
The Effect of Self Monitoring as a Mediation of the Relationship between Procedural Justice and Distributive Justice on Organizational Commitment in BPJS Ketenagakerjaan in Aceh Region

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Abstract

This study aims to determine and examine the effect of self-monitoring as a mediator of the relationship between procedural justice and distributive justice on organizational commitment at BPJS Ketenagakerjaan Aceh. The population of this study was all employees of BPJS Ketenagakerjaan Aceh totaling 101 people. Samples were taken by the census technique. The research model was analyzed using Structural Equation Modelling. Data was collected using a questionnaire circulated through Google Forms and measured using a Likert scale. The results of the descriptive hypothesis testing prove that procedural justice, distributive justice, self-monitoring, and organizational commitment in BPJS Ketenagakerjaan Aceh have gone well. The results of direct hypothesis testing prove that procedural justice and distributive justice affect organizational commitment, procedural justice, and distributive justice affect self-monitoring, self-monitoring affects organizational commitment, and self-monitoring significantly mediates the relationship between Procedural Justice and distributive justice to organizational commitment. These results also prove that self-monitoring acts as a partial mediator.

Keywords: self-monitoring, procedural justice, distributive justice, organizational commitment

1. Introduction

Organizational commitment is an interesting and important phenomenon because it relates to the individual commitment to the company or organization where the individual works. So many researchers want to study the involvement of this in an organization. According to Sianipar & Haryanti, (2014), organizational commitment is each individual's attitude and feeling towards the organization. This attitude is reflected in the individual's decision to continue membership in the organization and provide maximum contribution to the company's development where he is located. The high organizational commitment of employees encourages them to take responsibility and give more energy to support the success and prosperity of the companies where they work.

BPJS Ketenagakerjaan is one institution with the authority to provide employment and social security to every worker. The implementation of the social security program is one of the

responsibilities and obligations of the state to provide socio-economic protection to the community by the state's financial capacity. BPJS Ketenagakerjaan continues to improve competencies in all service lines, recognizing the greatness and dignity of this responsibility. In achieving these goals, the organization must have productive employees who can work consistently for the company. Therefore, organizational commitment at BPJS Ketenagakerjaan is very important. Employees are expected to work optimally following the objectives by complying with existing regulations and wholeheartedly maintaining their membership in the company. Human Resource Management (HRM) is very important to manage, organize and involve employees to work productively to achieve company goals.

Based on the results of the author's interview with the Assistant Deputy for General Affairs and HR of BPJS Ketenagakerjaan on Monday, November 8, 2021, data obtained from the interviews were as follows:

Table 1. Condition of Employee Commitment at BPJS Ketenagakerjaan Aceh

No	Employee Commitment Condition	Category
1	Employees feel they have not been able to adapt to organizational policies related to job rotation and work units. It makes employees unwilling to work until the end of their working period (retirement).	Affective Commitment
2	Employees do not have high loyalty to the company, it can be seen from the KPI value, but employees cannot easily leave the company.	Commitment normative
3	Employees assume they can work outside the company and leave the company if they get better job opportunities.	Continuing Commitment

Source: Interview results, 2021

Table 1 shows the condition of employee commitment at the BPJS Ketenagakerjaan in Aceh Region Office (BPJS Ketenagakerjaan Aceh). Based on some of the things above, it concludes that the organizational commitment that exists in the company is not high enough. Several things that can cause this is the lack of close emotional relationship between employees and the organization so that not all employees are willing to work until the end of their tenure. In addition, the lack of self-awareness of employees about the losses and consequences if the employee leaves the company, as well as the lack of a sense of attachment for employees to continue to survive in the company, results in low employee loyalty to the company, lacks a sense of responsibility and employees can leave the company if they get better job opportunities.

To deepen this, the authors distributed a pre-survey questionnaire regarding organizational commitment to 30 respondents in BPJS Ketenagakerjaan Aceh, to determine the level of organizational commitment. Furthermore, the results showed that the existing organizational commitment has not aligned with expectations. If this aspect is assessed as low, there are no right things that can significantly affect organizational commitment. The cause of low organizational commitment is also often associated with organizational justice. Justice is a universal value and is a human right that has been widely accepted internationally because basically everyone always wants fair treatment by the organization (Putra & Indrawati, 2018).

