

The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry

by Masduki Asbari

Submission date: 17-Jan-2021 04:36AM (UTC+0530)

Submission ID: 1488744290

File name: Satisfaction_and_Commitment_on_Employees_Performance_Eviden.pdf (484.53K)

Word count: 7037

Character count: 41099

The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry

Donna Imelda¹, Masduki Asbari^{2*}, Agus Purwanto³,
Francisca Sestri Goestjahjanti⁴, Winanti⁵, Anggaripeni Mustikasiwi⁶

^{1,2,3,6}Pelita Harapan University

¹Jayabaya University

^{2,5}STMIK Insan Pembangunan

⁴Sekolah Tinggi Ilmu Ekonomi Insan Pembangunan

*Corresponding Author: kangmasduki.ssi@gmail.com

Abstract

This study discussed the influence of fairness of performance appraisal and job satisfaction through commitment on employee performance in Indonesian automotive industry. This study aimed to know the influence of fairness of performance appraisal and job satisfaction through commitment on employees' performance. This study is quantitative research study. Data were collected by using simple random sampling via electronic to the employees' population in Indonesia manufacturer. The number of returned and valid questionnaires was 633. Data were processed by using SEM with SmartPLS 3.0. The results of the study concluded that job satisfaction had positive and significant influence on employees' performance, both directly and indirectly through a mediating effect of commitment. Fairness of performance appraisal had positive and significant influence on employees' performance, but commitment was not a mediator between job satisfaction and employees' performance. This study proposed a model for improving performance of employees in Indonesian automotive industry through fairness of performance appraisal and job satisfaction through commitment as a mediator. This study can open the way to improve employee readiness in facing 4.0 era.

Keywords: Commitment, employees' performance, fairness of performance appraisal, job satisfaction.

1. Introduction

Employees' performance is the important component in an organization. It can determine the grade of the organization in the market environment, and can help the organization goal. This is accordance with what Campbell et al. (1993) said who defined performance as the behavior or action to reach an organizational goal. It is the outcomes of employees' work (Bernardin & Russel, 1993). Bates and Holton (1995) stated that performance is something multi-dimensional in which the measurement depends on various factors.

There are a lot of things that can influence employees performance, one of them is commitment. Al-Ahmadi (2008) said that employees' performance influenced by employee's commitment. The more commit the employee's toward an organization, the harder the work. This supported by Mrayyan et al. (2008), Syauta et al. (2012), and Al-Ahmadi (2008) who found that commitment and performance has a positive relation. Employees' commitment can maintain good the relationship between both the employees and the organization. A good relationship between employees and the organization can increase the performance of an organization. This supported by Samad (2005) statement employees who are committed have better work performance. But Lee, Tan & Javalagi (2010) found not all commitment dimension can influence job performance,

it was affective commitment only while, continuance and normative commitment had negative influence on job performance.

Another variable that can influence job performance is job satisfaction. This supported by Prameswari (2020), Than et al. (2016), Shore and Martin (1989) and Samwel (2018). Job satisfaction not only can influence job performance but it can influence the commitment of the employees. This accordance with what Samwel (2018) said that is when employees satisfied with their job they tend to be more commit and loyal to the organization and directly improve their performance. However there is a researcher who also find negative influence between job satisfaction and job performance, i.e Ahmad et al. (2010) who find the negative influence of job satisfaction on job performance. Fairness of performance appraisal can make employees have a good commitment to organization it also proven that employees who receive fair performance appraisal have a good performance in an organization. This statement supported by research study that conducted by some previous journal those are; Kaleem et al. (2013), Warokka et al. (2012), Kumari (2013).

2. Literature Review

2.1. Fairness of Performance Appraisal

According to Greenberg (1986) fairness of performance appraisal can be seen from two dimension those are; the distributive justice which is the used of performance appraisal result, and the procedural justice which is the proses when employees conducting the performance appraisal. Ahmed et al. (2013) defined fairness of performance appraisal as the perception of the employees regarding the performance appraisal, the standard of the fair performance appraisal are when they receive appropriate promotion and payment that accordance with the performance appraisal. According to Amstrong (2009) the performance appraisal can be said as the good performance appraisal if it is link to the goal of the organization.

2.2. Job Satisfaction

According to Spector (1997) there are several factors that can influence the satisfaction of the employees those are; pay, promotion, supervision, contingent rewards, fringe benefit, operating procedures, co-workers, nature of work, communication. Griffin (1996) defined job satisfaction as something that explains the levels of gratified of employees' work. This supported by what Handoko (2014) said that the job satisfaction is the attitude of the worker regarding their work, in which how happy they see their work. Robbin (2001) added that the level of employees satisfaction will influence how they behave in the organization.

2.3. Commitment

Meyer and Allen (1997) stated three measurement of commitment those are; affective commitment, continuance commitment and normative commitment. Mowday et al. (1982) defined employees' commitment as employees' strong belief and acceptance of the goal and values of an organization and the desire to stay become the member of an organization. According to Armstrong (2009) who said organizational commitment as the ability of an employee to identify with an organization by showing a strong desire to be a part of the organization continually, have a strong belief in and accept the goals and the values of the organization, also display a readiness to put in a significant amount of effort on behalf of the organization.

2.4. Employees' Performance

According to Bernardin & Russel (1993) there are 6 factors that can influence employees job performance those are; quality, quantity, timeliness, cost effectiveness, interpersonal impact, and need for supervision. Schwirian (1978) define the job performance as the

job that done in accordance to establish standards. Campbell et al. (1993) define performance as the behavior or action to reach an organizational goal. Bernardin and Russell (2003) determine performance as the record of outcome produced on a specified job function or activity during a specified time.

