can be felt by the employee when the employee has the opportunity to argue and consider his proposal by the leadership of the organization in determining the decisions made.

In addition to playing a role as a factor that drives employee job performance, perceived organizational support and procedural justice were also found to play an essential role in encouraging employee commitment. The perceived organizational support can meet the socio-emotional needs of employees, such as the need for approval, appreciation, and affiliation. Previous research show the perceived organizational

support has a positive effect on affective commitment (Giunchi et al., 2015; Islam et al., 2015; and Casimir et al., 2014). The support of the organization also makes employees feel cared for and appreciated, thus forming a commitment from employees. Fair processes within the organization can encourage employees to evaluate the organization as a whole using better judgment. Employees will also accept systems and procedures within the organization if there is a match between values and their application. Research by Luo et al. (2017); Tjahjono et al. (2015); and Tjahjono et al. (2019) show that procedural justice has a positive effect on affective commitment. If injustice occurs, it can lead to disappointment, negative behavior, and can lead to a decrease in commitment to the organization (Dewa and Salendu, 2018).

Based on a number of such literature, it has been explained about the influence and importance of improving performance through the perceived organizational support, procedural justice, and affective commitment in organizations. However, some studies do not support this positive effect (Yih and Htaik, 2011; Kambu et al., 2011; Iqbal et al., 2017; Kalay, 2016; and Hanifah, 2016). There are still problems with differences in research results or research gaps. The purpose and objective of this research are to find out the pattern of relationships between perceived organizational support, procedural justice, affective commitment, and more comprehensive performance in an integrated research model. This research conducted at the BPS Statistics of the province and special region of Yogyakarta by taking civil servants as research subjects. High performance is needed by these agencies because the demands of data users want data faster,

cheaper, easier, and better. Besides this, high performance is needed for the realization of an advanced Indonesia with superior human resources and quality data.

2. Literature Review

2.1. Perceived Organizational Support

Robbins and Judge (2017) define the perceived organizational support as the level of employee trust in the organization in respecting and caring for the well-being of employees working in the organization. Meanwhile, according to Eisenberger et al. (1986), perceived organizational support is a global belief of employees about how high the sensitivity or concern of the organization for employee welfare and appreciate the contribution of employees.

Social exchange theory (Blau, 1964) argues that perceived organizational support produces reciprocal relationships. The social exchange involves strengthening among actors in an interdependent context. Exchange relations can incur costs because the parties must invest resources in the process of social exchange (Tsarenko et al., 2018). Positive perception organizational support will lead employees to care about the welfare of the organization, help the organization achieve its goals, provide better performance. Employees in a company are also referred to as valuable assets because of the work done; of course, employees will give time, energy, and effort so that employees will get what they want.

2.2. Procedural Justice

According to Noe et al. (2015), Procedural justice is a concept of justice that focuses on the methods used by organizations to determine the results received. According to Colquitt (2001), Procedural justice is something that is felt by

employees related to justice based on the procedures used by management. According to Tjahjono (2011), Procedural justice shows the capacity of the organization in treating its employees fairly, so it is more inclined to explain the results of the organization. If the procedures adopted in the organization can be accepted by all members of the organization, it will provide better results for the organization.

Procedural justice in the context of performance appraisal can help organizations analyze employee achievements and evaluate the contribution made to the achievement of overall organizational goals (Khanna and Sharma, 2014).

Procedural justice is related to decision making, which refers to a fair process. Procedural justice explains that individuals not only evaluate the distribution of output distribution but also evaluate the fairness of the procedure for determining that allocation (Tjahjono et al., 2015).

2.3. Affective Commitment

Affective commitment is part of organizational commitment. Organizational commitment is a psychological condition that binds employees to the organization. Three dimensions of organizational commitment are affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990). Luthans (2015) defines organizational commitment as a strong desire to become a member of the organization, a strong desire to go to a high level of expertise on behalf of the organization, and a certain belief in acceptance of the values and goals of the organization.

This research focuses on affective commitment as a proxy of organizational commitment. Allen and Meyer (1990) define affective commitment as employees' emotional behavior, identification, and employee involvement in organizations. Affective commitment tends to a feeling of belonging, a feeling of attachment to the organization, and to have a relationship with one's personal characteristics. The form of one's commitment is related to the closeness and emotional attachment of employees and organizations (Tjahjono, 2014).

