

The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance

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Received 19 October 2019
Revised 30 December 2019
Accepted 30 December 2019

Abstract

Purpose – This study aims to examine the effects of emotional intelligence and organizational justice on job satisfaction and caring climate and its impacts on Criminal Investigation officers' performance.

Design/methodology/approach – The population in this research was all criminal investigation officers, with people (2016 data) in all Polres and the Criminal Investigation Directorate of Polda Metro Jaya. The method used is path analysis. The path modeling was solved by using the partial least squares method. This research found that there is a positive relationship between job satisfaction and officers' performance.

Findings – This research found that there is a positive relationship between emotional intelligence and job satisfaction; organizational justice and job satisfaction; emotional intelligence and officers' performance; organizational justice and officers' performance; job satisfaction and officers' performance; caring climate and officers' performance; organizational justice and caring climate; emotional intelligence and caring climate. In general, it has shown that emotional intelligence has a significant direct effect on performance, job satisfaction and caring climate. In addition, emotional intelligence has an indirect effect on performance through job satisfaction and caring climate.

Originality/value – There are some differences in the previous research results or methodological weaknesses. This research will develop the relationship between the emotional intelligence variable and the caring climate variable and the relationship between the organizational justice variable and the caring climate variable.

Keywords Emotional intelligence, Organizational justice, Caring climate, Job satisfaction, Officers performance

Paper type Research paper

1. Introduction

1.1 Background

Human resources are an important factor in an organization. The organization will be able to conduct its organizational activities with the support of its human resources. Employee performance is a very important factor in an organization which drives all organizational activities for the achievement of organizational goals.

The performance of the Polda Metro Jaya (the Greater Jakarta Metropolitan Regional Police continues to be in the public spotlight, especially Criminal Investigation officers' performance. Based on criminal investigations at Polda Metro Jaya, the total crime in the period of 5 (five) years in the process of cleaning up the crime showed decreased performance from year to year. On the other hand, in the current reformation era, the demands for police, particularly criminal investigation officers, performance



professionalism becomes higher and faces more challenges, regarding accountability, transparency and human rights protection which must be respected. Criminal Investigation officers must work more professionally and can no longer suppress or act violently against someone suspected of committing a crime. It is because of demands for transparency and increasingly empowered community conditions which can no longer be treated arbitrarily by Criminal Investigation officers. Therefore, conventional patterns of professional development of Criminal Investigation officers are no longer able to keep up with existing social developments.

Criminal investigation is one of the functions in the Police organization with the duty of handling crimes or criminal cases. Each of these duty areas has its own unique duty characteristics and work environment. The investigation function within police duties has a very important role, even more important than other police duties. Owing to the importance of this investigation function, this function was declared as the “Core Business” of the Indonesian National Police in the leadership period of General Police Dibyso Widodo. This investigation function is proclaimed to be important in the National Police environment because the function of criminal case investigations becomes the benchmarks of National Police success in performing its main duties.

The decreasing performance of Criminal Investigation officers is triggered by many factors. The most potential factors are emotional intelligence and organizational justice. Good emotional intelligence will make one able to make sound and correct decisions despite being under pressure. Emotional intelligence also allows one to show his/her integrity. People with good emotional intelligence are able to think clearly under pressure, act ethically, take principled stands, and have achievement drive. Emotional intelligence means using emotions effectively to achieve goals appropriately, building productive work relationships, and achieving success in the workplace (Setyaningrum *et al.*, 2016).

Organizational justice is one of the important factors in organizations and has considerable effects on employee performance. Gibson *et al.*, (2012) define organizational justice as a level at which an individual feels treated equally in the organization where he/she works. Another definition states that organizational justice is one's perception of fairness toward decisions taken by the superiors (Colquitt *et al.*, 2009).

Criminal Investigation officers still feel unfair treatments from their superiors. Because the superiors tend to run closed information management with almost no transparency, criminal investigation officers do not get clear feedback regarding the works they have done. In addition, uneven work distribution policies and closed mutation or promotion with no professional consideration because the subordinates who work really hard will feel frustrated and be in an uncertain situation.

One factor that can be used to improve performance is job satisfaction. Job satisfaction in general always involves one's attitude toward his/her work. Likewise, in the National Police organization, job satisfaction is a common problem that often occurs and is experienced by every officer in each work department, work unit or division in National Police institution. In essence, job satisfaction of police officers, especially Criminal Investigation officers, is highly related directly and indirectly to officers' work motivation, officers' loyalty, and officers' peace of mind at work. Additionally, job satisfaction is also related to the officers' discipline level in performing the duties. In general, people will argue that the salary received each month is a major factor in achieving Criminal Investigation officers' job satisfaction. It is because by receiving the salary, the officers will be able to live their daily lives and be able to meet their family needs. However, in reality, the salary received is not always a major factor in achieving Criminal Investigation officers' job satisfaction. In addition to the salary, the government also adds the performance allowance for each officer

on a monthly basis to support and enhance Criminal Investigation officers' motivation and job satisfaction. However, in reality, there are still Criminal Investigation officers who feel dissatisfied at work despite being supported by salary and performance allowance. The salary and performance allowance only provide temporary satisfaction because essentially satisfaction arises from officers' minds in response to situations and conditions around them.