2.5. Relationship between Fairness of Performance Appraisal and Commitment

Study that conducted by Salleh et al. (2013), in which they tested the relation between fairness performance appraisals toward organizational commitment through job satisfaction. The result of their study was the relation between fairness of performance appraisal toward organizational commitment is significantly positive, fairness of performance appraisal and job satisfaction influence commitment. Study conducted by Krishman et al. (2018). They tested the relation between perceived fairness of performance appraisal system on employees' organizational commitment. The result of their study concluded that perceived fairness of organizational commitment positively influence organizational commitment. Study conducted by Ahmed et al. (2013) who tested the relation between perceived fairness in performance appraisal toward organizational commitment and work performance. The result of the study; there were strong relationship between perceived fairness in performance appraisal toward organizational commitment. Study conducted by Iqbal et al. (2016) who tested the relation between perceived fairness of performance appraisal system and job satisfaction toward commitment. The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment. Based on the relation of those variable so the hypothesis will be:

H1: There is a significant relation between fairness of performance appraisals and commitment

2.6. Relationship between Job satisfaction and Commitment

The study conducted by Lumley, Coetzee & Ferreira (2011). They tested the relationship between job satisfactions towards the organizational commitment of information technology employees. The result of the study indicated that there is a high correlation between job satisfaction and employees commitment. Study conducted by Iqbal et al. (2016) who tested the relation between perceived fairness of performance appraisal system and job satisfaction toward commitment. The result of their study were both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment. The study conducted by Samwel (2018) who tested the relation between job satisfactions towards job performance through commitment as the intervening. The result of this study was there is positive significance relation between job satisfactions to commitment. The study conducted by:

H2: There is a significant positive relation between job satisfactions and commitment

2.7. Relationship between Commitment and Employee Performance

The study that conducted by Syauta et al. (2012), in which they tested the relation between organizational cultures, organizational commitment through job satisfaction towards employee performance. The result of their study was there was a positive relation between organizational commitment and employee performance. The study conducted by Maryann et al. (2008), in which they tested the relation between organizational commitment and employee performance. The result of their study showed that the relationship between employee commitments towards employee performance is significantly positive. Study conducted by Memari et al. (2013) in which they tested the relation between career commitment and performance. The result of their study showed that the relationship between organizational commitment and employee performance is significantly positive. Study conducted by Al-Ahmadi (2008) who tested the relation

between organizational commitment and job satisfaction towards self-reported performance. These result of studies supported by Purwanto, Asbari, & Santoso (2019), Santoso, Purwanto & Asbari (2019). The result of his study was that organizational commitment has a significant relation with self-report performance.

H3: There is a significant relation between commitments and employee performance

2.8. Relationship between Fairness of Performance Appraisal and Employee Performance

The study conducted by Kumari (2013) who tested the impact of fairness of performance appraisal on employee performance. The result of this study was fair performance appraisal has positive significant effect to employee performance. The study was conducted by Warokka et al. (2012) who tested the relation between organizational justice in performance appraisal and work performance. The result of this study showed that organizational justice in performance appraisal help to increase employee performance. The study conducted by Kaleem et al. (2013) who tested the relations between organizational justice in performance appraisal system and job satisfaction on work performance. The result of the study was performance appraisal strongly influences work performance. The study conducted by Iqbal et al. (2013) in which they tested the relation between performance appraisals toward employee performance. The result of their study showed that the relation between performance appraisals towards employee performance was significantly positive. Based on the relation of those variable so the hypothesis will be:

H4: There is a significant relation between fairness of performance appraisals and employee performance

2.9. Relationship between Job satisfaction and Employee Performance

The study conducted by Than *et al.* (2016) who tested the relationship between job stress, involvement, and job satisfaction toward job performance of Garment employees from 10 corporations. The result of this study indicated that all the hypotheses are significantly positive. The study was conducted by Shore and Martin (1989) who tested the relation between job satisfactions on work performance. The result of this study indicated that job satisfaction has positive and significant influence to job performance. The result of that study supported by Asbari et al (2020), Bernarto et al (2020), Asbari (2019), Asbari, Santoso & Purwanto (2019). The study conducted by Ahmed *et al.* (2010) who tested the relation between job satisfactions through commitment on job performance. The result of the study was job satisfaction has negative influence on job performance. Based on the relation of those variable so the hypothesis will be:

H5: There is a significant relation between job satisfactions and employee performance

2.10. Relationship between Fairness of Performance Appraisal and Employee Performance through Commitment

The study conducted by Ahmed et al. (2013) who tested the relation between fairness of performance appraisal towards organizational performance. The result of this study was, there was a significance positive relation between fairness of performance appraisal towards organizational performance, and organization commitment make the relation become stronger. The study conducted by Solihin and Pike (2009) who tested the relation between fairness in performance evaluation, toward trust, commitment and performance. The result was, fairness of performance appraisal has direct positive influence on performance. Study was conducted by Kuvaa (2011) who tested the relation between performance appraisal, and regular feedback towards work performance with

affective commitment as the intervening. He used theory from Kuvas (2007) for performance appraisal, theory from Kuvas (2006) for regular feedback, theory from Mayer and Allen (1997) for organizational commitment and theory from May et al. (2001) for work performance. The result of this study was with or without commitment performance appraisal had positive significance relation towards job performance.