Furthermore, according to Lambert, Keena, Leone, May, & Haynes, (2020), fair treatment according to the perception of organizational members is one of the requirements to support the effectiveness of organizational operations because the creation of a sense of justice can foster positive attitudes and behaviors of employees to support the achievement of organizational goals. Organizational justice, which is suspected of having influenced the not yet maximal organizational commitment at BPJS Ketenagakerjaan Aceh, is related to Procedural Justice, wherefrom the results of the pre-survey, it was found that employees were not satisfied with the procedural justice implemented at BPJS Ketenagakerjaan Aceh so that this became an issue in this research. Another factor that influences organizational commitment is distributive justice. From the pre-survey results, it is known that there are problems regarding distributive justice at the BPJS Ketenagakerjaan Aceh, so further research is needed on this matter.

Although there have been many studies that have analyzed the role of procedural justice and distributive justice on organizational commitment, such as (Al-Romeedy, 2017; Din, Khan, Kadarningsih, Ali, & Astuti, 2019; Lambert et al., 2020; Sarwat, Fatima, & Hassan, 2021), the results of these studies indicate inconsistencies regarding the effect of each variable on profitability, giving rise to allegations of variables that can mediate the relationship between these variables. This research is related to previous research, which is more or less the same in its discussion, including research conducted by Lively, (2019) and Danish, Ramzan, & Ahmad, (2013), which confirmed the relationship between the influence of self-monitoring and organizational commitment. Based on this, the authors consider it necessary to re-examine by adding mediation variables in this study, so they are interested in conducting research titled "The Effect of Self-Monitoring as a Mediator of Procedural Justice, Distributive Justice on Organizational Commitment at BPJS Ketenagakerjaan Aceh".

The purpose of this study is to describe procedural justice, distributive justice, self-monitoring, and organizational commitment, analyze the procedural justice effect on organizational commitment, analyze the distributive justice effect on organizational commitment, analyze the procedural justice effect on self-monitoring, analyze the distributive justice effect on self-monitoring, analyze the self-monitoring effect on organizational commitment, analyze the procedural justice role on organizational commitment through self-monitoring, and analyze the distributive justice role on organizational commitment through self-monitoring at BPJS Ketenagakerjaan Aceh.

2. Literature

Organizational Commitment

Organizational commitment is an individual attitude dimension that can be used to assess the tendency of employees to remain a member of an organization. According to Meyer & Allen, (1997), organizational commitment is an emotional attachment, identification, and involvement of individuals with the organization and the desire to remain a member.

According to Mowday, Porter, & Steers, (2013) in The Commitment-Effect Model, he states that employee organizational commitment is an individual's psychological bond to the organization, which includes work involvement, loyalty, and feelings of trust in organizational

values. Involvement reflects a willingness to try their best for the sake of the organization, loyalty (loyalty) as a desire to remain a member of the organization concerned, and a sense of identification as a belief in the organization's values.

According to Robbins & Judge, (2017), organizational commitment is the desire of employees to stay and survive in an organization by accepting the organization's values and goals and respecting employees on a personal level.

Procedural Justice

According to Jiang, Gollan, & Brooks, (2017), procedural justice refers to the employee's perception of fairness in the company against the rules and procedures governing carrying out a process. Impartiality, the opportunity to be heard, and the basis for decisions are the principles of procedural justice. According to Robbins & Judge, (2017), procedural justice perceives fairness from the decision-making process used to determine the results or awards distributed. According to him, procedural justice is a concept of justice that focuses on the method used to determine the rewards received. These mechanisms are considered reasonable to the extent that they are consistent, accurate, correct, and ethically applicable. Procedural justice embodies accepted normative principles such as consistency of procedures concerning compensation offers, consistency with regulations, avoiding personal interests in the distribution process, timeliness, and ethics.