Criminal Investigation officers who feel satisfied in performing their duties will certainly be more positive about the institution compared to officers who feel dissatisfied with their work. Officers who feel satisfied at work will not object in providing better and maximum services for the community compared to officers who feel dissatisfied and tend to complain frequently, get angry easily, be lazy and only work to fulfill their obligations. As can be seen in the field, there are many indiscipline behaviors conducted by the officers over and over again as evidence of officers' dissatisfaction in performing their duties. Some examples are the officers who arrive late in the morning and leave early, chat casually during work hours, smoke during work hours, even play games on the computer to pass time by reason of no works to do.

Most Indonesian police officers believe that working diligently or not diligently will not influence rewards or punishments received. Generally, Indonesian police officers work based on orders from the superiors. Thus, the superiors should provide pressure and good examples to direct and motivate the officers. Leaders' low attention and discriminatory attitude toward subordinates may result in disappointment and annoyance within Criminal Investigation officers. In addition, the more formal and rigid relationship between superiors and subordinates tends to be less able to provide intrinsic motivation for Criminal Investigation officers. If Criminal Investigation officers are motivated, they will try to work as hard as they could to perform their duties as well as possible. However, those hard works will not necessarily bring about the expected results if it is not supported by the facilities and clear future picture of Criminal Investigation officers' performance from the National Police organization. Inadequate working conditions also allow the emergence of Criminal Investigation officers' behavior deviations at work. Providing supportive working conditions and work colleagues is considered necessary to enhance Criminal Investigation officers' job satisfaction.

Therefore, consistency and attention to Criminal Investigation officers are needed to create safe, comfortable and satisfied feelings in performing their duties. As in Maslow's hierarchy of needs theory, safety and security needs are basic needs that must be met before achieving higher-level needs. A need is an internal state that makes certain outcomes appear attractive. An unsatisfied need creates tension which stimulates drives within the individual. These drives generate search behavior to find particular goals that, if attained, will satisfy the need and lead to a reduction of tension.

Criminal Investigation officers' performance can also be influenced by a good Caring Climate. Caring climate is a type of ethical climate which depends on the concern for others and employees' most preferred work climate (Cullen *et al.*, 2003). Managing employees in companies can be in the form of awards based on employee performance. Awards will lead to a good ethical climate in companies and influence employee behavior in doing their work.

People who prioritize the needs and feelings of others over their own interests are people who care. People who care will not hurt other people's feelings. They always try to appreciate, do good and make others happy. Care values include kindness, generosity, attention, support and compassion. Care is not something to do because of expecting anything in return. According to Boyatzis and McKee (2005), care is a tangible manifestation of empathy and attention. When we open up to others, we can face difficult times with

creativity and determination. Empathy encourages us to establish relationships with others. Empathy will arise when we begin our curiosity about others and their experiences. Then, empathy will be realized into actions. Care is based on the full desire to build bonds with others and to meet their needs.

From the above background, this research aims to examine the effects of emotional intelligence and organizational justice on job satisfaction and caring climate and its impacts on Criminal Investigation officers' performance.

1.2 Research gap and originality

The researchers notice some differences in the previous research results or methodological weaknesses. Research gaps in empirical research results are explained below.

Several previous studies on the effect of emotional intelligence on performance have been conducted, such as [Nel and DE Villiers \(2004\)](#), [Ali *et al.*, \(2011\)](#), [Orhan *et al.*, \(2012\)](#), [Shoostarian *et al.*, \(2013\)](#), [Ismail and Azzahra Haris \(2014\)](#) and [Shamsuddin and Rahman \(2014\)](#). The results showed that emotional intelligence has a positive and significant effect on performance. [Yani and Istiqomah's \(2016\)](#) research showed different results, stating that all constructs in emotional intelligence have a negative and insignificant effect on performance.

Several previous studies on the effect of organizational justice on performance have been conducted, such as [Elamin and Alomaim \(2011\)](#), [Zhang *et al.*, \(2014\)](#), [Diab \(2015\)](#) and [Kalay \(2016\)](#). Their research results concluded that organizational justice has a significant effect on performance. Putra's (2015) research showed different results, concluding that organizational justice has no significant effect on employee performance and employees in the company do not make the justice aspect as a determinant of their performance.

Some studies on the effect of job satisfaction on performance have also been conducted, such as [Gu and Chi Sen Siu \(2009\)](#), [Shoostarian *et al.*, \(2013\)](#), [Fu and Deshpande \(2014\)](#) and [Javed *et al.*, \(2015\)](#). Their research results concluded that job satisfaction has a significant effect on performance. [Al-Ahmadi's \(2009\)](#) research showed different results, stating that job satisfaction is not related to employee performance.

Several studies on the effect of caring climate on performance have been conducted by previous researchers, such as [Fu and Deshpande \(2012\)](#) and [Dinc and Plakalovic \(2016\)](#). The research results showed that Caring Climate has a direct effect on employee attitudes and performance. The researchers have not found other studies examining the effect of caring climate on performance which shows different results.