H6: There is a significant relation between fairness of performance appraisal and employee performance through commitment.

2.11. Relationship between Job Satisfaction and Employee Performance through Commitment

The study conducted by Samwel (2018) who tested the relation between job satisfactions towards job performance through commitment as the intervening. The result of this study was there is positive significance relation between job satisfactions through performance although without commitment. The study conducted by Shore and Martin (1989) who tested the relation between job satisfaction through organizational commitment on performance and turnover intention. The result of the study was job satisfaction has positive significant effect on job performance and organizational commitment make it stronger.

H7: There is a significant relation between job satisfaction and employee performance through commitment.

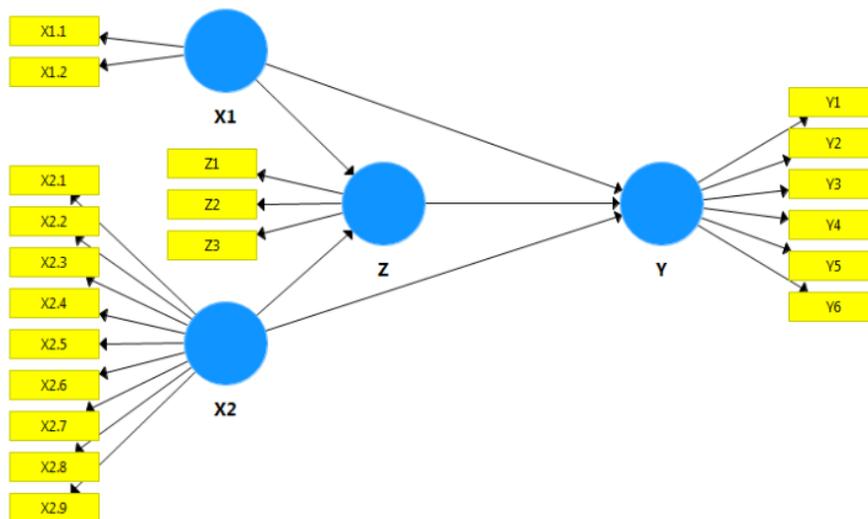


Figure 1: Research Model

3. Research Methodology

3.1. Operational Definitions of Variables and Indicators

This study used quantitative methods. Data were collected by distributing questionnaires to all employees in companies. This study used 2 items to measure fairness of performance appraisal by Greenberg (1986) and used 9 items to measure job satisfaction by Spector (1997). Commitment by Meyer & Allen (1997) was measured by using 3 items. Employee performance by Bernardin & Russel (1993) was measured by using 6 items. This study uses

close-ended questionnaires except for questions/statements about the identity of respondents in the form of semi-open questionnaires. Each closed question/statement item has five answer options, namely: strongly agree (SS) with a score of 5, agree (S) with a score of 4, fairly disagree (KS) with a score of 3, disagree (TS) with a score of 2, and strongly disagree (STS) with a score of 1. Data were processed by using the PLS method with SmartPLS version 3.0 software.

3.2. Population and Sample

The population in this study were employees in Indonesia which numbers were not identified. The questionnaire was distributed electronically with a simple random sampling technique. The number of returned questionnaires was 673 and valid questionnaires was 633. So, 94.06% questionnaires were valid from the number of questionnaires collected.

4. Results and Discussion

4.1. Sample Description

Table 1. Sample Descriptive Information

Criteria		Amount	%
Age (per December 2019)	< 30 years old	264	41.61%
	30 - 40 years old	247	39.08%
	> 40 years old	122	19.31%
Working period as a permanent employee	< 5 years old	29	4.50%
	5-10 years old	451	71.30%
	> 10 years old	153	24.20%
Last formal education	Bachelor degree	81	12.75%
	Senior High Company / Equal	428	67.70%
	≤ Junior High Company	124	19.55%

4.2. Test Results Validity and Reliability of Research Indicators

Measurement model tests include convergent validity, discriminant validity, and composite reliability tests. The results of the PLS analysis can be used to test the hypothesis if all the indicators in the PLS model meet the requirements of convergent validity, discriminant validity, and reliability tests.

4.2.1. Convergent Validity Testing

Convergent validity test is performed by looking at the loading factor value of each indicator to the construct. For most references, a loading factor of 0.5 or more is considered to have validation that is strong enough to explain latent constructs (Chin, 1998; Hair et al, 2010; Ghozali, 2014). In this study, the minimum acceptable loading factor is 0.5, with the condition that the AVE value for each construct is > 0.5 (Ghozali, 2014).