Distributive Justice

According to Kristanto, (2015), distributive justice refers to the perception that employees have of the perceived fairness of the results received by employees from the organization. Results can be distributed based on equality, need, or contribution, and employees can determine distributive justice by comparing to others. According to Lambert et al., (2020), distributive justice refers to the fairness of the perceived results that have been distributed to employees in the form of payments, promotions, benefits, and others. Distributive justice involves comparisons of pay, benefits, promotions, power, rewards, and satisfaction.

Self Monitoring

Luther, (2019) states that Self-Monitoring is a personality trait that measures an individual's ability to adjust his Behavior to external situational factors. He added that self-monitoring is the level of individuals in regulating their Behavior based on external situations and reactions of others (high self-monitoring) or the basis of internal factors such as beliefs, attitudes, and interests (low self-monitoring). Self-monitoring is a person's ability to monitor himself to behave according to the situation (Thorson & McBride, 2020). He also stated that self-monitoring is an ability or self-awareness to present oneself in terms of Behavior, non-verbal expressions, and controlling the appearance of emotions according to the situation at hand, where self-monitoring is not a suggestion but is a relatively high and low level to patterns of self-expression.

Research Model

Based on the discussion of the problems and research literature, the researchers formulate the research model and hypotheses as follows:

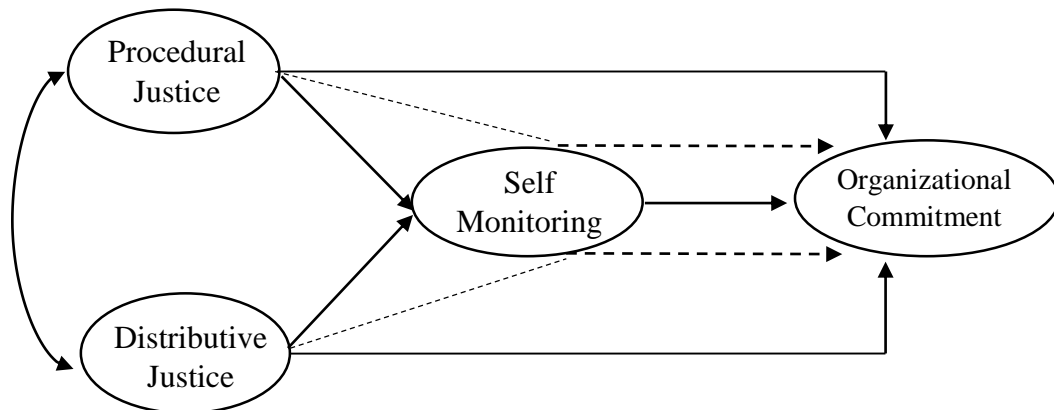


Figure 1. Research Framework

Descriptive Hypothesis

H1: Procedural Justice, Distributive Justice, Self-Monitoring, and Organizational Commitment at the BPJS Ketenagakerjaan Aceh are good.

Verification Hypothesis

H2: Procedural Justice affects Organizational Commitment.

H3: Distributive Justice affects Organizational Commitment.

H4: Procedural Justice affects Self-Monitoring.

H5: Distributive Justice affects Self-Monitoring.

H6: Self-monitoring affects organizational commitment.

H7: Procedural Justice affects Organizational Commitment through Self Monitoring.

H8: Distributive Justice affects Organizational Commitment through Self Monitoring.

3. Method

The research was conducted at BPJS Ketenagakerjaan Aceh, while the research objects were procedural justice, distributive justice, self-monitoring, and organizational commitment. This research used structural equation modeling (SEM)-Amos to test the direct effect and the Sobel test calculator to test the mediation effect. The population was all employees of BPJS Ketenagakerjaan Aceh, totaling 101 people. The sample was selected by the census technique. Furthermore, the data was collected by distributing online questionnaires using Google Forms. Data was measured using a Likert scale. The independent variables are procedural justice and distributive justice, the mediating variable is self-monitoring, and the dependent variable is organizational commitment. The measurement of variables used the following indicators:

- a. Procedural justice uses indicators as mentioned by (Jiang et al., 2017) that consist of (1) Consistency, (2) Minimization of bias, (3) Accuracy, (4) Representation, (5) Correction, and (6) Ethics.