2.4. Job Performance

According to Kasmir (2016), performance is the result of work and work behavior achieved in completing tasks and responsibilities that have been given within a certain period. Performance is the result of an organized process and can be measured based on established criteria (Edison, 2016). Performance as the behavior displayed by employees in the workplace results in the distribution of desired outcomes by the organization in terms of quality, quantity, and job time (Na-Nan et al., 2018).

Performance is defined as the results of work in quality and quantity achieved by an employee in his ability to carry out tasks in accordance with the responsibilities given. Performance refers to the level of success in carrying out the task as well as the ability to achieve the goals. Performance is declared excellent and successful if the desired goals of the organization can be achieved.

2.5. Hypothesis Development

There are seven hypotheses employed in this research to answer the research question. Those hypotheses are:

1. The effect of Perceived Organizational Support on Job Performance

Perceived organizational support is an employee's perception that an organization values his or her contribution and cares about the employee's well-being (Eisenberger *et al.*, 1986). Based on Nazir and Islam research (2017), Afzali et al. (2014) and Oh et al. (2014) show that perceived organizational support has a positive effect on job performance. Employees who perceive more excellent organizational support will return the favor to the organization through higher performance. Perceived organizational support as a reciprocal relationship of social exchange between leaders and employees that focuses on the quality of the relationship. According to the rules of reciprocity in social exchange, organizational support encourages employees to work harder to reciprocate the organization so that perceived organizational support can improve job performance (Zhong et al., 2016). Based on the theory and empirical studies, the first hypothesis is formulated as follows:

Hypotheses 1: Perceived organizational support has a positive effect on job performance.

2. The effect of Procedural Justice on Job Performance

Procedural justice is what employees feel about justice based on procedures used by management (Colquitt, 2001). Procedural justice is related to the procedures applied by the leadership in shaping organizational characteristics. Based on Arab and Atan Research (2018), Shan et al. (2015), also Suliman and Kathairi (2012), found that procedural justice has a positive effect on job performance. The employee's view of the processes and procedures used by the organization gives rise to an attitude of respect for the decisions that are made. Procedural justice use to describe fair

treatment in the decision making process that determines organizational outcomes (Crenshaw et al., 2013). A fair process is essential for employees. Because it is a form of respecting the dignity of employees as well as a form of affirming their status in the organization. If procedural justice applied by the organization is high, it will encourage employees to improve their performance, because the procedure becomes a tool to maximize personal interests and values in the workgroup. Based on the theory and empirical studies, the second hypothesis is formulated as follows:

Hypotheses 2: Procedural justice has a positive effect on job performance.

3. The effect of Perceived Organizational Support on Affective Commitment

Organizational support theory by Eisenberger et al. (1986) can explain the emotional commitment of employees to their organizations, where this approach assumes that to meet the needs of social emotions and to assess the readiness of organizations in rewarding employees. Based on empirical research by Giunchi et al. (2015), Islam et al. (2015), and Casimir et al. (2014) found that perceived organizational support has a positive effect on affective commitment. Organizational affective commitment as a feeling of belonging and being part of an organization can increase individual participation in organizational activities, encouragement to realize organizational goals, and the desire to stay within the organization (Meyer & Allen, 1991). If an employee in an organization can feel the support of the organization by the norms, desires, expectations of employees, then a commitment will be formed from employees to fulfill their obligations to the organization, and loyal to the organization, because

employees already have strong emotional ties on its organization. According to norms of reciprocity and social exchange, employees who believe that organizations value contributions and care for their well-being tend to grow obligations towards the organization, so they respond by increasing loyalty in the form of affective commitments (Fazio et al, 2017). Based on the theory and empirical studies, the third hypothesis is formulated as follows:

Hypotheses 3: Perceived organizational support has a positive effect on affective commitment.

