

**THE INFLUENCE OF FAIRNESS OF PERFORMANCE APPRAISAL
AND JOB SATISFACTION THROUGH COMMITMENT ON JOB
PERFORMANCE IN RUMAH SAKIT CONDONGCATUR**

YOGYAKARTA

JOURNAL



BY

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Concentration : Human Resource Management

UNIVERSITAS ISLAM INDONESIA

ECONOMIC FACULTY

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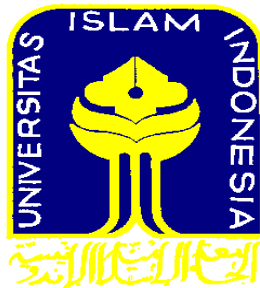
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A JOURNAL

Presented as Partial Fulfillment of the Requirements to Obtain
the Bachelor Degree in Management Department, Universitas Islam Indonesia



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TOWARDS JOB PERFORMANCE.
A BACHELOR DEGREE JOURNAL**

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ABSTRACT

This study discussed the influence of fairness of performance appraisal and job satisfaction through commitment on job performance in Rumah Sakit Condong Catur, Yogyakarta. This study aimed to know the influence of fairness of performance appraisal and job satisfaction through commitment on job performance. This study is quantitative research study. The samples in this study were selected using census method. Data collected through questionnaire that distributed to 187 employees of Rumah Sakit Condong Catur Yogyakarta, but only 155 questionnaire returned. The method used to analyze the data were t-test, F-test, multiple linier regression and path analysis which was utilizing SPSS version 25. The result of this study showed that fairness of performance appraisal and job satisfaction had positive and significant influence on job performance both partially and simultaneously, fairness of performance appraisal and job satisfaction had positive and significant influence on commitment both partially and simultaneously, but the direct effect of fairness of performance appraisal and job satisfaction on job performance greater than the indirect influence.

Keywords: *Performance Appraisal Fairness, Job Satisfaction, Commitment, Job Performance.*

ABSTRAK

Penelitian ini membahas tentang pengaruh dari penilaian kinerja yang adil dan kepuasan kerja terhadap kinerja melalui komitmen sebagai intervening pada pegawai di Rumah Sakit Condong Catur, Yogyakarta. Tujuan penelitian ini adalah untuk mengetahui pengaruh dari penilaian kinerja yang adil dan kepuasan kerja terhadap kinerja melalui komitmen sebagai variable intervening. Penelitian ini merupakan penelitian kuantitatif. Teknik pengambilan sample pada penelitian ini menggunakan metode sensus. Data diperoleh dari kuesioner yang disebarkan kepada 187 pekerja di Rumah Sakit Condong Catur, Yogyakarta, namun hanya 155 kuesioner yang dikembalikan. Metode analisis data menggunakan uji t, uji F, analisis regresi linier berganda dan analisis Jalur dengan alat uji SPSS versi 25 sebagai alat analiss. Hasil dari penelitian ini menunjukkan penilaian kinerja yang adil dan kepuasan kerja berpengaruh terhadap kinerja karyawan baik secara parsial dan simultan, penilaian kinerja yang adil dan kepuasan kerja berpengaruh terhadap komitmen baik secara parsial dan simultan.

Kata Kunci: *Penilaian Kinerja yang Adil, Kepuasan Kinerja, Komitmen, Kinerja*

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 *et al.*, 2003). 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 *et al.* (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 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).

Based on those explanation researcher would like to conduct the research with title the influence of fairness of performance appraisal and job satisfaction through commitment on job performance in Rumah Sakit Condong Catur Yogyakarta.

LITERATURE REVIEW

Hypothesis Development

Fairness of performance appraisal on 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 performance appraisals toward employee commitment

H6: There is a significant positive relationship from fairness of performance appraisal and job satisfaction on employees' commitment.

Job satisfaction on commitment. The study conducted by Lumley *et al.* (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 relationship between job satisfactions towards commitment

Commitment to job 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. The result of his study was that organizational commitment has a significant relation with self-report performance.

H3: There is a significant relationship between employee commitments towards job performance

Fairness of performance appraisal to job 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 performance appraisals towards employee performance

H7: There is a significant relation from fairness of performance appraisal and Job satisfactions on job performance

Job satisfaction on job 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 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 towards employee performance

Fairness of performance appraisal through commitment on job performance. 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 Kuvras (2011) who tested the relation between performance appraisal, and regular feedback towards work performance with affective commitment as the intervening. He used theory from Kuvras (2007) for performance appraisal, theory from Kuvras (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.