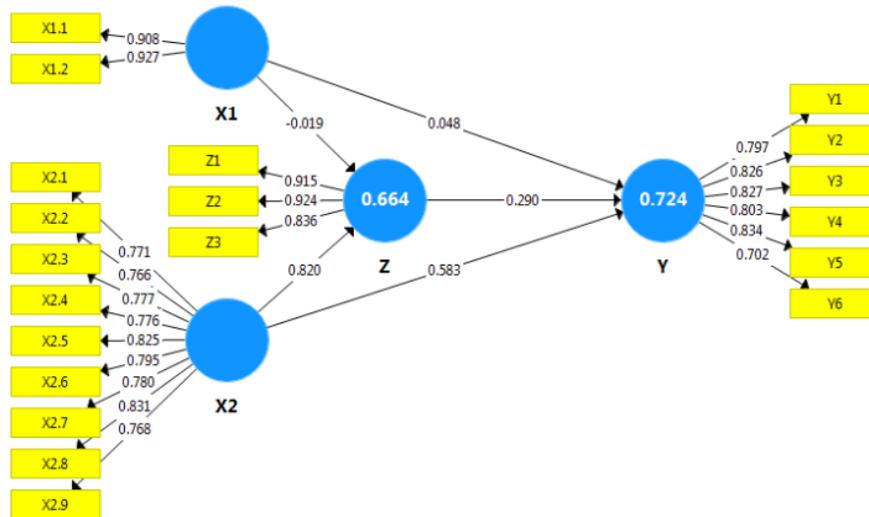


Figure 2. Valid Model Estimation

Based on the PLS model estimation results in the figure above, all indicators had a loading factor value above 0.5 so that the model met the convergent validity requirements. Apart from looking at the loading factor value of each indicator, convergent validity was also assessed from the AVE value of each construct. The AVE value for each construct was already above 0.5. So the convergent validity of this study met the requirements. The value of items loadings, Cronbach's alpha, composite reliability and AVE of each construct can be seen in Table 2:

Table 2. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Fairness of Performance Appraisal (X1)	X1.1	0.908	0.812	0.914	0.841
	X1.2	0.927			
Job Satisfaction (X2)	X2.1	0.771	0.924	0.936	0.621
	X2.2	0.766			
	X2.3	0.777			
	X2.4	0.776			
	X2.5	0.825			
	X2.6	0.795			
	X2.7	0.780			
	X2.8	0.831			
	X2.9	0.768			
Commitment (Z)	Z1	0.915	0.871	0.921	0.797
	Z2	0.924			
	Z3	0.836			
Employees'	Y1	0.797	0.886	0.914	0.639

Performance (Y)	Y2	0.826
	Y3	0.827
	Y4	0.803
	Y5	0.834
	Y6	0.702

4.2.2. Discriminant Validity Testing

A discriminant validity test is carried out to ensure that each concept of each latent variable is different from the other latent variables. The model has good discriminant validity if the AVE squared value of each exogenous construct (the value on the diagonal) exceeds the correlation between the construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of the discriminant validity test by using AVE squared values can be seen in Table 3:

Table 3. Discriminant Validity

Variables	X1	X2	Y	Z
X1	0.917			
X2	0.292	0.888		
Y	0.282	0.833	0.799	
Z	0.221	0.815	0.776	0.893

The results of the discriminant validity test in Table 3 showed that all constructs had the AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so that it can be concluded that the model met the discriminant validity.

4.2.3. Construct Reliability Testing

Construct reliability can be assessed from the value of Cronbach's alpha and composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7. (Ghozali, 2014). The reliability test results in table 2 above show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

4.3. Hypothesis Testing

Hypothesis testing in PLS is also called the inner model test. This test includes a test of the significance of direct and indirect effects and measurement magnitude influence of exogenous variables on endogenous variables. To find out the influence of tacit and explicit knowledge sharing on organizational learning and innovation capability, a direct influence test is needed. The direct effect test is performed using the t-statistic test in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With the bootstrapping technique, R Square values and significance test values are obtained as in the table below:

Table 4. R Square Value

	R Square	R Square Adjusted
Y	0.724	0.723
Z	0.664	0.663

Table 5. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	X1 -> Z	-0.019	0.024	0.781	0.435	Not Supported
H2	X2 -> Z	0.820	0.017	48.214	0.000	Supported
H3	Z -> Y	0.290	0.045	6.450	0.000	Supported
H4	X1 -> Y	0.048	0.022	2.201	0.000	Supported
H5	X2 -> Y	0.583	0.042	13.746	0.000	Supported
H6	X1 -> Z -> Y	-0.005	0.007	0.780	0.436	Not Supported
H7	X2 -> Z -> Y	0.238	0.037	6.444	0.000	Supported

Based on Table 4 above, the value of R Square of Z was 0.664 which means that commitment (Z) was explained by fairness of performance appraisal (X1) and job satisfaction (X2) variables by 66.4%, while the remaining 33.6% was explained by other variables not discussed in this study. Meanwhile, the value of R Square of employees' performance (Y) was 0.724 which means that the employees' performance variable was explained by fairness of performance appraisal (X1), job satisfaction (X2) and commitment (Z) by 72.4%, while the remaining 27.6% was explained by other variables not discussed in this study. Table 5 shows T Statistics and P-Values which show the influence between variables.

The hypotheses "fairness of performance appraisal has a positive effect to commitment" (H1) was not accepted. This result of this study supported by Fesharaki & Sehhat (2018) that the link between performance appraisal and employees' commitment is not statistically significant.

The hypotheses "job satisfaction has a positive effect to commitment" (H2) was accepted. The significance effect was proved by the significance value of 0,000. The positive and significance effect of job satisfaction towards commitment supported by; Lumley et al. (2011), found to make employees stay with organization, organization need to review the existing pay, provide challenging and meaningful work task and foster co-worker positive relationship, the sample of this study was the employees of technology company which is different with this study, however the theory they used the same as this research study. Iqbal et al. (2016) found both perceived fairness in performance appraisal and job satisfaction influence the organizational commitment, the research located in MCB Bank which make the research different with this study. Samwel (2018) found the positive and significant relationship between job satisfactions on organizational commitment. Samwel (2018) found that Solar company already aware about the important of job satisfaction and they were still trying to implement factor that can influence the job satisfaction, but they missed some factor, that are promotion and employee development, Solar company forget to implement those two things to their company. Based on the descriptive analysis result, factor that had biggest contribution for respondent satisfaction is the fringe benefit company provide for the company.