Based on the description above, it can be seen that there is still room to conduct very important future research, considering that research related to Criminal Investigation officers' performance is still very limited. This future research is very useful for science development in human resources of the Indonesian National Police, especially the Criminal Investigation work unit, relating to emotional intelligence, organizational justice, job satisfaction, caring climate and Criminal Investigation officers' performance.

This research will develop the relationship between the emotional intelligence variable and the caring climate variable and the relationship between the organizational justice variable and the caring climate variable. The development of the emotional intelligence variable in this research is conducted based on [Goleman's \(2009\)](#) theory, the development of the caring climate variable is based on [Newton *et al.*'s \(2007\)](#) theory, and the development of the organizational justice variable is based on [Cropanzano *et al.*'s \(2007\)](#) theory.

In addition, the researchers will also test the relationship between the emotional intelligence variable and the caring climate variable and the relationship between the

organizational justice variable and the caring climate variable because the researchers have not found other research studies testing the relationship between these variables.

2. Conceptual framework and hypotheses

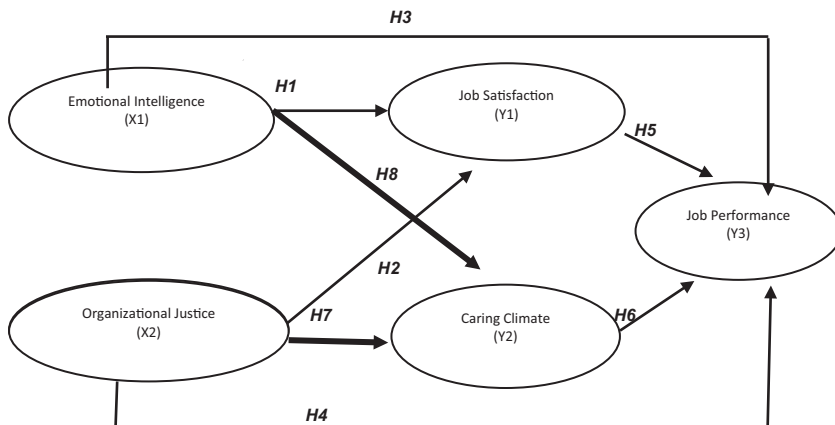
Based on research models conducted by previous researchers and relationship models developed based on the theories of Goleman (2009), Adams (1963), Cropanzano *et al.*, (2007), Newton (2013), Luthan (2006) and Munandar (2001), a conceptual framework is developed consisting of five concepts as can be seen Figure 1:

H1. Emotional intelligence has a significant effect on job satisfaction.

Orhan *et al.*'s (2012) research results showed that emotional intelligence has a positive and significant effect on job satisfaction. Specifically, these findings indicated that employees with high emotional recognition are more likely to have higher levels of job satisfaction. Praveena's (2015) research results showed that the higher the emotional intelligence level is, the higher the performance and job satisfaction levels will be. These findings are in line with the research results of Brunetto *et al.*, (2012), Samanvitha and Jawahar (2012) and Shooshtarian *et al.*, (2013), affirming that the higher one's emotional intelligence is, the higher job satisfaction will be.

H2. Organizational justice has a significant effect on job satisfaction.

Organizational justice is the members' perception of fairness which exists or takes place in the institutional environment. Organizational justice includes distributive justice, procedural justice and interactional justice. If a member has a perception that fairness in the organization runs appropriately, it can influence his/her job satisfaction. Rahman *et al.*'s (2015) research results confirmed that distributive justice and interactional justice have significant effects on job satisfaction, whereas procedural justice has no significant effect on job satisfaction.



Notes: (1) Letters and numbers next to lines are hypotheses; (2) thin lines are the relationships between variables conducted in previous research; (3) thick lines are the relationships between variables in this research

Figure 1.
Conceptual
framework

Totawar's (2013) and Kumar *et al.*'s (2009) research studies empirically proved that organizational justice has a positive and significant effect on job satisfaction. Thus, more appropriate or better justice within institutions will cause an increase in members' job satisfaction.

H3. Emotional intelligence has a significant effect on performance.

Nel and DE Villiers (2004) research results revealed a significant relationship between emotional intelligence and job performance. These findings emphasized the importance of managing one's emotions through self-discipline, integrity and motivation toward goals to perform at optimal effectiveness. It is in line with research conducted by Ali *et al.*, (2011), Shoosharian *et al.*, (2013), Ismail and Azzahra Haris (2014) and Shamsuddin and Rahman (2014). The research results showed that one's emotional intelligence has a positive and significant effect on performance. It means that the higher one's emotional intelligence is, the higher one's performance will be and vice versa, the lower one's emotional intelligence is, the lower one's performance will be.

Yani and Istiqomah's (2016) research showed different results that emotional intelligence has a negative and insignificant effect on employee performance. It means that when employees have less understanding of self-awareness in managing emotions causing them to be less able to understand themselves and others, it will have an effect on employee performance.

H4. Organizational justice has a significant effect on performance.