H8: Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct

influence of fairness of performance appraisal on job performance without commitment as the intervening.

Job satisfaction through commitment on job performance, 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.

H9: Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence of fairness of performance appraisal on job performance without commitment as the intervening.

Theoretical Review

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.

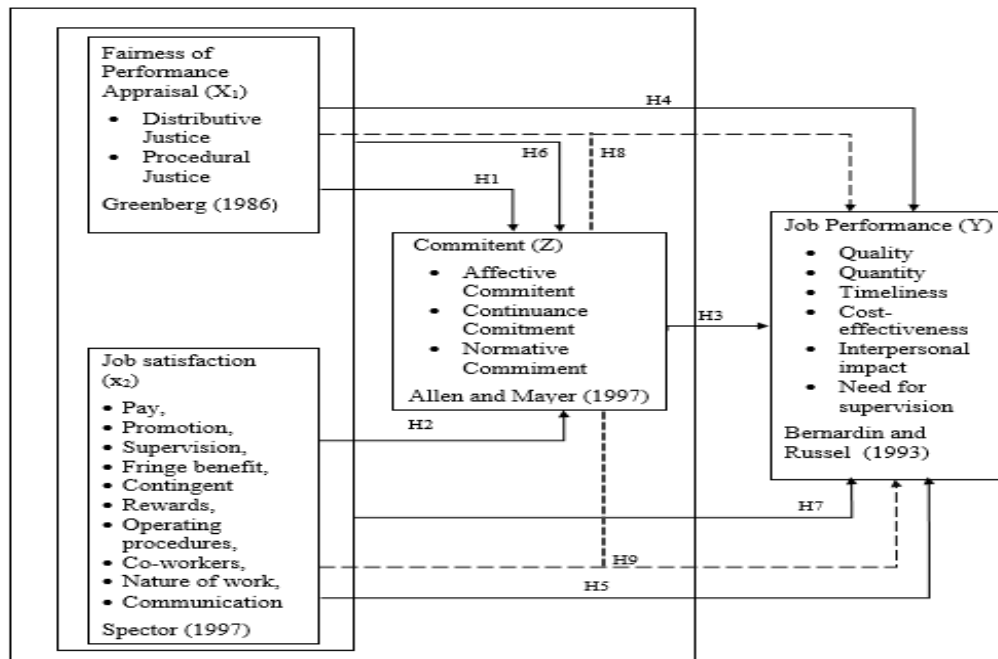
Job Satisfaction. According to Spector (1997) there are several factors that can influence the satisfaction of the employees those are; pay, promotion, supervision, contingent rewards, fringe benefit, operating procedures, co-

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 (20014) 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.

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.

Job Performance. According to Bernardin and 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.

Research Framework, below is the research framework of this study



Picture 1: Research Framework

The hypotheses of these research are;

- There is a significant relation between fairness performance appraisals toward employee commitment
- There is a significant positive relationship between job satisfactions towards commitment
- There is a significant relationship between employee commitments towards job performance
- There is a significant relation between fairness performance appraisals towards employee performance
- There is a significant relation between Job satisfactions towards employee performance
- There is a significant positive relationship from fairness of performance appraisal and job satisfaction on employees' commitment
- There is a significant relation from fairness of performance appraisal and Job satisfactions on job performance

- Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence
- Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence

RESEARCH METHOD

The research approach of this study is quantitative method since it examine the relationship between one variable with another variable. The tool of data collection is questionnaire with 6 likert scale.

Company Profile. In this research study, the researcher decides to examine the variable in one of a hospital in Jogjakarta, i.e., Rumah Sakit Congdong Catur. The location of Congdong Catur Hospital (RSCC) is located in Congdong Catur, Sleman, Yogyakarta in a strategic area and easy to reach, located at Jl. Mangosteen No. 6, Gempol, Congdong Chess, Sleman, Yogyakarta. Located approximately 200 meters from the main road (north ring road), thus ensuring quietness for the patients which is expected can improve and speed up the healing process.

