THE MEDIATION ROLE OF THE MULTIFOCAL TRUST IN THE RELATIONSHIP BETWEEN JUSTICE AND ORGANIZATIONAL COMMITMENT IN MUHAMMADIYAH UNIVERSITIES

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Abstract-The purpose of this study was to determine the level of perceived fairness, trust and organizational commitment for contract employees. Specifically, this study aims to examine the mediating role of trust (towards leaders and organizations) on the relationship between organizational justice and organizational commitment. The respondents in this study were temporary lecturers at the five best Muhammadiyah private universities in Indonesia. The survey results found 182 lectures who were willing to become respondents. The results of this study that organizational justice cannot increase organizational commitment. Nevertheless, distributive and procedural justice can increase their trust in organizations. Similarly, informational justice can increase trust in supervisors. The results of this study showed the important role of trust in management and trust in supervisors as a mediator in the relationship between organizational justice and organizational commitment.

Keywords: Organizational Justice, Organizational Commitment, Trust

Abstrak-Tujuan dari penelitian ini adalah untuk menentukan tingkat keadilan yang dirasakan, kepercayaan pada pimpinan dan komitmen organisasi untuk karyawan kontrak. Secara khusus, penelitian ini bertujuan untuk menguji peran mediasi kepercayaan (terhadap para pemimpin dan organisasi) pada hubungan antara keadilan organisasi dan komitmen organisasi. Responden dalam penelitian ini adalah dosen sementara di lima universitas swasta terbaik Muhammadiyah di Indonesia. Hasil survei menemukan 182 dosen yang bersedia menjadi responden. Hasil penelitian menunjukkan bahwa keadilan organisasi tidak dapat meningkatkan komitmen organisasi. Namun demikian, keadilan distributif dan prosedural dapat meningkatkan kepercayaan mereka pada organisasi. Demikian pula, keadilan informasi dapat meningkatkan kepercayaan pada pimpinan. Hasil penelitian ini menunjukkan peran penting kepercayaan dalam manajemen dan kepercayaan pada pimpinan sebagai mediator dalam hubungan antara keadilan organisasi dan komitmen organisasi.

Kata kunci: Keadilan Organisasi, Komitmen Organisasi, Kepercayaan

INTRODUCTION

In this ever changing environment, it is important to have an edge over competitors. Business sustainability is a major challenge for managers today. Organizational development that is consistent and sustainable depends very much on leadership and human capital. Human resources are an important assets, with the values, vision, and mission statement of modern organizations (Krueger and Killham, 2005). Therefore, the ability to achieve and maintain operational and organizational success is largely determined by the number of people talented people who can be recruited and employed, bearing in mind they are the driving force for success (Lockwood, 2006). Having the best HRM practices can be very important in this regard.

The diversity of composition and status of workers in an organization increases over time. Organizational problems will be more complicated when companies employ contract employees. These temporary employees, bound by the company with a contract in a short period of time, then after that the company will evaluate their status. One of the fundamental questions for these temporary workers is the extent of their commitment to the organization. In this condition of diversity, employees pay less attention to the use of shared norms, values, and interpersonal skills, so it is

necessary to build mutual trust between them to work more effectively for the organization. This scenario has created the need to consider the role of trust. Building trust is important in a team geared itself to achieve the higher goals. Trusting his role as a substitute for supervisors and employees is ready to take risks for organizational improvement. Fairness and organizational trust are important concepts because they contribute greatly to the progress of employees' positive or negative emotions regarding their work, thereby affecting their organizational commitment.

This study emphasizes determining associations of perceived organizational justice and trust among employees and their role in organizational commitment. The scope of this research includes determining employee perceptions about organizational justice, organizational trust, and organizational commitment and if there is a substantial relationship between perceived organizational justice and organizational trust in determining employee organizational commitment.

Tabrizi and Terre II (2003) argue that individuals in the organization of moral influence on social cognition play an important role in how each individual reacts and makes decisions about the situation they face. Because, the surrounding environment tend to have a significant impact on the commitment of their organization. Leaders and organizations must find ways for contract workers who have good knowledge, skills and abilities to continue working, even becoming regular workers.

Procedural justice must be applied as a way for employees to be satisfied in organizational decisions and policies.The company not only treats non-regular employees with respect and dignity, but also provides detailed information about existing procedures(Cropanzano& Greenberg, 1997). The main factors that affect to organization to reach specified targets, consisting of factors psychological such as trust, fairness, commitment, satisfaction, and motivation (Koç and Yazıcıoğlu, 2011: 46). Perceptions of organizational justice and trust

are important factors that shape employee commitment. This serves as an adhesive to maintain togetherness and work effectively. On the other hand, the existence of injustice can reduce their commitment to the organization. Injustice is not only detrimental to a person but also to the organization.

Many studies and definitions have been made in the literature on the concept of trust, which later became the initial foundation of research. After checking out a few of them, according to Luhman (2000), trust represents someone who can rely on other parties to behave fairly, ethically, and can behave as expected. According Heimovics (1984), trust is one's expectations that the other individual or group would be selfish or giving benefits. According to Mishra and Spreitzer (1998), trust is considered as one of the most important elements of interpersonal relationships and organizational life, and functions as a bond that unites relationships within organizations. On the employee side, trust reduces future uncertainty, prevents opportunistic behavior, and facilitates individual cooperation by reducing bureaucratic structures and creating a harmonious work environment. According to McAllister (1995), the belief is that one is sure to be the words, behavior and justice of others, and the willingness of them to act in the suit. Mayer et al. (1995) defines trust as the willingness of one party to act sensitively depending on their expectations that the other party will produce important results.