Organizational justice theory proposed by Kreitner and Kinicki (2014) states that organizational justice has three different components, i.e. distributive justice, procedural justice and interactional justice. Distributive justice reflects the perceived fairness of how resources and rewards are distributed or allocated. Procedural justice refers to the perceived fairness of the processes and procedures used to make distribution decisions. Interactional justice is related to the quality of interpersonal treatment received by members.

Research conducted by Elamin and Alomaim (2011), Zhang *et al.*, (2014), Diab (2015), Kalay (2016) and Mehmood *et al.*, (2016) showed that organizational justice of distributive justice, procedural justice and interactional justice has a positive and significant effect on job performance. In this context, organizational justice, especially distributive justice, has a positive effect on employee performance. It indicates significant implications for managers, policymakers and decision-makers. However, Putra's (2015) research revealed that organizational justice has no significant effect on performance. It means that fair or unfair treatment in the company apparently has no significant effect on performance and employees in the company do not make the justice aspect as a determinant of their performance.

H5. Job satisfaction has a significant effect on performance.

Performance in organizations is the answer to the success or failure of predetermined organizational goals. Superiors or managers often pay no attention unless performance becomes very bad or everything goes wrong. Managers frequently do not know how performance has declined so badly that companies/agencies face a serious crisis. As a result of ignoring a decrease in performance, organizations obtain bad impressions.

Crossman and Abou-Zaki (2003) research aimed to investigate the relationships between job satisfaction, job facets, socio-demographic variables and job performance. The research

findings indicated that there is no significant relationship between job satisfaction and job performance.

Research conducted by [Gu and Chi Sen Siu \(2009\)](#), [Nimalathasan and Brabete \(2010\)](#), [Elamin and Alomaim \(2011\)](#), [Shoostarian *et al.*, \(2013\)](#), [Fu and Deshpande \(2014\)](#), [Javed *et al.*, \(2015\)](#) and [Diab \(2015\)](#) supported that job satisfaction has a significant effect on job performance. It means that job satisfaction can generate positive and negative results. Satisfaction generating a positive effect will make a good performance so that the agency/company goals can be easily achieved. Satisfaction generating a negative effect will reduce employee performance.

H6. Caring climate has a significant effect on performance.

Within organizations, individuals should work together, care about one another and give the best. Thus, the reputation and long-term relationships between employees involved in groups or teams are strengthened to provide maximum performance in organizations.

Ethical climate conditions and environment in an organization are closely related to the success of an organization or company. It is in line with [Caldwell *et al.*'s \(2008\)](#) research results stating that corporate ethical climate involves the cooperative relationship between companies and employees as a unity in the atmosphere and environment. As a result, friendships will emerge within organizations as the realm or scope of individual interests in organizations.

[Wallace \(1999\)](#) affirmed that the ethical climate associated with friendships is very important for individuals in an organization because individuals must establish friendships with their colleagues and superiors to get good performance.

H7. Organizational justice has an effect on caring climate.

Every individual in organizations will measure and compare the contributions made to organizations and the results they obtain. The results obtained by an individual should be based on his/her contributions made to organizations. The bigger the contributions made, the more the results must be obtained ([Cropanzano *et al.*, 2007](#)).

[Treviño and Weaver \(2001\)](#) stated that employees who perceive unfairness will look for opportunities to improve their own welfare, even if it is unethical.

In a caring climate, employees are expected to care about other people both within and outside organizations or companies that may be affected by their ethical decisions. Conducive caring climate in an organization or company will result in a comfortable work atmosphere and employees can feel the fairness received from the organization.

H8. Emotional intelligence has an effect on caring climate.

Emotional intelligence refers to the ability to understand and regulate emotions appropriately, which enables a person to produce, recognize, express, understand and evaluate others and themselves in order to guide emotions, thoughts and actions to overcome environmental demands and pressures. Individuals or employees with high emotional intelligence can effectively understand and successfully regulate and use emotions for good actions.

[Boyatzis and McKee \(2005\)](#) assert that care is a tangible manifestation of empathy and attention. Empathy encourages us to establish relationships with others. Empathy will arise when we begin our curiosity about others and their experiences. Then, empathy will be realized into actions. Someone with good emotional intelligence usually has optimal empathy, through which one can feel how others feel.

Goleman (1999) explains the relationship core between empathy and care: another's pain is one's own. Feeling another's pain will encourage one to help voluntarily.

3. Methodology

The scope of this research is Criminal Investigation officers in the Polda Metro Jaya and the Polres (Regional Police). The jurisdiction of the Polda Metro Jaya (the Greater Jakarta Metropolitan Regional Police) covers the Special Capital Region Province, Tangerang Municipality, South Tangerang City, Depok Administrative City, Bekasi Municipality, Bekasi Regency, Thousand Islands, Soekarno Hatta Airport and Tanjung Priok Harbor. The Special Capital Region of Jakarta Province is the center of government administration and economy.

The population in this research was all criminal investigation officers, with 1,803 people (2016 data) in all Polres and the Criminal Investigation Directorate of Polda Metro Jaya. Owing to a quite large total population, representative sampling was needed to be able to represent the entire predetermined population.