Congdong Catur Hospital (RSCC) is a D type public hospital established by PT. Karya Mitra Pratama was inaugurated on 30 June 2006 and has a permanent operational license from the Sleman Yogyakarta District Health Office. In September 2016, Congdong Catur Hospital (RSCC) has passed PERDANA accreditation of Joint Commission International (JCI) version for Special Program that included: (1) Staff Education Qualification (KPS) (2) Patient and Family Rights (HPK) (3) Patient Safety Goals (SKP) (4) Control and Prevention of Infection (PPI).

Definition of operational variable.

Fairness of Performance Appraisal. According to Greenberg (1986) the process and the result of performance appraisal is the most important to

determine the justice of the performance appraisal. Greenberg (1986) Fairness of performance appraisal dimension 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.

Job Satisfaction. According to Spector (1997) job satisfaction involves the employees' emotion and affect the organization wellbeing, turnover and organization productivity. Spector (1997) stated that 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.

Commitment. Meyer and Allen (1997) define commitment as psychological construct that employees have toward organization which show the string bond between organization and employees and the strong desire of the employees to contribute in helping organization to achieve the goals. Meyer and Allen (1997) stated three measurement of commitment those are; affective commitment, continuance commitment and normative commitment.

Job Performance. According to Bernardin and Russel (1993) define job performance as the report of employees performance for what they have done and achieved while working in a particular period of time. Bernardin and Russel (1993) mentioned there are 6 factors that can influence employees job performance those are; quality, quantity, timeliness, cost effectiveness, interpersonal impact, and need for supervision.

Population and Sample. This research used census method to select the sample of RSCC. The data collected through questionnaire, which were distributed to 188 employees, but only 155 questionnaires returned.

Validity and reliability validity test calculated by comparing the r-count and r-table of indicator of each variable. Where the condition the r count must be greater than r-table. R table calculation for this study was = 0,1577 (df=N-2, 155-2= 153 with $\alpha = 0,05$). Based on the calculation that calculated using SPSS version 25, all variable were valid. Reliability test calculated using the cronbach

alpha where the cronbach alpha must be greater than 0.7. The reliability test result for all variable were reliable, since the cronbach alpha were more than 0,7.

Data Analysis Method

Classical Assumption

Multicollinearity, according to Ghazali (2009) multicollinearity test aims to test whether the regression model found a correlation between independent variables. The conditions for multicolonearity test is If there is a tolerance more significant than 10 percent or VIF less than 10, then there is no multicollinearity. The VIF value for each variable were; 1, 410 for fairness of performance appraisal, 1,570 for job satisfaction, and 1,215 for commitment.

Heteroscedasticity. According to Ghazali (2009), the heteroscedasticity test aims to test whether the regression model occurs in the uniformity of variance from the residual of one observation to another. Heteroscedasity calculated using glejser test using a significant level 5 percent. Glejser test result for each variable were; fairness or performance appraisal 0,328, job satisfaction 0,433, and commitment 0.153.

Hypothesis Test

t-test, according to Ghazali (2009) t-test used to determine unrelated sample that have different mean values.

F-test , according to Ghazali (2009)) F-test used to test the relationship between one dependent variable with one or more independent variables.

FINDING AND DISSCUSSION

Finding

Descriptive Analysis of Respondent. Research conducted in Rumah Sakit Condong Catur (RSCC) Yogyakarta involve 155 respondent of RSCC employees. The descriptive analysis of respondent characteristic consist of four categories, which are based on gender, age, last educational level and length of employment. Male respondent had a bigger amount than female respondent,

which were 79 of the total respondents. While female respondent only 76. Most of the respondent age were 26-30 years old for amount 49 respondents, 42 respondents were on their 32-35 years old, 36 respondents were less than 25 years old, 23 respondents were on age 36-40 years old, and 5 respondents were less than 41 years old. For education most of the respondent education level were Diploma for amount 66 respondents, undergraduate (S1) for amount 51 respondents, Senior High School 37 respondents, Junior High School 1 respondent.

Table 1 Linear Regression of Fairness of Performance Appraisal and Job Satisfaction on Commitment

Dependent Variable: Commitment							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	,778	,075		3,266	,001	
	Fairness of Performance Appraisal	,183	,052	,186	3,531	,001	H1 Accepted
	Job Satisfaction	,648	,048	,712	13,492	,000	H2 Accepted

*Source: Primary Data Processed in 2018

The coefficient regression value of fairness of performance appraisal toward commitment was 0,183 mean fairness of performance appraisal had positive influence on commitment, the significance value was 0,001 mean fairness of performance appraisal had significant influence on commitment. The coefficient regression for job satisfaction on commitment was 0,648 mean, job satisfaction had positive influence on commitment, and the significance value was 0,000 mean job satisfaction has significant influence on commitment. From those explanation it can be concluded that both hypotheses 1 and hypotheses 2 accepted.