The hypotheses “commitment has a positive effect to employees’ performance” (H3) was accepted. The significance effect was proved by the significance value of 0,000. The positive and significance effect of commitment towards job performance in this study have similar result with several previous studies those are; Syauta et al. (2012), found that by increasing the commitment of the employees’, then the employee performance will be increase too, they used theory from Gardner (1967) for commitment and theory from Schwirician (1998) for job performance, which is very different with this study, however the study located in Healthcare industry which become the similarity of their study and this study. Mryayyan et al. (2008), who tested the relation between career commitment and job performance. The result of their study showed that there was positive and significant relationship between career commitment and job performance. Al-Ahmadi (2008), found commitment make the nurses more active doing their work, the location of the study was the same with this study that was Healthcare industry. Based on the descriptive analysis result factor that has biggest contribution in commitment was affective commitment, so it’s better for RSCC to improve the commitment of the employees through the affective commitment.

The hypotheses “fairness of performance appraisal has a positive effect to employees’ performance” (H4) was accepted. The significance effect is proved by the significance value of 0,000. The positive and significance effect of fairness of performance appraisal towards job performance has similar result with several previous studies those are Selvarajan, Singh, & Solansky (2018), Kumari (2012) found receiving fairness of performance appraisal makes the employees do effective job performance and bring outstanding outcome for the organization. Kaleem et al. (2013) found employees’ performance will be improved if the employees receive fair performance appraisal. Warroka et al. (2012) found organizational justice in performance appraisal has positive significant effect to work performance. They found that Employees of consecution company already aware about the important of justice in performance appraisal especially for the feedback they received.

The hypothesis “job satisfaction has a positive effect to employees’ performance” (H5) was accepted. The significance effect is proved by the significance value of 0,000. The positive and significance effect of job satisfaction towards job performance in this study have similar result with; Than et al. (2016) found when the employees satisfied in the workplace, it can reduce the turnover intention, increase the loyalty of the employees toward organization and more effective work performance result. Shore and Martin (1989), found job satisfaction definitely can improve the nurse work performance, and those nurse who satisfied with their job more pleasant with the people whom they work with, but they also found when job satisfaction mediate by the commitment the result was more stronger, so it better to combine the job satisfaction and organizational commitment together, to meet more outstanding work performance. Samwel (2018) found that there was strong correlation between job satisfaction and organizational commitment.

The hypotheses “there is a significant relation between fairness of performance appraisal and employees’ performance through commitment” (H6) was not accepted. The result of this analysis showed that there was no relationship between fairness of performance appraisal and employees’ performance, directly and indirectly through commitment as a mediating variable. The hypothesis supported by Ahmed et al. (2013) found that fairness of performance appraisal has positive significant effect to job performance through commitment as the intervening variable.

The hypotheses “there is a significant relation between fairness of performance appraisal and employees’ performance through commitment” (H6) was accepted. The result of this analysis showed that there was relationship between fairness of performance appraisal and employees’ performance, directly and indirectly through commitment as a mediating variable. The result showed that, the direct value (0,583) of job satisfaction to employees’ performance has greater value rather than the indirect value (0,238) which use

commitment as the intervening. This supported by Samweel (2018) research found that the direct value had greater value rather than the indirect, means there was no mediation effect between job satisfactions towards job performance through commitment. This hypothesis supported by Shore and Martin (1989) who found that organizational commitment strengthen the relationship between job satisfaction and job performance.

4.4. Discussion

The result of this study showed that respondent perception about fairness of performance appraisal, job satisfaction, commitment and job performance. Data collected through questionnaire that distributed to respondent in Indonesian automotive industry. The purpose of this research study is to know and to analysis the influence of fairness of performance appraisal and job satisfaction towards job performance through commitment as the intervening variable in Indonesian automotive industry.

There are four theory used in this research study those are theory from Greenberg (1986) for fairness of performance of appraisal, theory from Spector (1997) for job satisfaction, theory from Meyer and Allen (1997) for commitment and theory from Bernadin and Russel (1993) for job performance. Fairness of performance appraisal there are 2 indicators; distributive justice and procedural justice. Job satisfaction has nine indicators, those are payment, promotion, supervision, contingent rewards, fringe benefit, operational procedure, co- worker, nature of work, and communication. Commitment has three indicators those are; affective commitment, continuance commitment, and normative commitment. Job performance has six indicators those are; quality, quantity, timeliness, cost effectiveness, interpersonal impact and need for supervision. This research study has nine hypotheses that need to be proven. From that 7 hypotheses, 5 hypotheses are accepted but 2 hypothesis are not accepted.

5. Conclusion

According to the hypotheses testing that the results of the study concluded that job satisfaction had positive and significant influence on employees' performance, both directly and indirectly through a mediating effect of commitment. Fairness of performance appraisal had positive and significant influence on employees' performance, but commitment was not a mediator between job satisfaction and employees' performance. This study proposed a model for improving performance of employees in Indonesian automotive industry through fairness of performance appraisal and job satisfaction through commitment as a mediator. This study can open the way to improve employee readiness in facing 4.0 era.