In this research, the sample was determined by proportionate stratified sampling, i.e. population sampling with non-homogeneous and proportionally stratified members or elements of each sampled population element, i.e. Criminal Investigation officers in the Criminal Investigation Directorate of Polda Metro Jaya and the Criminal Investigation Unit in the Polres. The predetermined population was 1,803 Criminal Investigation officers in the Polda Metro Jaya. In this study, stratified sampling used and taken with a precision of 8% was taken for sampling representations of the study, then the sample size was 157.

Quantitative data analysis or inferential analysis was employed to do hypothesis testing. Quantitative data analysis used was path analysis. The path modeling was solved using the Partial Least Squares (PLS) method. Based on the formation and relationships between variables, 5 (five) variables consisting of 2 (two) exogenous variables and 3 (three) endogenous variables were examined. The variables are as follows:

- (1) *Emotional intelligence (X1)*: In this research, emotional intelligence means Criminal Investigation officers' ability to recognize their own emotions toward their emotional states, related to feelings or moods experienced by Criminal Investigation officers when handling a case. It includes assessing one's own emotions (emotions/thoughts), recognizing other people's emotions, performing emotional self-management and self-motivation and building relationships with others.
- (2) *Organizational justice (X2)*: Organizational justice means Criminal Investigation officers' perception of fairness received from superiors and their organizations in certain situations by comparing others' efforts or results in the form of distributive justice, procedural justice and interactional justice.
- (3) *Job Satisfaction (Y1)*: Job satisfaction means Criminal Investigation officers' emotional feelings and attitudes toward work and the work environment as expected in which the feelings are formed by their work, superiors, work colleagues, promotions and salaries.
- (4) *Caring Climate (Y2)*: Caring climate means work climate established by Criminal Investigation officers who genuinely care about stakeholders including colleagues, superiors, subordinates and the community to create a comfortable climate.
- (5) *Criminal Investigation Officers' Performance (Y3)*: Criminal Investigation officers' Performance means one's success in performing a work that includes the degree of accomplishment and successful role achievement obtained from one's actions. Success achieved by an individual is based on the applicable measurement and adjusted to the work type. Thus, performance also means results achieved by an individual according

to the applicable measurement for the related work. Performance is related to one's level of performance in performing the work. It is also the value of a set of behaviors contributing positively or negatively to achieve organizational goals in a realistic, reliable, representative and predictable manner. Performance consists of 10 factors, i.e. leadership, social networking, communication, emotional control, agents of change, integrity, empathy, administrative management, creativity and independence.

4. Results and discussion

The results of this study use partial least square estimation, where partial least square estimation does not need to test assumptions. Feasibility testing of the structural model was measured using R^2 , Q^2 . and goodness of fit (GoF) equivalent to the total coefficient of determination on path analysis or on PLS. Each variable is valid, and the model has a reliability value of 0.809 then it is reliable. The testing results of the relationships between variables are presented as follows:

4.1 Relationship between emotional intelligence (X1) and job satisfaction (Y1)

This research found that there is a positive relationship between emotional intelligence and job satisfaction. These findings are in line with [Fu and Deshpande \(2014\)](#) who found that there is a positive relationship between job satisfaction and job performance. On the other hand, [Aghdasi et al., \(2011\)](#) stated that emotional intelligence does not always lead to job satisfaction. [Aghdasi et al., \(2011\)](#) explained that job satisfaction is not based on emotional intelligence but the fulfillment of basic needs. Basic needs here include salary adequacy, security at work, mutual respect among employees, contract clarity, etc. When the employees' basic needs are not fulfilled, it will be difficult for them to increase job satisfaction ([Aghdasi et al., 2011](#)).

It is confirmed by [Brunetto et al.'s \(2012\)](#) arguments. [Brunetto et al., \(2012\)](#) conducted research on police officers in Nigeria. The research results found that there are differences between officers with low emotional intelligence and officers with high emotional intelligence. Officers with high emotional intelligence will tend to be more satisfied with their work results compared to officers with low emotional intelligence ([Brunetto et al., 2012](#)).

It is evident that low emotional intelligence will lead to job dissatisfaction. In more extreme cases, job dissatisfaction causes employees to feel depressed and stressed. Inability to separate and identify the source of the problem is the effect of one's self-control inability when facing various problems at work. When this happens continuously, it will certainly make an employee feel depressed and stressed ([Ouyang et al., 2015](#)).

Police officers must have high emotional intelligence. It is useful for dealing with situations beyond control. With good emotional intelligence, officers are able to understand the environment around them. By identifying and understanding environmental conditions, officers are required to be fast and efficient in taking actions even at critical moments. In addition, officers with good emotional intelligence will be able to adapt to the environment. Rapid adaptability will ease officers to be accepted by the surrounding environment. Thus, officers will easily be able to achieve job satisfaction.

4.2 Relationship between organizational justice (X2) and job satisfaction (Y1)

This research found that there is a positive relationship between organizational justice and job satisfaction. This research supports [Bakhshi et al.'s \(2009\)](#) research stating that there is a positive relationship between organizational justice and job satisfaction. These research

findings also corroborate [Zainalipour et al.'s \(2010\)](#) results. [Zainalipour et al., \(2010\)](#) stated that there is a positive relationship between organizational justice and job satisfaction dimensions of supervision, co-workers, salaries, promotions and nature of job. Distributive justice for each employee enables one to increase job satisfaction.