Table 2 Linear Regression of Commitment on Job Performance

Dependent Variable: Job performance							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	2,806	,295		9,527	,000	H5 Accepted
	Commitment	,371	,069	,399	5,389	,000	

*Source: Primary Data Processed in 2018

The coefficient regression for commitment on job performance was 0,371 mean commitment had positive influence on job performance and the significance value was 0,000 means commitment had significant value on job performance. It can be concluded that hypotheses 3 accepted.

Table 3 Linear Regression of Fairness of Performance Appraisal and Job Satisfaction on Job Performance

Dependent Variable: Job performance							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	1,596	,389		4,107	,000	H3 Accepted
	Fairness of Performance Appraisal	,155	,073	,176	2,124	,035	
	Job Satisfaction	,499	,106	,390	4,712	,000	

*Source: Primary Data Processed in 2018

The coefficient regression for fairness of performance appraisal on job performance was 0,155 mean there positive relationship between both variables and significant valued is 0,035 mean fairness of performance appraisal had significant influence on performance. The coefficient regression for job satisfaction on job performance was 0,499 mean job satisfaction and job performance had positive influence and significant value was 0,000 mean both variables had significant influence.

Table 4 F Test of Fairness of Performance Appraisal and Job Satisfaction on Commitment

ANOVA*							
Model		Sum of Squares	df	Mean Square	F	Sig.	Result
1	Regression	2785,149	2	1392,574	140,605	,000 ^b	H6 Accepted
	Residual	1495,533	151	9,904			
	Total	4280,682	153				

*Source: Primary Data Processed in 2018

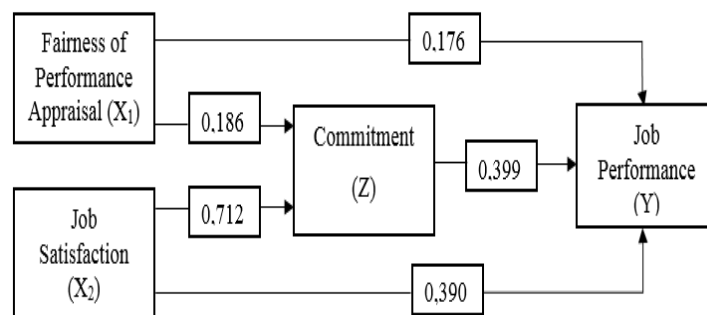
Table 5 showed the F test result of both fairness of performance appraisal and job satisfaction on job performance. The significance values was 0,000 mean both fairness of performance appraisal influence commitment simultaneously.

Table 5 F Test of Fairness of Performance Appraisal and Job Satisfaction on Job Performance

ANOVA*							
Model		Sum of Squares	df	Mean Square	F	Sig.	Result
1	Regression	12,204	2	6,102	26,245	,000 ^b	H7 Accepted
	Residual	35,340	152	,232			
	Total	47,544	154				

*Source: Primary Data Processed in 2018

Table 6 showed the F test result of fairness of performance appraisal and job satisfaction on job performance. The significance value was 0,000, means both fairness of performance appraisal influence job performance simultaneously.



Picture 2: Result of Path Analysis

*Source: Primary Data Processed in 2018

Picture 2 was the path analysis which used to find the result of hypotheses 8 and hypotheses 9. From the path analysis result researcher concluded that.

Table 6 Path Coefficient

Variables	Direct Influence	Indirect Influence	Total Influence
$X_1 \rightarrow Z$	0,186	-	0,186
$X_2 \rightarrow Z$	0,712	-	0,712
$Z \rightarrow Y$	0,399	-	0,399
$X_1 \rightarrow Y$	0,176	-	0,176
$X_2 \rightarrow Y$	0,712	-	0,712
$X_1 \rightarrow Z \rightarrow Y$	0,176	0,074	0,250
$X_2 \rightarrow Z \rightarrow Y$	0,712	0,284	0,996

*Source: Primary Data Processed in 2018

Table 7 conclude that indirect influence of fairness of performance appraisal through commitment on job performance was 0,074 while the direct value was 0,176, mean hypothesis 8 not accepted. While the indirect value of job satisfaction through commitment on job performance was 0,284 and the direct value was 0,172, mean hypotheses 9 also not accepted. Here are the recapitulation test of the hypotheses.