4. The effect of Procedural Justice on Affective Commitment

Procedural justice emphasizes the fairness provided by the organization to employees regarding the methods and processes used in the distribution of results (Colquitt, 2001). Based on research by Luo et al. (2017), Tjahjono et al. (2015), Tjahjono et al. (2019) found that procedural justice has a positive effect on affective commitment. Procedural justice explains that individuals not only evaluate the distribution of the output distribution but also evaluate the fairness of the procedure for determining that allocation (Tjahjono et al., 2015). Justice plays a significant role in elaborating organizational commitment. Fair procedures will reflect the organization's capacity to treat its employees. If procedural justice applied by the organization is high, then the employee will identify the suitability of these values so that it will increase its affective commitment. Because with fair treatment, decisions made by the organization can be following its portion. Based on the theory and empirical studies, the fourth hypothesis is formulated as follows:

Hypotheses 4: Procedural justice has a positive effect on affective commitment.

5. The effect of Affective Commitment on Job Performance

Affective commitment defined as the employee's emotional behavior, identification, and involvement in the organization (Allen and Meyer, 1990). Employees who have high affective commitment are vital because they play a role in determining the success of organizational goals. Based on research by Lee and Ravichandran (2019), Ribeiro et al. (2018), and Schoemmel and Jonsson (2014) show that affective commitment has a positive effect on job performance. Employee involvement in the workplace will identify more organizational ideas so that they can encourage work better. When the level of employee emotional attachment is higher, there will be a greater tendency to exert effort and energy that is focused on achieving organizational goals. Employees tend to commit to their organization if their efforts are heeded (Abuseif and Ayaad, 2018). Meanwhile, employees who are not committed do not pay attention to their work, which then causes poor performance in their organizations (Abdallah et al., 2017). Employees with high affective commitment, make more efforts that can help the success of the organization and contribute more so that they tend to do the job better (Khalid et al, 2018). Based on the theory and empirical studies, the fifth hypothesis is formulated as follows:

Hypotheses 5: Affective commitment has a positive effect on job performance.

6. The effect of Perceived organizational support on Job Performance Through affective commitment

Employee relations with the organization is a reciprocal relationship, which is also called social exchange theory,

where employees with the organization act as the leading cause of employee behavior in the workplace. According to the norm of reciprocity, social exchange theory explains how employees respond to an organization's affective behavior towards them because affective commitment is an investment in emotional resources in the organization (Allen and Meyer, 1990). Besides, through affective commitment, employees will have competitiveness in the form of involvement in work so that employee performance can be measured. Based from research by Sharma and Dhar (2016) and Guan et al. (2014), found that affective commitment mediates the perceived organizational support on job performance. Affective commitment is seen as a value orientation towards the organization that shows individuals prioritize work and organizational goals. Through affective commitment, perceived organizational support will be able to encourage emotional and employee involvement to improve the quality of job performance. Based on the theory and empirical studies, the sixth hypothesis is formulated as follows:

Hypotheses 6: Affective commitment mediated the effect of perceived organizational support on job performance.

7. The effect of Procedural Justice on Job Performance Through affective commitment

Procedural justice places more emphasis on the process of producing something (Wang et al., 2010). Applying fair procedures will improve identification and emotional attachment to the organization. Based from research by Swalhi et al. (2017) and Wang et al. (2010), found that affective commitment mediates the organizational justice on job performance. Procedural justice

identified as a perception of fairness over decision making in organizations. Members in the organization are very concerned in making organizational decisions fairly, and they feel that the organization and employees will benefit equally if the organization carries out procedures fairly. Employee identification of organizational values encourages us to do better for the organization. When employees feel balanced justice in the work environment, it will foster emotional attachment. Hence, employees are more willing to spend energy and resources to perform better and achieve organizational goals. Based on the theory and empirical studies, the seven hypothesis is formulated as follows:

Hypotheses 7: Affective commitment mediated the effect of procedural justice on job performance.

Corresponding to the above hypotheses, the research model is shown in figure bellows:

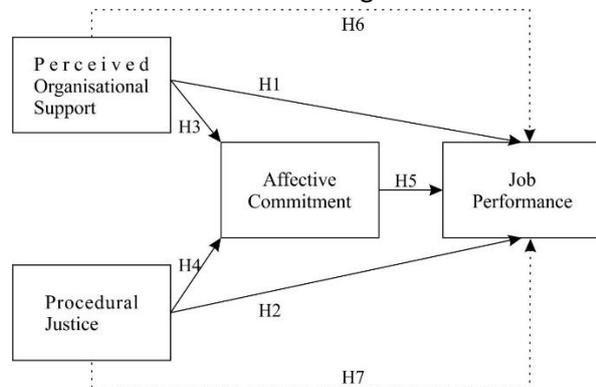


Figure 1 Research Model

3. Method, Data, and Analysis

This research uses a quantitative method, and it is used to test statistical analysis to examine all hypotheses. This research uses primary data from questionnaires which consist of several parts. The unit analysis in this research is BPS Statistic of the Province

and the Special Region of Yogyakarta. This study is using a non-probability sampling technique or knows as purposive sampling. The criteria of the participant are at least having 1 (one) year minimum working period. In addition, Ghozali (2017) sample measures with the procedure of Maximum Likelihood Estimation (MLE), which among 100-200 respondents.

Researchers came directly to BPS Statistic of the Province and the Special Region of Yogyakarta to get the number of Civil Servants. There were 75 employees in BPS Province, 35 employees in BPS Yogyakarta City, 37 employees in BPS Bantul, 35 employees in BPS Sleman, 36 employees in BPS Kulon Progo, and 35 employees in BPS Gunungkidul, so a population of 253 obtained.

Researchers distributed 253 questionnaires by giving directly to respondents in each office, a total of 203 employees (response rate 80%), who returned the questionnaire, and the questionnaire could be processed as many as 188 questionnaires (response rate 74%). In this study, male employees were 47%, while female employees 53%. The age distribution of most respondents is ≥ 46 years with 31%, and the least is <30 years with 3%. The position of work was majorly dominated by non-structural staff with 78%. The level of education was dominated by master degree with 41%. The period of work dominated by ≥ 21 years with 34%.

Then, to test the hypotheses according to Ghozali (2017) state that the Cronbach Ratio value (c.r) ≥ 1.967 or the significant probability value (p) ≤ 0.05 (significant at the 5% level).

This research uses perceived organizational support and procedural

justice as the independent variable to influence affective commitment as intervening variable and job performance as dependent variable. All item are stated on a 5-point Likert scale.

The measurement for perceived organizational support are selected for this study from Eisenberger et al. (1986). The sample components for perceived organizational support are 8 questions including "The organization values my contribution to its well being", and "The organization take pride in my accomplishments at work". For procedural justice, it is measured using 7 questions developed by Colquitt (2001) including "I have to express views and feelings during organization procedures", and "I have those procedures upheld ethical and moral standars". For Affective commitment, it is measured using 8 questions develop by Allen and Meyer (1990) including "I would very happy to spend the rest of my career with this organization", and "I enjoy discussing my organization with people outside it". For Job performance, it is measured using 10 questions develop by Na-nan (2018) including "Task are performed attentively and correctly", and "task are completed as per the spesifications and standars".

4. Result and Discussion

The data analysis method is carried within the help of IBM Statistics AMOS version 24. The test validity based on Ghazali (2017) with confirmatory factor analysis (CFA). CFA analysis is used to test building concepts using several measurable indicators. The loading factor can be used to measure the construct validity and then a questionnaire can be said to be valid if the questions can be express something

measured by the questionnaire. A validity constructs by looking at the standard loading factor value of each indicator. If the standard loading factor value is ≥ 0.5 or ideally 0.7, then it is declared valid (Ghozali, 2017). Meanwhile, if the value is invalid, then the indicator needs to be dropped in the next analysis.

Table 1 shows the construct validity of each indicator variable. There are two invalid indicators namely POS7 and PJ3, so they need to be discarded, while AC and JP indicators are all valid.