In addition, distributive justice has a wider effect. The research findings confirmed that distributive justice also prevents police officers from cheating or commonly known as free-rider problems. Free-rider problems can be defined as efforts to get incentives without any performance improvements. With a positive relationship between organizational justice and job satisfaction, this research empirically proved that there are no cheating attempts made by police officers to get incentives from unreliable sources. As a result, police officers do not need to do cheating which in turn can reduce job satisfaction. Thus, police officers can focus on solving the existing problems in the society.

[Elamin and Alomaim \(2011\)](#) found different results. This research was conducted in Saudi Arabia and foreign workers. The findings stated that there is no relationship between organizational justice and job satisfaction for Saudi Arabia workers. Justification of these findings is the existence of government intervention in guaranteeing the lives of Saudi Arabia workers. Saudi Arabia workers are guaranteed by the government in terms of health, access to education and scholarships, ease of financial access, etc. With the easiness provided by the government, Saudi Arabia workers do not need organizational justice in companies. For foreign workers, there is a negative relationship between organizational justice and job satisfaction. Justification of these findings is that foreign workers oppose the existing systems. Furthermore, these conditions potentially lead to some counterproductive behaviors such as decreasing member/employee performance, withdrawal behavior such as absent from work and resign from work, as well as decreasing interest in cooperation ([Elamin and Alomaim, 2011](#)).

Associated with the research findings with Criminal Investigation officers as the research subject, procedural justice plays an important role in determining job satisfaction. Police officers have opportunities and career paths regulated in the system. Hence, every police officer should have the same opportunity to develop. However, if police officers feel that they do not get an opportunity to develop, they certainly feel that their job satisfaction is not optimal. It means that there is a positive relationship between organizational justice and job satisfaction ([Lambert et al., 2007](#)). In order to ensure that members feel certainty over organizational justice both in distributive justice, procedural justice and interactional justice, the role of the superiors or seniors to be directly involved in assisting the junior officers is needed. Police culture strongly upholding and respecting seniority and juniority has a positive effect if it is able to be utilized in formulating policies in police institutions.

In addition, the concept of organizational justice explains the importance of the existence of employees/members. Unquestionably, the commitment shown by employees will lead to changes in job satisfaction. Besides, contracts made between the two parties (organizations and employees) will lead to the formation of an ideal organizational culture ([Lotfi and Pour, 2013](#)).

4.3 Relationship between emotional intelligence (X1) and officers' performance (Y3)

This research found that there is a positive relationship between emotional intelligence and officers' performance. The research findings support [Mohammad and Jais's \(2016\)](#) findings. [Mohammad and Jais \(2016\)](#) also found that there is a significant positive relationship between emotional intelligence and job performance. This research used five dimensions to measure emotional intelligence, i.e. self-awareness, self-regulation, self-motivation, empathy

and social skills. The findings showed that there is a direct relationship between emotional intelligence and teachers' job performance. Mohammad and Jais (2016) believed that to sustain high performance and competitive advantage, emotional intelligence should be developed and improved through a systematic and consistent approach. A suggestion from this research is organizations as the research subjects need to design training programs able to increase emotional intelligence. High emotional intelligence will ultimately create high employee performance (Mohamad and Jais, 2016).

Core police responsibilities are to protect the people and maintain public integrity. Public order and peace frequently become the evaluation indicators for police officers. On the other hand, community-oriented, problem-solving policing has become an accepted philosophy for many police organizations. The main principle of this philosophy promotes working with the public toward solving community problems. Thus, community police officers are expected to have close relations with the public, to focus on and prevent a wide range of community problems and crimes, to mediate conflicts and solve a broad range of crimes and disorders, to be approachable to citizens from different ethnic groups, to offer help and support to people with personal problems and to collect relevant information about public safety problems (Al Ali *et al.*, 2012).

Based on the explanation above, emotional intelligence plays a significant role in building constructive communication practices with the community. Thus, the police are required to have adequate emotional intelligence to complete their duties in the community. As a result, police performance and integrity will remain respected and maintained within the community.

The research findings can be an input for police leaders in recruiting prospective police officers. They should not prioritize intellectual intelligence only but also emotional intelligence, because police officers' duties are always closely related to the community. Psychology expert Salovey and Mayer (1990) states employees having a combination of intellectual, emotional and spiritual intelligence are always able to be top managers in companies. It indicates that each member must have intellectual, emotional and spiritual intelligence.

4.4 Relationship between organizational justice (X2) and officers' performance (Y3)

This research found that there is a positive relationship between organizational justice and officers' performance. This research supports Fernandes and Awamleh's (2006) research. Fernandes and Awamleh (2006) examined the impact of organizational justice on job performance and job satisfaction in the United Arab Emirates. Fernandes and Awamleh's (2006) research found two different results in two groups of respondents. For the nationals group, organizational justice has a positive and significant impact on job satisfaction and job performance. On the other hand, for the expatriate group, organizational justice has an impact on job satisfaction only but has no impact on job performance. These findings are based on the treatment differences carried out by elite organizations in the United Arab Emirates toward these two groups. The expatriate group tends to demand justice both distributive justice (pay distribution) and procedural justice (treatment in accordance with the applicable system) to improve their job performance. Finally, Fernandes and Awamleh (2006) concluded that the lack of justice for each worker will result in a decrease in commitment and job performance.