- b. Distributive justice uses indicators as mentioned by (Kristanto, 2015), that consist of (1) salary eligibility, (2) employee equality, (3) freedom of opinion, (4) superior treatment, and (5) superior openness.
- c. Self-Monitoring uses indicators as mentioned by (Luther, 2019), that consist of (1) Adjusting the role as expected by others, (2) Paying attention to external information as a reference for Behavior, (3) Interpersonal relations, (4) Variations in Behavior to situations, (5) Able to use their abilities in critical situations.
- d. Organizational commitment uses indicators as mentioned by (Meyer & Allen, 1997), which are described in three dimensions of organizational commitment, that consist of (1) Affective commitment, (2) Continuing commitment, and (3) Normative commitment, and these dimensions consist of each of 5 measurement indicators.

Mathematically the causality relationship between constructs can be stated as follows:

$$1 = \gamma_{1.1}\xi_1 + \gamma_{1.2}\xi_2 + \gamma_{1.3}\xi_3 + \zeta_1$$

$$2 = \gamma_{2.1}\xi_1 + \gamma_{2.2}\xi_2 + \gamma_{2.3}\xi_3 + \beta_{2.1}\eta_1 + \zeta_2$$

or

$$\text{Self-monitoring} = \gamma_{1.1} \text{procedural justice} + \beta_{2.1} \text{distributive justice} + \zeta_1$$

$$\text{Organizational Commitment} = \gamma_{2.1} \text{procedural justice} + \beta_{2.1} \text{distributive justice} + \beta_{2.2} \text{self-monitoring} + \zeta_2$$

4. Result

Respondent Characteristics

Respondents of employees at BPJS Ketenagakerjaan Aceh in the study were more male than female respondents, with an average age level of 31-35 years, with the education level of respondents being dominated by employees with Bachelor's education with 6-10 years of experience.

Descriptive statistics

Procedural justice, distributive justice, self-monitoring, and organizational commitment in BPJS Ketenagakerjaan Aceh as a whole have been going well where the average value of procedural justice is 3.95, the average value of distributive justice is 3.94, the average value of self-monitoring 3.89 and the mean organizational commitment is 3.85, or overall the average value is greater than the average value of expectations.

Validity test

This section contains the research instrument test, explaining the validity test. Describe the criteria used to test

Table 1. Validity Test Results

Indikator			Estimate	Cut Off	Information
PD	<---	KP	.379	0.50	Valid
PD	<---	KD	.419	0.50	Valid
KO	<---	KP	.175	0.50	Valid
KO	<---	KD	.174	0.50	Valid
KO	<---	PD	.601	0.50	Valid
KP1	<---	KP	.842	0.50	Valid
KP2	<---	KP	.825	0.50	Valid
KP3	<---	KP	.808	0.50	Valid
KP4	<---	KP	.816	0.50	Valid
KP5	<---	KP	.789	0.50	Valid
KP6	<---	KP	.825	0.50	Valid
KD1	<---	KD	.843	0.50	Valid
KD2	<---	KD	.811	0.50	Valid
KD3	<---	KD	.839	0.50	Valid
KD4	<---	KD	.836	0.50	Valid
KD5	<---	KD	.879	0.50	Valid
PD1	<---	PD	.783	0.50	Valid
PD2	<---	PD	.838	0.50	Valid
PD3	<---	PD	.802	0.50	Valid
PD4	<---	PD	.841	0.50	Valid
PD5	<---	PD	.795	0.50	Valid
KO1	<---	KO	.780	0.50	Valid
KO2	<---	KO	.843	0.50	Valid
KO3	<---	KO	.765	0.50	Valid
KO4	<---	KO	.795	0.50	Valid
KO5	<---	KO	.812	0.50	Valid
KO6	<---	KO	.852	0.50	Valid
KO7	<---	KO	.768	0.50	Valid
KO8	<---	KO	.847	0.50	Valid
KO9	<---	KO	.830	0.50	Valid
KO10	<---	KO	.859	0.50	Valid
KO11	<---	KO	.867	0.50	Valid
KO12	<---	KO	.850	0.50	Valid
KO13	<---	KO	.856	0.50	Valid
KO14	<---	KO	.835	0.50	Valid
KO15	<---	KO	.845	0.50	Valid

Source: Output Amos, 2022.