Table 1. Validity Test

| | Items | Estimate | Remark |
|-----|-------|----------|-----------|
| POS | POS1 | 0,683 | valid |
| | POS2 | 0,672 | valid |
| | POS3 | 0,607 | valid |
| | POS4 | 0,727 | valid |
| | POS5 | 0,717 | valid |
| | POS6 | 0,670 | valid |
| | POS7 | 0,448 | Not valid |
| | POS8 | 0,632 | valid |
| PJ | PJ1 | 0,769 | valid |
| | PJ2 | 0,512 | valid |
| | PJ3 | 0,480 | Not valid |
| | PJ4 | 0,685 | valid |
| | PJ5 | 0,843 | valid |
| | PJ6 | 0,794 | valid |
| | PJ7 | 0,751 | valid |
| AC | AC1 | 0,627 | valid |
| | AC2 | 0,543 | valid |
| | AC3 | 0,526 | valid |
| | AC4 | 0,556 | valid |
| | AC5 | 0,726 | valid |
| | AC6 | 0,799 | valid |
| | AC7 | 0,586 | valid |
| | AC8 | 0,700 | valid |
| JP | JP1 | 0,790 | valid |
| | JP2 | 0,819 | valid |
| | JP3 | 0,729 | valid |
| | JP4 | 0,646 | valid |
| | JP5 | 0,530 | valid |
| | JP6 | 0,598 | valid |
| | JP7 | 0,553 | valid |
| | JP8 | 0,557 | valid |
| | JP9 | 0,620 | valid |
| | JP10 | 0,745 | valid |

Source: Primary Data, 2020

The reliability test shows the consistency and stability of the measurement scale. Reliability is an index that also shows how much the gauge can be relied upon. The level of reliability can be assessed by looking at the resulting CR (Construc Reliability) value ≥ 0.7 and the VE (Variance Extract) value ≥ 0.5 (Ghozali, 2017).

Based on table 2, all variables in this study have construct reliability (CR) values ≥ 0.7 and VE values (Variance Extract) ≥ 0.5 . So it can be said that all indicators of the construct of perceived organizational support, procedural fairness, affective commitment, and performance in this study can be declared reliable, or reliable.

Table 2. Reliability Test

| No | Variable | C.R | VE | Remark |
|----|----------------------------------|-----|-----|----------|
| 1 | Perceived Organizational Support | 0.9 | 0.6 | Reliable |
| 2 | Procedural Justice | 0.9 | 0.7 | Reliable |
| 3 | Affective Commitment | 0.8 | 0.6 | Reliable |
| 4 | Job Performance | 0.9 | 0.6 | Reliable |

Source: Primary Data, 2020

Table 3. Hypothesis Test

| Regression Weights | | | Estimate | S. | C. | P | Remark |
|--------------------|---|---|----------|----|-----|-----|-----------------|
| PO | → | J | 0,913 | 0, | 1,8 | 0,0 | Not Significant |
| PJ | → | J | 0,055 | 0, | 0,8 | 0,3 | Not significant |
| PO | → | A | 0,437 | 0, | 3,5 | *** | Significant |
| PJ | → | A | 0,169 | 0, | 2,0 | 0,0 | Significant |
| A | → | J | 0,425 | 0, | 4,5 | *** | Significant |

Source: Primary Data, 2020

From table 3 the analysis of SEM from hypotheses 1 test results show that Perceived organizational support does not have a significant direct effect on job performance. Shown with a C.R value of 1.892 with a probability (P) of 0.058, so the hypothesis 1 is not supported. This finding explains that the organizational support felt by Civil Servants in the BPS Statistic of the Province and the Special Region of Yogyakarta has not been able to encourage improved performance. One contributing factor is that a great organizational support can cause discomfort for employees, even suspicion, so that it can trigger a boomerang effect (Haryokusumo, 2019). A high level of support may not necessarily result in high performance.

The analysis of SEM from hypotheses 2 test results show that procedural justice does not have a significant direct effect on job performance. It is shown with a C.R value of 0.844 with a probability (P) of 0.399. Based on these results, hypothesis 2 rejected. This finding explains that the level of procedural justice perceived by the Civil Servants in the BPS Statistic of the Province and the Special Region of Yogyakarta has not been able to encourage an increase job performance. Procedural justice explains that individuals not only evaluate the distribution of results but also evaluate the procedures for making the allocation (Tjahjono et al., 2015). One contributing factor is the Presidential Regulation number 29 of 2014 and the BPS Regulation number 4 of 2019 which governs the performance appraisal procedures of civil servants. The existence of regulations regarding these standardized procedures causes the performance of employees not to be affected by procedural justice that exists at the agency.

The analysis of SEM from hypotheses 3 test results show that perceived organizational support has a significant effect on affective commitment. It is shown with a C.R value of 3.560 with a probability (P) ***, which means 0,000 or significant. Based on these results, hypothesis 3 is accepted, so in this study found that the higher the organizational support perceived by the employee, the more loyal or committed, the employee will be to the organization. The results of this study are in line with studies by Giunchi et al. (2015), Islam et al. (2015), and Casimir et al. (2014), which show that the perceived organizational support has a positive effect on affective commitment.