Reference

- [1.] Ahmed, I., Khushi, S., & Islam, T. (2013). The Relationship between Perceived Firmness in Performance Appraisal and Organizational Citizenship Behavior in the Banking Sector of Pakistan: the Mediating Role of Organizational Commitment. *International Journal of Management and Innovation*, 5(2), 75-88. <https://search.proquest.com/openview/cccc008a6f12e5e52603bab26eded609/1?pq-origsite=gscholar&cbl=51291>
- [2.] Al-Ahmadi, H. (2008). Factors Affecting Performance Hospital Nurses in Riyadh Region Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22(1), 40-54. <https://doi.org/10.1108/09526860910927943>
- [3.] Asbari, M. (2019). Pengaruh Kepemimpinan Transformasional dan Iklim Organisasi terhadap Kinerja Dosen. *Journal of Communication Education*, 13(2): 172-186. <http://jurnal.ipem.ac.id/index.php/joce-ip/article/view/187>.
- [4.] Asbari, M., Bernarto, I., Pramono, R., Purwanto, A., Hidayat, D., Sopa, A., Alamsyah, V.U., Senjaya, P., Fayzhall, M., Mustofa. (2020). The Effect of work-Family conflict on Job Satisfaction and Performance: A Study of Indonesian Female Employees. *International Journal of Advanced Science and Technology*, 29(03): 6724-6748. <http://serisc.org/journals/index.php/IJAST/article/view/7325>
- [5.] Asbari, M., Santoso, P.B. and Purwanto, A. (2019). Influence of Leadership, Motivation, Competence, Commitment and Culture on ISO 9001:2015 Performance in Packaging Industry. *Scholars Journal of Economics, Business and Management*. 6(12): 577-582. DOI:

- <http://doi.org/10.36347/sjebm.2019.v06i12.005>
- [6.] Bernardin, HJ & Russe, JEA (1993). *Human Resource Management: An Experimental Approach*, New York, Mc Graw Hill Companies.
- [7.] Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I.N., Purwanto, A., Asbari, M. (2020). Effect of Transformational Leadership, Perceived Organizational Support, Job Satisfaction Toward Life Satisfaction: Evidences from Indonesian Teachers. *International Journal of Advanced Science and Technology*, 29(3): 5495 -5503. <http://sersc.org/journals/index.php/IJAST/article/view/6057>
- [8.] Campbell, J. P., McCloy, R. A., Oppler, S. H. and Sager, C. E. (1993) *A Theory of Performance: Personnel Selection in Organizations*. San Francisco: JosseyBass,
- [9.] Chin, WW. (1998). *The Partial Least Squares Approach to Structural Equation Modeling*. Modern Methods for Business Research, In: G. A. Marcoulides, Ed., Lawrence Erlbaum Associates Publisher, New Jersey, pp. 295-336.
- [10.] Fesharaki, F., & Sehat, S. (2018). Islamic human resource management (iHRM) enhancing organizational justice and employees' commitment. *Journal of Islamic Marketing*, 9(1), 204–218. doi:10.1108/jima-03-2017-0029
- [11.] Ghozali, I. (2014). *Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS)*, Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro.
- [12.] Ghozali, I. (2009). *Aplikasi Analisis Multivariate dengan program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- [13.] Greenberg, J. (1986). Determinants of Perceived Fairness of Performance Evaluation. *Journal of Applied Psychology*, 71(2), 340-342. <https://psycnet.apa.org/buy/1986-23219-001>
- [14.] Greenberg, J. (1990). Organizational Justice: Yesterday, Today and Tomorrow. *Journal of Management*, 16(2), 399-432. <https://doi.org/10.1177/014920639001600208>
- [15.] Griffin, R.W. (1996). *Management. (5th edn)*. Boston: Houghton Mifflin Company.
- [16.] Hair, J. F., Black, W. C., Babin, B. J.; and Anderson, R. E. (2010), *Multivariate Data Analysis*, 7th ed. New Jersey: Pearson Prentice Hall.
- [17.] Handoko, T. Hani. (2014). *Manajemen Personalia dan Sumber Daya Manusia Edisi 2 Cetakan Keduapuluh satu*. BPFE: Yogyakarta.
- [18.] Iqbal, N., Ahmad, N., Haider, Z., Batoool, Y., & Qurat-ul-ain. (2013). Impact of Performance Appraisal on Employee's Performance Involving Moderating Role of Motivation. *Arabian Journal of Business and Management Review*, 3(1), 37-56.
- [19.] Iqbal, Z., Iqbal, G., & Quibtia, M. (2016). Perceived Fairness of Performance Appraisal System and Its Impact on Job Satisfaction and Organizational Commitment; a Case Study of MCB Bank in Pakistan. *International Journal of Management and Commerce Innovations*, 3(2), 921-937. Doi: 10.12816/0002354
- [20.] Kaleem, M, M., Jabeen, B., & Twana, M, J. (2013). Organizational Justice in Performance Appraisal System: Impact on Employees Satisfaction and Work Performance. *International Journal of Management & Organizational Studies*, 2(2), 28-38.
- [21.] Kumari, N. (2013). Impact of Perceived Fairness of Performance Appraisal on Employee Performance. *International Review of Basic and Applied Science*, 1(4), 116-128.
- [22.] Lee, O. F., Tan, J. A., & Javalagi, R. (2010). Goal Orientation and Organizational Commitment: Individual Differences Predictors of Job Performance. *International Journal of Organizational Analysis*, 18(1), 129-150. <https://doi.org/10.1108/19348831011033249>
- [23.] Lumley, E., M. Coetzee, R. T., & Ferreira, N. (2011). Exploring the Job Satisfaction and Organizational Commitment of the Employees in the Information Technology Environment. *Southern African Business Review*, 15(1), 100-118. <https://www.ajol.info/index.php/sabr/article/view/76394>
- [24.] Memari, N., Mahdieh, O., & Marnani, A. B. (2013). The Impact of Organizational Commitment on Employee Job Performance: A Study of Meli Bank . *Interdisciplinary Journal of Contemporary Research*, 5(5), 164-171.
- [25.] Meyer J.P. and Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research and Applications*. California: Sage Publications, Inc.
- [26.] Mowday, R.T., Porter, L.W. and Steers, R. M. (1982), *Employee-Organization Linkage: The psychology of Commitment, Absenteeism, and Turnover*. New York, NY: Academic Press.
- [27.] Mrayyan, M. T., Al-Faouri, & Ibrahim, R. P. (2008). Career Commitment and Job Performance of Jordanian Nurses. *Nursing Forum*, 43(1), 24-37. <https://doi.org/10.1111/j.1744-6198.2008.00092.x>
- [28.] Prameswari, M., Asbari, M., Purwanto, A., Ong, F., Kusumaningsih, S.W., Mustikasiwi, A., Chidir, G., Winanti, Sopa, A. (2020). The Impacts of Leadership and Organizational Culture on Performance in Indonesian Public Health: The Mediating Effects of Innovative Work Behavior. *International Journal of Control and Automation*, 13(2): 216-227. <http://sersc.org/journals/index.php/IJCA/article/view/7630>
- [29.] Purwanto, A., Asbari, M., and Santoso, P.B. (2019). Does Culture, Motivation, Competence, Leadership, Commitment Influence Quality Performance? *Jurnal Inovasi Bisnis*. 6(2): 201-205. DOI: <https://doi.org/10.35314/inovbiz.v7i2.1210>
- [30.] Purwanto, A., Asbari, M., and Santoso, P.B. (2019). Influence of Transformational and Transactional Leadership Style toward Food Safety Management System ISO 22000:2018 Performance of Food