Table 7 Hypotheses Result

No.	Hypotheses	Result
H ₁	Fairness of performance appraisal has a positive effect to commitment	Accepted
H ₂	Job satisfaction has a positive effect to commitment	Accepted
H ₃	Commitment has a positive effect to job performance	Accepted
H ₄	Fairness of performance appraisal has a positive effect to job performance	Accepted
H ₅	Job satisfaction has a positive effect to job performance	Accepted
H ₆	Fairness of performance appraisal and job satisfaction has a positive effect to commitment	Accepted
H ₇	Fairness of performance appraisal and job satisfaction has a positive effect to job performance	Accepted
H ₈	Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence.	Not Accepted
H ₉	Indirect influence of fairness of performance appraisal on job performance with commitment as the intervening has greater influence rather than the direct influence	Not Accepted

Discussion

Descriptive Analysis of Respondent

Table 8 Hypotheses Result

No.	Category	Highest Category	Frequency	%
1	Gender	Male	79	50,96
2	Age	26-30 years	49	31,62
3	Education	Diploma	66	42,58
4	Length of Work	2-5 years	52	33,54

*Source: Primary Data Processed in 2018

Most of the Respondents are Male employees for amount 79 respondents, the respondents' age mostly are 26-30 years old for amount 32 respondents, their education mostly are Diploma for amount 43 respondents, and they have been work in RSCC mostly about 3-5 years for amount 52 respondents. Demography data can influence the way respondent answer the questionnaire, the questionnaire will have variety of answer depend on each demography. Here is the recapitulation of respondent perception about the variable used in this research.

Table 9 The Recapitulation of Research Variable Frequency

Category	Fairness of Performance Appraisal		Job Satisfaction		Commitment		Job performance	
	No.	%	No.	%	No.	%	No.	%
Very, Very Low	0	0%	0	0%	0	0%	0	0%
Very Low	0	0%	0	0%	0	0%	0	0%
Low	4	2.6%	0	0%	7	4.5%	1	0,7%
High	61	39.4%	36	23.2%	55	35.5%	50	32.3%
Very High	80	51.6%	113	72.9%	80	51,6%	89	57.4%
Very, Very High	10	6.4%	6	23.9%	13	8,4%	15	9.6%

*Source: Primary Data Processed in 2018

Each respondent have different perception about the research variable fairness of performance appraisal, job satisfaction, commitment and job performance. Thus can be seen from the Table 10 which is showed the result of respondents' perceptions for four variables that used in this research. The number of respondent who have low perception in fairness of performance appraisal were 4 (2.6 percent) respondent, 61 (39.4 percent) with high perception, 80

(51percent) employees with very high perception and 10 (6.4 percent) respondents with very, very high perception. The number of respondent which have high perception toward job satisfaction were 36 (23,3 percent) respondents, 113 (72,9 percent) respondent with very high respond, and 6 (23,9 percent) respondent with very, very high respond. The number of respondent who have low respond toward commitment was 7 (4,5 percent) respondent, 55 (35,5 percent)respondent with high respond, 80 (51,6 percent) employees with very high respond and 13 (8,4 percent) employees with very, very high respond. The number of employees with low respond toward job performance was 1 (0,7 percent) respondent, 50 (32,35 percent) employees with high respond, 89 (57,4 percent) employees with very high respond, and 15 (9.6 percent) employees with very, very high respond.

Fairness of performance appraisal on commitment. The hypotheses “fairness of performance appraisal has a positive effect to commitment” was accepted. The significance effect was proved by the significance value of 0,001. The positive and significance effect between fairness of performance appraisal on commitment supported by Salleh *et al.* (2013) found that to make performance evaluation of civil servants more effective, first they should be given satisfaction on their performance appraisal which can be done through conducting fair performance appraisal, however the research had different location with this study, the location of the study was in government agencies. Ahmed *et al.* (2013) also found perceiving fairness in performance appraisal make the employees more committed and loyal to the organization, but the location of the study was on Bank industry which is very different with this study. Iqbal *et al.* (2016) found perceived fairness in performance appraisal can increase the commitment of the employees. They also found that fairness of performance appraisal can be seen from the transparency of the performance appraisal, the employees who feel the performance appraisal is fair and transparent, and free from error tend to have a strong commitment with the organization. Based on the descriptive analysis of each variable. The most factor that can make the respondent think their

performance appraisal fair was from the feedback provided and standard company applied when conducting the performance appraisal.