Table 1 reveals all the indicators tested have met the requirements to be included in the next data processing process.

Reliability Test

This section contains the test of research instruments, explaining the reliability test. Describe the criteria used to test.

Table 2. Reliability Test Result

No	Variable	Variable Items	Alpha Value	Reliability
1	Procedural Justice (X_1)	6	0.924	Reliable
2	Distributive Justice (X_2)	5	0.924	Reliable
3	Self Monitoring (Y)	5	0.906	Reliable
4	Organizational Commitment (Z)	15	0,970	Reliable

Source: *Output Amos, 2022.*

Table 2 reveals that the reliable measurement of the research variables shows that all reliability measurements meet the credibility of Cronbach Alpha.

Model Fit Test

The results of the model suitability test can be seen in Table 3 below.

Table 3. Criteria for Goodness of Fit Measurement Models

<i>Goodness of fit index</i>	<i>Cut-off value</i>	Research Model	Model
X2 (Chi Square)	Diharapkan Kecil	467.057	Good Fit
<i>Significance Probability</i>	>0.05	0.094	Good Fit
GFI (Goodness of Fit)	>0.90	0.785	Marginal Fit
AGFI	>0.90	0.751	Marginal Fit
RMSEA	>0.08	0.030	Good Fit
TLI (Tucker Lewis Index)	>0.90	0.984	Good Fit
CFI (Comperative Fit Index)	>0.90	0.985	Good Fit
CMIN/DF	<2.00	1.091	Good Fit

Source: *Output Amos, 2022.*

Table 3 concludes that the existing measurement models have met the fit criteria. Only GFI and AGFI are still marginally fit, less than 0.90. However, according to Hair, Hult, Ringle, & Sarstedt, (2016), the guidelines for testing the feasibility of the model using only 4-5 criteria are sufficient and meet the assumption of goodness of fit. Thus, it can be stated that the model in this study is acceptable and feasible for hypothesis testing through the structural model.

Direct Hypothesis Testing

The analysis of the structural model that explains the test of the effect between variables is presented in the following path diagram:

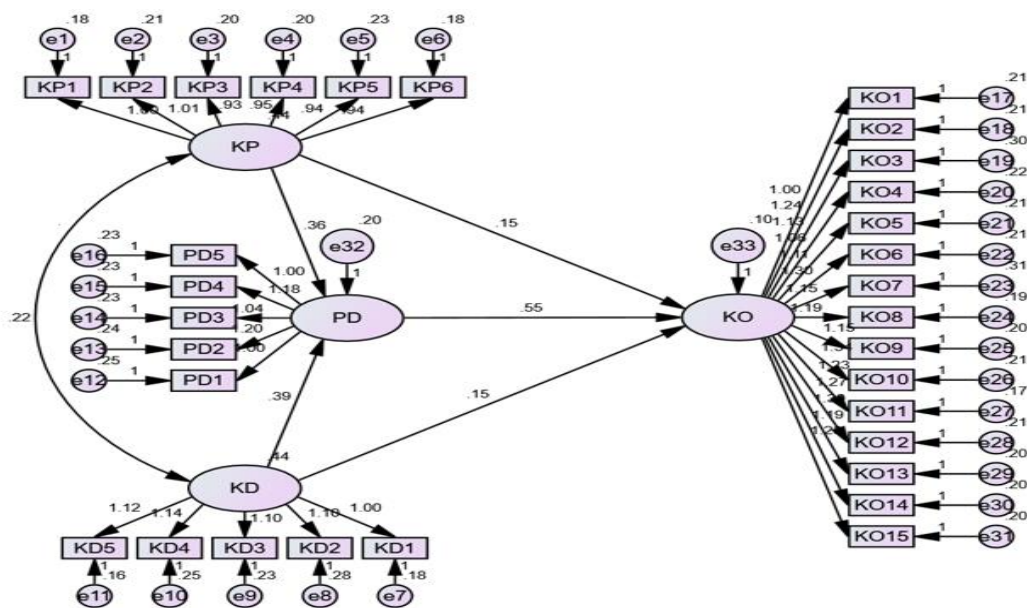


Figure 2. Hypothesis Test Results

The results of hypothesis testing after going through the fulfillment of SEM assumptions are shown below:

Table 4. Direct Hypothesis Test

			Estimate	SE	CR	P
Organizational Commitment	<--	Procedural Justice	.152	.074	2,043	.041
Organizational Commitment	<--	Distributive Justice	.151	.076	1991	.046
Self Monitoring	<--	Procedural Justice	.357	.100	3.554	***
Self Monitoring	<--	Distributive Justice	.393	.103	3.813	***
Organizational Commitment	<--	Self Monitoring	.554	.106	5.205	***

Source: *Output Amos, 2022.*

From the results of testing the direct influence in the table above, it can be seen that:

1. H2: Procedural Justice Effect on Organizational Commitment

The test result shows the CR 2.043 is more than 1.96 and the significance is 0.041 less than 0.05, and the regression weight coefficient is 0.152. It shows that Procedural Justice has a significant positive contribution to increasing Organizational Commitment by 15.2%. Thus, it can state that Ha is accepted.

Perceptions of procedural fairness at BPJS Ketenagakerjaan Aceh are based on employees' views on the fairness of the award process and sentencing decisions, such as consistency of procedures for compensation offers, consistency with regulations, and avoiding personal interests in the distribution process, punctuality, and ethics. This good perception of procedural fairness will produce better outcomes such as increased organizational commitment, desire to stay in the organization, and increased

performance (Tomi, Febri, & Zaitul, 2019). So that the more employees feel they are treated fairly in the organization, the employees will have a responsibility to remain in the organization. Procedural justice in organizations can provide emotional attachment to employees, and employees are more involved with activities within the organization. The results of this study support research conducted by (Al-Romeedy, 2017), (Putra & Indrawati, 2018), and (Suprawina, 2021), which states that procedural justice affects organizational commitment.

2. H3: Distributive Justice Effect on Organizational Commitment

The test result shows the CR 1.991 is more than 1.96 and the significance is 0.046 less than 0.05, and the regression weight coefficient is 0.151. It shows that distributive justice significantly increases organizational commitment by 15.1%. Thus, it can state that H_a is accepted.

According to Lambert et al., (2020), distributive justice refers to the fairness of the perceived results that have been distributed to employees in the form of payments, promotions, benefits, and others. Distributive justice in BPJS Ketenagakerjaan Aceh involves a comparison of salaries, benefits, promotions, power, rewards, and satisfaction. It is supported by Suprawina, (2021) opinion that salary influences organizational commitment. The salary provided by BPJS Ketenagakerjaan to employees, which, if in line with expectations, will become a separate motivation for employees. It will also spur employees to improve their relationship with the company, which will impact the company, increasing organizational commitment to BPJS Ketenagakerjaan Aceh. This study also supports Din et al., (2019) and Karem, Jameel, & Ahmad, (2019), which state that distributive justice affects organizational commitment.

3. H4: Procedural Justice Effect on Self-Monitoring

The test result shows the CR 3,554 is more than 1.96, P 0.000 is less than 0.05, and the value of the regression weight coefficient is 0.357. It shows that Procedural Justice has a significant positive contribution to increasing self-monitoring by 35.7%. Thus, it can state that H_a is accepted.