- Industry in Pati Central Java. *Jurnal Inovasi Bisnis*. 6(2): 180-185. DOI: <https://doi.org/10.35314/inovbiz.v7i2.1213>
- [31.] Purwanto, A., Asbari, M., and Santoso, P.B. (2019). Pengaruh Kompetensi, Motivasi, Kepemimpinan, Komitmen dan Budaya Kerja Sistem Manajemen Integrasi ISO 9001, ISO 14000 dan ISO 45001 Pada Industri Otomotif. *Jurnal Produktivitas Universitas Muhammadiyah Pontianak*. 6(2): 158-166. Doi: <http://dx.doi.org/10.29406/jpr.v6i2.1798>
- [32.] Purwanto, A., Asbari, M., and Santoso, P.B. (2020). Effect of Integrated Management System of ISO 9001:2015 and ISO 22000:2018 Implementation to Packaging Industries Quality Performance at Banten Indonesia. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, & Akuntansi)*. 4(1): 17-31. Doi: <https://doi.org/10.31955/mea.vol4.iss1.pp17-31>
- [33.] Robbin, S.P. (2001). *Organizational Behavior*, New Jersey: Prentice Hall. Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement (408)*. Brighton, UK: Institute for Employment Studies. Retrieved from <http://www.wellbeing4business.co.uk/docs/Article%20-%20Engagement%20research.pdf>
- [34.] Salleh, M., Amin, A., Muda, S., & Halim, M. A. S. (2017). Fairness of Performance Appraisal and Organizational Commitment. *Canadian Center of Science and Education*, 9(2), 121-128. https://www.researchgate.net/profile/Masa_Halim_Masa_Halim/publication/271339123_Fairness_of_Performance_Appraisal_and_Organizational_Commitment/links/5a5e07150f7e9b4f783b8e66/Fairness-of-Performance-Appraisal-and-Organizational-Commitment.pdf
- [35.] Samwel, J. O. (2018). Effect of Job Satisfaction on Employees' Commitment and Organizational Performance-Study of Solar Energy Companies in Lakezone Regions, Tanzania. *International Journal of Economic and Management*, 4(4) 823-835. <https://www.semanticscholar.org/paper/EFFECT-OF-JOB-SATISFACTION-ON-EMPLOYEES%E2%80%99-COMMITMENT-Samwel/21658e8341a987e4e54cc9951e5a1f88e8b121c3>
- [36.] Santoso, P.B., Purwanto, A. and Asbari, M. (2019). Influence of Implementation Chain of Custody Forest Management System FSC-STD-40-004 V3-0 to Business Performance of Paper Industries in Banten Indonesia. *International Journal of Management and Humanities (IJMH)*. 4(4): 32-36. DOI: <https://doi.org/10.35940/ijmh.C0442D0482.124419>
- [37.] Schwirian, P. (1978). Evaluating the Performance of Nurses: A Multidimensional approach. *Nursing Research*, 27(6), 347-351. <https://europepmc.org/article/med/251246>
- [38.] Selvarajan, T. T., Singh, B., & Solansky, S. (2018). Performance appraisal fairness, leader member exchange and motivation to improve performance: A study of US and Mexican employees. *Journal of Business Research*, 85, 142-154. doi:10.1016/j.jbusres.2017.11.043
- [39.] Spector, P. (1997). *Job Satisfaction: Application, Assessment, Causes and Consequences*. California: Sage.
- [40.] Spector, P. 2008. *Industrial and Organizational Behavior (5th edition)*. New Jersey: JohnWiley & Sons.
- [41.] Syauta, J. H., E. A. Troena, M. Setiawan, dan Solimun. (2012). The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance (Study at Municipal Waterworks of Jayapura, Papua Indonesia). *International Journal of Business and Management Invention* ISSN Vol 1(1) pp 69-76.
- [42.] Than, V. D., Pham, C. H., & Pham, L. (2016). Job Stress, Involvement, Satisfaction and Performance of Employees in Garment 10 Corporation in Vietnam. *International Journal of Financial Research*, 7(3), 96-109. DOI:10.5430/ijfr.v7n3p96
- [43.] Warokka, A., Gallato, C., G., Moorthy, T. (2012). Organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market, *Journal of Human Resources Management Research*. 20(22), 1-28.
- [44.] Asbari, M., Wijayanti, L., Hyun, C. C., Purwanto, A., Santoso, P. B. (2020). How to Build Innovation Capability in the RAC Industry to Face Industrial Revolution 4.0?, *International Journal of Psychosocial Rehabilitation*. 24(6). 2008-2027. DOI: 10.37200/IJPR/V24I6/PR260192
- [45.] Pramono, R., Kristianti, T., Purwanto, A. (2020). Character Development Training for Adults (A Case Study of Heartmaster Program in Jakarta). *Test Engineering & Management*. 83. 5809 -581. <http://www.testmagazine.biz/index.php/testmagazine/article/view/4556>
- [46.] Andika Putra Wijaya, Innocentius Bernarto, Agus Purwanto. (2020). How to Achieve Value Creation in Digital World? The Influence of IT Response on Value Creation and Customer Satisfaction. *International Journal of Advanced Science and Technology*, 29(3), 6705 - 6715. Retrieved from <http://sersec.org/journals/index.php/IJAST/article/view/7322>
- [47.] Ronald Susilo, Innocentius Bernarto, Agus Purwanto. (2020). Effect of Trust, Value and Atmosphere towards Patient Satisfaction (Case Study on Preama Clay of Wae Laku, Indonesia). *International Journal of Advanced Science and Technology*, 29(3), 6716 - 6723. Retrieved from <http://sersec.org/journals/index.php/IJAST/article/view/7324>
- [48.] Masduki Asbari, Innocentius Bernarto, Rudy Pramono, Agus Purwanto, Dylmoon Hidayat, Ardian Sopa, Virza Utama Alamsyah, Pierre Senjaya, Miyv Fayzhall, Mustofa. (2020). The Effect of work-family conflict on Job Satisfaction and Performance: A Study of Indonesian Female Employees .