Organizational justice can also influence performance through the dimension of interactional justice. Leaders'/managers' (principle) attitudes that do not discriminate their subordinates in communicating and interacting empirically can lead to positive job performance. In societies with eastern cultures, human interaction, norms, morals,

community values and humane management become very fundamental matters in life. Societies with eastern cultures tend to be more sensitive to manners and values in society. On the other hand, societies with western cultures prioritize procedural justice to be enforced. Procedural justice represents the legality of the managing system (Wang *et al.*, 2010).

For distributive justice, the research results found that there is a positive relationship between organizational justice and job performance as shown by a low indication of free-rider problems in the police institution as the research object. Free-rider problems in public service institutions can be defined as getting incentives without any performance improvement efforts. Based on the research findings, public sentiment toward police institution services concerning illegal levies is not proven. The logic of this statement is distributive justice (salaries) at the police institution as one of the public service institutions leads to police officers' job performance improvement. Officers as the research object do not look for unaccountable sources of incentives because the State has fulfilled their needs. It means that the State has guaranteed the police officers' needs. Consequently, illegal levy practices in the police institution disappear.

4.5 Relationship between job satisfaction (Y1) and officers' performance (Y3)

This research found that there is a positive relationship between job satisfaction and officers' performance. Job satisfaction is strongly influenced by salaries, opportunities to develop and a conducive work environment. However, Gu and Chi Sen Siu (2009) found that those factors have broader implications. Gu and Chi Sen Siu (2009) explained that salaries, opportunities to develop and work environment will influence job satisfaction and ultimately improve job performance. It becomes rational because high salaries, opportunities to develop, and work environment will make employees always strive to improve their performance (Gu and Chi Sen Siu, 2009).

These findings support Pincus's (1986) research results. But slightly different from previous findings, Pincus (1986) explained that in order to create job satisfaction, an organization needs to establish good and effective communication among employees both horizontally and vertically. Effective communication between top management and subordinates will create a conducive work atmosphere which ultimately eases job satisfaction achievement and has an effect on job performance improvement (Pincus, 1986).

The experts' findings have many interesting differences, but it should be noted that job satisfaction and employee performance in public service institutions, in this case Metro Jaya Criminal Investigation officers, are not based on profit orientation. It is different from profitable companies in which job satisfaction measure is the number of salaries and incentives and performance measure is the amount of profit employees can give to companies.

Performance in public service institutions is not measured by profit. In fact, profit orientation actually makes public service performance becomes disrupted. Although one of the job satisfaction indicators is the salary and promotion indicators, these indicators are not the main indicators in measuring Metro Jaya Criminal Investigation officers' job satisfaction. Instead, non-material indicators such as good relationships and culture among members have an important role as job satisfaction indicators. It means that non-material indicators have their own important role in public institutions. This research proved that social relationship, cultural and institutional indicators become more significant and dominant when tested on public institutions.

4.6 Relationship between caring climate (Y2) and officers' performance (Y3)

This research found that there is a positive relationship between caring climate and officers' performance. A conducive work climate will help individuals in organizations to help and care for each other. As a result, organizations will be easier in achieving their goals. The implication is a positive relationship between caring climate, human resource character and job performance is needed (Gelade and Ivery, 2003).

These research results corroborate Kelidbari *et al.*'s (2016) results. Kelidbari *et al.*, (2016) conducted research in Rasht University of Medical Sciences. The research results indicated that ethical leadership has an indirect relationship with employee performance. Ethical leadership can influence employee job performance through the leader-member exchange, self-efficacy and organizational identity. This research suggested that the leaders should provide each of the staff with a chance to talk, listen actively to the staff problems and not impose their thoughts and paradigms if staffs do not understand the discussed viewpoints (Kelidbari *et al.*, 2016).

As with some previous studies, Martin and Cullen (2006) stated that courtesy will also influence the achievement of individual performance results. Mutual respect and courtesy cultures have an important effect on how individuals respond to changes in organizations. With these cultures, in the end, individuals are able to position themselves in a proper place to improve their performance (Martin and Cullen, 2006).

4.7 Relationship between organizational justice (X2) and caring climate (Y2)

This research found that there is a positive relationship between organizational justice and caring climate. These findings are in line with Simons and Robertson's (2003) findings. Simons and Robertson (2003) found that there is a significant and positive relationship between organizational justice and caring climate. The reason underlying this argument is the human psychology theory. It is very important for a leader to be fair to all employees. The application of the organizational justice principle has an extensive impact. A leader who acts fairly will get empathy from his/her employees with ease. Thus, a conducive work climate will be created, and the leader can achieve organization goals without difficulty (Simons and Roberson, 2003).