According to Gujjar, (2017), high self-monitors tend to monitor situations actively and regulate their behavior in front of others. In contrast, low self-monitors are less sensitive to their surroundings, less concerned with the impact of their attitudes on others, and more guided by internal feelings. In BPJS Ketenagakerjaan Aceh, the perception of employee self-monitoring is currently more situational. It causes employees always to try to adjust their behavior to the situation at hand. There is a relationship between procedural justice and self-monitoring. Employees who feel high fairness from the company tend to show concern for the company's fate where they work and always strive to achieve organizational goals. The results of this study support Luther, (2019), Nwanzu & Babalola, (2019), and Karem et al., (2019), which state that procedural justice affects self-monitoring.

4. H5: Distributive Justice effect on Self-Monitoring

The test result shows the CR 3,813 is more than 1.96, P 0.000 is less than 0.05, and the regression weight coefficient value is 0.393. It shows that distributive justice has a significant positive contribution to increasing self-monitoring by 39.3%. Thus, it can state that H_a is accepted. According to Sarwat et al., (2021) there is a relationship between distributive justice and self-monitoring, where when employees feel good distributive justice from the company in the form of receiving good wages and rewards that apply in the company, employees will feel the need to do self-monitoring, to keep doing the things the company wants. So that the higher the distributive justice of the company will encourage employees to do better self-monitoring. The results of this study support Sarwat et al., (2021) and Nwanzu & Babalola, (2019) who states that distributive justice affects self-monitoring.

5. H6: Self-Monitoring effect on Organizational Commitment

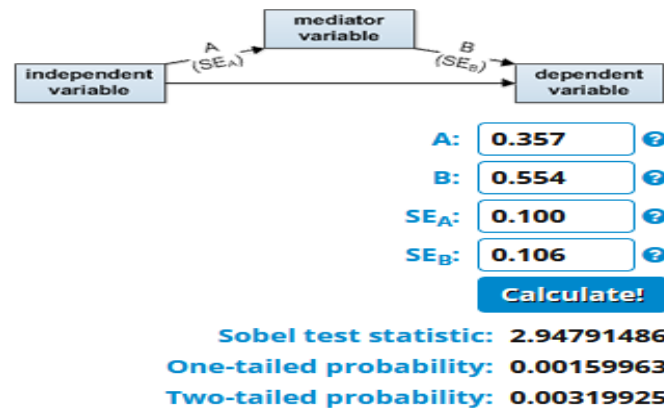
The test result shows the CR 5.205 is more than 1.96, P 0.000 is less than 0.05, and the regression weight coefficient is 0.554. It indicates that self-monitoring significantly contributes to increasing organizational commitment by 55.4%. Thus, it can be stated that H_a is accepted. The perception of self-monitoring on BPJS Ketenagakerjaan Aceh can be seen from the relationship between Self-Monitoring and Organizational Commitment where, Individuals who have high Self-Monitoring show characteristics of being responsive to the demands of the surrounding environment, paying attention to social information which is a guide for them to present themselves following the information. and these instructions, have good control over the behavior that will be displayed, can use their abilities to behave in important situations and control themselves, maintain attitudes, behavior, and expressiveness, so that it has an impact on increasing the commitment of BPJS Ketenagakerjaan Aceh.

The results of this study support Thorson & McBride, (2020), who states that self-monitoring significantly affects organizational commitment.

Indirect Hypothesis

6. H7: Procedural Justice Effect on organizational commitment through Self-Monitoring

Briefly knowing the results of hypothesis testing can be seen in the results of the mediation effect analysis using the Sobel test concept as follows:



Procedural Justice Effect on organizational commitment thru Self-Monitoring

From the Sobel test calculation results above, the t-count value is 2,947. Because the value is $2.947 > 1.96$ and the significance value is $0.00319925 < 0.05$, it is evident that the hypothesis "Procedural Justice Affects Organizational Commitment through Self-Monitoring" is accepted. The test results above also show that the procedural justice effect on self-monitoring is significant, the self-monitoring effect on organizational commitment is significant, and the procedural justice effect on organizational commitment is positive. Thus this test indicates a partially mediated.