- International Journal of Advanced Science and Technology, 29(3), 6724 - 6748. Retrieved from <http://sersec.org/journals/index.php/IJAST/article/view/7325>
- [49.] Mirza Prameswari, Masduki Asbari, Agus Purwanto, Freddy Ong, Sekundina Williana Kusumaningsih, Anggaripeni Mustikasiwi, Gusli Chidir, Winanti, Ardian Sopa. (2020). The Impacts of Leadership and Organizational Culture on Performance in Indonesian Public Health: The Mediating Effects of Innovative Work Behavior. *International Journal of Control and Automation*, 13(02), 216 - 227. Retrieved from <http://sersec.org/journals/index.php/IJCA/article/view/7630>
- [50.] Hermas Kornelius, Innocentius Bernarto, Anton Wachidin Widjaja, Agus Purwanto. (2020). Competitive Strategic Maneuverability: The Missing Link Between Strategic Planning and Firm's Performance. *International Journal of Advanced Science and Technology*, 29(3), 7413 - 7422. Retrieved from <http://sersec.org/journals/index.php/IJAST/article/view/7612>
- [51.] Ardian Sopa, Masduki Asbari, Agus Purwanto, Priyono Budi Santoso, Mustofa, Dhaniel Hutagalung, Siti Maesaroh, Mohamad Ramdan, Riza Primahendra. (2020). Hard Skills versus Soft Skills: Which are More Important for Indonesian Employees Innovation Capability. *International Journal of Control and Automation*, 13(02), 156 - 175. Retrieved from <http://sersec.org/journals/index.php/IJCA/article/view/7626>
- [52.] Otto Berman Sihite, Agus Purwanto, Leo Hutagalung, Rosma Indriana Purba, Anggaripeni Mustikasiwi, Juliana Liem, Masduki Asbari. (2020). Interests and Obstacles to Publication of Articles in Reputable International Journals: Exploratory Studies of Doctoral Students at Private Universities in Jakarta. *International Journal of Control and Automation*, 13(02), 176 - 184. Retrieved from <http://sersec.org/journals/index.php/IJCA/article/view/7627>
- [53.] Priyono Budi Santoso, Masduki Asbari, Agus Purwanto, Laksmi Mayesti Wijayanti, Choi, Chi Hyun, Siti Maesaroh, Miyv Fayzhall, Gusli Chidir, Mustofa, Dhaniel Hutagalung, Ahmad Yani. (2020). Working While Studying at University in the Self-Management Perspective: An Ethnographic Study on Java Ethnic Employees. *International Journal of Control and Automation*, 13(02), 299 - 308. Retrieved from <http://sersec.org/journals/index.php/IJCA/article/view/8098>

The Effect of Fairness of Performance Appraisal, Job Satisfaction and Commitment on Employees' Performance: Evidence from Indonesian Automotive Industry

ORIGINALITY REPORT

18%

SIMILARITY INDEX

11%

INTERNET SOURCES

8%

PUBLICATIONS

8%

STUDENT PAPERS

MATCH ALL SOURCES (ONLY SELECTED SOURCE PRINTED)

1%

★ Submitted to Lambung Mangkurat University

Student Paper

Exclude quotes On

Exclude matches Off

Exclude bibliography On