Specifically referring to the findings of research conducted at the Polda Metro Jaya, the fairness in standards and regulations application for all police officers can create a conducive work climate. The police officers strictly adhere to regulations and standard procedures in their activities. It aims to get perfect and efficient performance results.

In addition, the form of formal organization requires the Polda Metro Jaya to apply the principles indiscriminately. Every police officer must obey the established rules. In other words, the formal interaction of each apparatus has been set in rules and regulations. In a wider effect within the short term, it can create an organizational climate that forces everyone to act as a reminder when procedural errors in formal activities occur. In simple words, it can be interpreted as the formation of a caring climate in the organization. In the long term, it becomes a culture that can be understood and followed by the next generations (Victor and Cullen, 1988).

4.8 Relationship between emotional intelligence (X1) and caring climate (Y2)

This research found that there is a positive relationship between emotional intelligence and caring climate. The research results support Cropanzano *et al.*'s (1997) research results. Cropanzano *et al.*, (1999) explained that the surrounding environment supports can create a positive climate in organizations. The findings indicated that officers' emotional intelligence has an effect on the environment in which they work, both with other members and

superiors within the institution and the community outside the institution. In addition, police officers' emotional maturity is able to create a more comfortable and healthy working conditions. Mature emotional intelligence is also able to encourage social care such as attachment, assiduity, intimacy and confirmation (Leininger, 1981).

Employees'/members' emotional intelligence will experience changes in a humanitarian transformation to make themselves more aware in contributing and serving the environment. Emotional intelligence will make individuals aware of who they are at work; understand their functions and roles; conduct self-management by utilizing time with quality for all aspects and dimensions of work and personal life; perform self-motivation and be independent in all actions, as well as capable of being proactive; respect differences and diversity of mindset, traits, attitudes, beliefs, faiths, perceptions, and logic of thinking; and always emotionally intelligent to direct their potentials and talents into the institutional resources and cultures.

Psychological conditions, characters and emotional understandings formed within members/employees of the institution encourage changes in shared culture within the institution. It means that a good institutional culture is actually based on good individuals within the institution. In other words, emotional intelligence possessed by members or employees indirectly creates new habits for the institution. Continuously growing habits will become work culture and climate.

Emotional management is closely related to social care. People able to manage and control their emotions tend to have more empathy and respect for the environment in which they work. In addition, care arises because of the same feeling over responsibilities, work risks and workloads within an institution. Friendship (social) emotional bond is sometimes stronger when compared to the family emotional bond. Police officers' emotional bond between seniors and juniors and vice versa is stronger because they have memories, shared responsibilities, shared feelings and shared sacrifices. In the future, this emotional relationship will certainly

Hypothesis	Relationship	Path coefficients	T statistics	P-value	Remark
H1	Emotional intelligence (X1) → Job satisfaction (Y1)	0.010	2.009	0.042**	Significant
H2	Organizational justice (X2) → Job satisfaction (Y1)	0.822	17.087	0.000**	Significant
H3	Emotional intelligence (X1) → Criminal investigation Officers' performance (Y3)	0.283	4.204	0.000**	Significant
H4	Organizational justice (X2) → Criminal investigation Officers' performance (Y3)	0.254	7.601	0.000**	Significant
H5	Job satisfaction (Y1) → Criminal investigation Officers' performance (Y3)	0.158	2.570	0.007**	Significant
H6	Caring climate (Y2) → Criminal investigation Officers' performance (Y3)	0.490	6.258	0.000**	Significant
H7	Organizational justice (X2) → Caring climate (Y2)	0.321	3.857	0.000**	Significant
H8	Emotional intelligence (X1) → Caring climate (Y2)	0.444	5.316	0.000**	Significant

Table 1.
Hypothesis testing
results

Notes: ** = Significance level of 0.05 (5%); (P-value <0.05)

become a relationship of mutual care, mutual help and mutual assiduousness, not only when on duty as Criminal Investigation officers but also when off duty.

Metro Jaya Criminal Investigation officers often face case disclosures which require a high level of patience and accuracy. Mutual care among members, members with superiors, officers and the community is absolutely needed to facilitate more effective and efficient officers' performance in public service.

Based on the above explanation, the position of these research findings over previous research is as presented in [Table 1](#). The summary in this table explains the previous research on each hypothesis, as well as the arguments or hypotheses tested by each researcher and the position of this dissertation over the findings of the relevant research.

5. Conclusions and suggestions

In general, it can be concluded that emotional intelligence has a significant direct effect on performance and emotional intelligence has a significant direct effect on job satisfaction and caring climate. In addition, emotional intelligence has an indirect effect on performance through job satisfaction and caring climate.

Based on the research discussion, limitations and conclusions, some suggestions can be made, among others:

- Future research is recommended to pay attention to research limitations, considering it was cross-sectional research in which this research could not follow research subjects' or respondents' behaviors from time to time, causing it to greatly influence the analysis results. Future research can use a long-term study.
- Future research can be conducted by two-way communication with respondents to provide an in-depth understanding related to the statements in the questionnaire and agree to conduct a comprehensive interview, so the research to be conducted do not cause bias.

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Further reading

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