When employees feel good procedural justice from the company in implementing procedures that apply, employees will feel an obligation to reciprocate by contributing to the company by creating high organizational commitment. Employees will also feel the need to do self-monitoring to stay doing the things the company wants and vice versa. These results support the research of Al-Romeedy, (2017) and Lambert et al., (2020), which states that there is a positive effect of procedural justice on organizational commitment mediated by self-monitoring.

7. H8: Distributive Justice effect on organizational commitment through Self-Monitoring

Briefly knowing the results of hypothesis testing can be seen in the results of the mediation effect analysis using the Sobel test concept as follows:

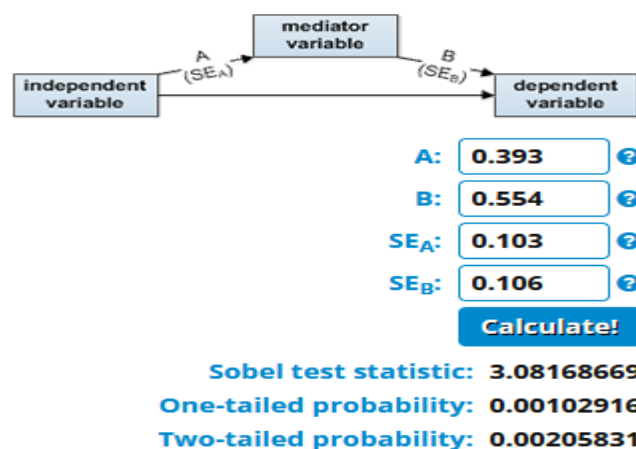


Figure 4.
Distributive Justice Effect on organizational commitment thru Self-Monitoring

From the Sobel test calculation results above, the t-count value is 3.081. Because the value is $3.081 > 1.96$ and the significance value is $0.00205831 < 0.05$, it is evident that the hypothesis "Distributive Justice Affects Organizational Commitment through Self-Monitoring" is accepted. The test results above also show that the distributive justice effect on self-monitoring is significant, self-monitoring on organizational commitment is significant, and the distributive justice effect on organizational commitment is positive. This test indicates a partially mediated.

When employees feel good distributive justice from the company by receiving good wages and rewards that apply, employees will feel an obligation to reciprocate by contributing to the company by creating high organizational commitment. Employees will feel the need to do self-monitoring. To keep doing the things the company wants. These results support the research of Thorson & McBride (2020) and Lively (2019), which states a positive influence of distributive justice on organizational commitment mediated by self-monitoring.

5. Conclusion

The results reveals that procedural justice, self-monitoring, and organizational commitment in BPJS Ketenagakerjaan Aceh as a whole have been running well, Procedural justice and distributive justice affect organizational commitment, procedural justice and distributive justice affect self-monitoring, self-monitoring affects organizational commitment, and procedural justice and distributive justice affect organizational commitment through Self Monitoring. These findings explain that the model for increasing organizational commitment to BPJS Ketenagakerjaan Aceh is a function of increasing procedural justice and distributive justice, as well as increasing self-monitoring which functions as a partial mediator. Improved procedural justice and distributive justice will play a role in increasing self-monitoring and have an impact on organizational commitment. These results contribute academically to explaining the theory of organizational commitment and can be the basis for further research development by adding other variables and a larger number of samples.

Several recommendations are generated for research subjects from the research results. To improve procedural fairness, companies need to pay attention to the method used in making decisions at BPJS Ketenagakerjaan Aceh, and decisions should be made fairly and openly. In addition, to improve distributive justice, companies need to pay attention to the existence of equal opportunities for employees to voice opinions so that all employees feel heard and treated fairly. To increase overall organizational commitment, the factor that most needs attention is to create a fair and comfortable work environment for employees. It can encourage employees to increase their self-monitoring so that with high self-monitoring, employees can present themselves by company recommendations. Employees can also have good control over the behavior that will be displayed, able to control themselves and maintain attitudes, behavior, and expressiveness to increase organizational commitment.

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