The analysis of SEM from hypotheses 4 test results show that procedural justice has a significant effect on affective commitment. It is shown with a C.R value of 2.049 with a probability (P) of 0.040. Based on these results, hypothesis 4 is accepted, so in this study found that the higher decision making procedure felt by employees, the more committed the employee will be to the organization. The results of this study are in line with studies of Luo et al. (2017), Tjahjono et al. (2015), and Tjahjono et al. (2019), which show that procedural justice has a positive effect on affective commitment.

The analysis of SEM from hypotheses 5 test results show that affective commitment has a significant effect on job performance. It is shown with a C.R value of 4.586 with a probability (P) ***, which means 0,000 or significant. Based on these results, hypothesis 5 is accepted, so this study found that the more employees are committed to the organization, the more employees will perform better. The results of this study are in line with research by Lee and

Ravichandran (2019), Ribeiro et al. (2018), and Schoemmel and Jonsson (2014), which show that affective commitment has a positive effect on job performance.

The analysis of SEM from hypotheses 6 test results show that directly the perceived organizational support has no significant effect on job performance, but has a significant effect on affective commitment, and affective commitment has a significant effect on job performance. These findings indicate that affective commitment mediates the effect of perceived organizational support on job performance. If the support felt by employees is high, then it encourages employees to be more committed to the organization to make employee performance improvement. This finding is in line with Sharma and Dhar (2016) and Guan et al. (2014), who show that affective commitment mediates the effect of perceived organizational support on performance. So, the perceived organizational support of employees will improve their performance if through ethical employee commitment.

The analysis of SEM from hypotheses 7 test results show that procedural justice directly does not significantly affect job performance. However, it has a significant effect on affective commitment, and affective commitment has a significant effect on job performance. These findings indicate that affective commitment mediates the effect of procedural justice on job performance. When employees feel justice in the workplace, it will foster emotional commitment so that employees are more willing to spend energy and resources to perform better and achieve organizational goals. This finding is in line with previous studies conducted by Swalhi et al. (2017) and Wang et al. (2010), showing that affective commitment positively

mediates the influence of procedural fairness on performance. Thus, procedural justice felt by employees will improve their performance if through ethical employee commitment.

5. Conclusion and Suggestion

Based on the results of the hypothesis test, it can be concluded that perceived organizational support and procedural justice do not have a significant direct effect on job performance. Perceived organizational support and procedural justice have a significant effect on affective commitment, while affective commitment has a significant effect on job performance. Affective commitment mediates the effect of perceived organizational support and procedural justice on job performance.

The results of this study note that there is an effect of the variable perceived organizational support and procedural justice on job performance of the Civil Servants of the BPS Statistic of the Province and the Special Region of Yogyakarta through the mediation of affective commitment. Based on these findings, leaders or decision-makers in the BPS Statistics of the Province and the Special Region of Yogyakarta need to pay attention to organizational support, procedural justice, and commitment of employees in the workplace so that the performance of Civil Servants increases and can give a good influence on the BPS Statistics in the workplace.

Further research needs to pay attention to proportional sampling for each civil servant office in DIY should be followed by probability techniques, so that it can better describe the population. Future research is

essential to use other sources besides self-assessment; for example, in measuring job performance can use more observable data to measure performance. The multitrait-multimethod approach suggested by Podsakoff et al. (2003) can be used as a guide in overcoming bias, especially the common method bias.

Need further research on employee performance by adding more relevant variables that can improve the performance of Civil Servants. The variables that can be considered for further research are motivation and competence (Darmawan, 2019). Motivation as a motivator, director, guides employees to be more accomplished in working while competence as a set of knowledge, skills, and behavior that a person has in carrying out his work. In addition to these variables, transformational leadership and empowerment influence job performance (Saleem et al., 2019). Leaders who are able and able to make decisions can influence in the form of directing employees to improve their performance in order to achieve organizational goals. In addition to this, it recommended expanding the scope of research objects that are more representative because Civil Servants in other institutions have different characteristics, and it is also essential to study further.

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