Job satisfaction on commitment, the hypotheses “job satisfaction has a positive effect to commitment” was accepted. The significance effect was proved by the significance value of 0, 00. 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.

Commitment on job performance. The hypotheses “commitment has a positive effect to job performance” 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.

Fairness of performance appraisal on job performance, the hypotheses "fairness of performance appraisal has a positive effect to job performance" was accepted. The significance effect is proved by the significance value of 0,035. The positive and significance effect of fairness of performance appraisal towards job performance has similar result with several previous studies those are; 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.

Job satisfaction on job performance, the hypothesis "job satisfaction has a positive effect to job performance" 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.

Fairness of performance appraisal and job satisfaction on commitment. The hypotheses “fairness of performance appraisal and job satisfaction has a positive effect to commitment” was accepted. The significance effect is proved by the number of F count 140,605 with 0,000 significance value. This had the same result with Salleh *et al.* (2013) found job satisfaction and fairness of performance appraisal can influence the commitment. RSCC already implement job satisfaction well, it can be seen from the perception of the employees toward the job satisfaction value. Most of the employees satisfied with the job satisfaction, although some of them have low value in promotion, which means RSCC need to evaluate the promotion system that the applied in their organization. While for the fairness of performance appraisal, there were still some of the employees who think the performance appraisal that they receive still far from fair, whether from the process or the result used of performance appraisal.

Fairness of performance appraisal and Job Satisfaction on job performance. The hypotheses “fairness of performance appraisal and job satisfaction had a positive effect to job performance” was accepted. The significance effect is proved by the number of F count 26,245 with 0,000 significance value. So, H_0 rejected and H_7 accepted, it means there was an influence of fairness of performance appraisal and job satisfaction on job performance. This supported by Fakhimi and Raisy (2013) who found both performance appraisal and job satisfaction has significant relation with work performance. They found that when the employees satisfied with the performance appraisal they have it tend to affect various performance elements

of the employees. The job performance of RSCC employees have been criticised by the customer of RSCC, unfriendly to the customer, ineffective and inefficiency work performance become the biggest three that customer complain. Job satisfaction and the fairness of performance appraisal they receive can improve the employees' performance. The fairness of performance appraisal can help the employees understand their performance very well and job satisfaction can help maintain their desire to work hard in RSCC.

Fairness of performance appraisal through commitment on job performance, the result of this analysis showed that, the direct influence of fairness of performance appraisal (0.176) had greater value rather than the indirect value (0.074) which use commitment as the intervening. This was supported by Solihin and Pike (2009) research found that the direct value has greater value rather than the indirect, means there was no mediation effect between fairness of performance appraisal towards job performance through commitment. So, it can be conclude that H8 which is indirect value of fairness of performance appraisal to job performance with commitment as the intervening is not accepted. 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.

Job satisfaction through commitment on job performance, the result showed that, the direct value (0,176) of job satisfaction has greater value rather than the indirect value (0,284) 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. Which means H9 which is indirect value of job satisfaction on job performance through commitment as the intervening has greater value rather than the direct value. This hypothesis supported by Shore and Martin (1989) who found that organizational commitment strengthen the relationship between job satisfaction and job performance.

General 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 Rumah Sakit Condong Catur (RSCC) Yogyakarta. 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 Rumah Sakit Condong Catur (RSCC) Yogyakarta.

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 nine hypotheses 7 hypotheses are accepted but 2 hypothesis are not accepted.

There are previous research which had the same result with this study. However none of those previous study had been located in health care industry. Most of the previous study location are in Bank, Hotel and Company, while this research are conducted in hospital industry which is Rumah Sakit Condong Catur (RSCC) Yogyakarta.

CONCLUSION

According to the hypotheses result fairness of performance appraisal and job satisfaction had positive and significant influence on job performance both partially and simultaneously, fairness of performance appraisal and job satisfaction had positive and significant influence on commitment both partially and simultaneously, but unfortunately the direct effect of fairness of performance appraisal and job satisfaction on job performance greater than the indirect influence. The existence of commitment between these variable make the influence weaker not stronger. So it better for RSCC to improve the employees' job performance directly through fairness of performance appraisal or job satisfaction and without the help of commitment.

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