Trust is a psychological situation which is based on the reception to open the effects are built upon positive expectations of behavior or intentions of others (Arslan, 2009). The results of Farndale, Hope-Hailey, & Kelliher's research (2011) found that trust has a mediating role in the relationship between organizational justice and organizational commitment. These results were confirmed by research Thomsen, Karsten, and Oort (2015), which showed that confidence plays a role as mediator in the social exchange. In particular, trust in team members is related to the organization's affective commitment. While trust in supervisors and

trust in higher management is not related to organizational commitment.

Another concept of this research is organizational justice. Organizational justice can be defined as the fact that managers' decisions and practices regarding the organization and employees are positively perceived by employees. In other words, organizational justice can be defined as how wages, gifts, penalties and promotions will be made in the organization, how these decisions are made, or how these decisions are conveyed by employees, and the way they treat employees (İçerli, 2010). Yıldırım (2007) has defined organizational justice as social rules and norms about how gifts and punishments that arise in the organization will be managed and distributed. First try to explain the concept of organizational justice by how rewards and punishments are given , and then whether the rules and processes are applied fairly , and finally, try to explain them by adding whether the interaction of human relations and organizational environment is fair (Polat, 2007).

Organizational trust and organizational justice is recognized as factor that can increase organizational commitment (Wong, 2003). If employees rely on the organization, terms of affecting the level of commitment to their relationship with the organization and supervisor. Trust makes employees not only share common values but also assume more responsibility as members of the organization. The employees trust on management to develop when employers and employees are looking at investing in a relationship in Balance with the return. This is based on the norm of reciprocity (Gouldner, 1960). Research by Pillai et al. (2001) found that when the distribution of organizational results is considered fair, the level of employee trust tends to be higher. This result is supported by previous research by Herriot et al. (1998) who argue that the manifestation of trust is based on the fulfillment of perceived obligations. In a related argument, Brockner and Siegel (1996) suggest that a positive employee view of the fairness of processes and procedures is associated with a higher level of employee confidence in the organization. In addition, Bakhshi, Kumar and Rani (2009) research shows that when employees feel that they are treated fairly by their companies, they tend to trust management more and more.

Employees who have positive perceptions of fairness ensure that they will be more responsible, uphold and trust the organization, and have positive feelings for the organization and organizational decisions. When employees think they are treated fairly, they will think about the interests of the organization and willing to put aside their personal interests. All this shows that a positive perception of organizational justice will further enhance their commitment. Furthermore, fair behavior makes predictable situations faced by organizations and reduces the uncertainties that might be encountered in work life (Söyük, 2007).

The University is an educational organization, whose input and output are humans, influenced by many variables organizations alike other organizations. Like profit-oriented companies, Muhamadiyah University (PTM) also employs temporary employees. Some of the issues that often arise with irregular employees are issues of fairness and trust, which they often complain about. While the company questions for them besides demanding jobs with the desired quality is also a problem of their commitment to institutions. Considering the fact that the educational organization system is social and open, then examining the relationship between these two concepts also becomes more important in increasing employee commitment, especially non-regular teaching staff.

The purpose of this study was to determine the level of perceived fairness, trust and organizational commitment for contract employees at PTM. Specifically, this study aims to examine the mediating role of trust (towards leaders and organizations) on the relationship between organizational justice and organizational commitment.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Organizational Justice

Employees will react with a variety of beneficial or unfavorable behaviors based on the results of organizational justice that they feel in the work environment as in Adam's Equity Theory. Individual show favorable behavior (collaborative) when they receive inputs (wages equal) to their advantage (Organ, 1988). There are three sources of organizational justice that are generally agreed upon by researchers, consisting of distributive justice, procedural justice , and interactional justice (Bruckner & Siegel, 1996; Skarlicki et al., 1997; B Lodgett et al., 1997; Colquitt, 2006 based on Neihoff& Moorman, 1993 ; &Charash and Spector, 2001). Distributive justice is expressed in terms of individual perceptions of the results of fairness and employee benefits such as salary, rewards and promotions distributed in a way that he considers fairly (Moorman, 1991: 845; Neihoff& Moorman, 1993; Johnson, 2007: 6; Javaherykamel, 2009: 10; Byrne &Cropanzano, 2001). Therefore, employees can feel distributive justice by comparing their work results with previous results and other employees (Tyler and Bies, 1990). Procedural justice refers to the process of allocation of resources and rewards in the organization or process used to determine the distribution of results (Neihoff& Moorman, 1993; Byrne &CropaNovano, 2001; Johnson, 2007: 7). Interactional Justicerefers to the quality or treatment to communication between employer and employee, or authority and employees (Folger&Cropanzano, 1998; Greenberg, 2004). An individual, who is affected, feels and responds to every decision as a form of communication expressed in attitude as part of fairness in the organization.

Organizational commitment is critically influenced by organizational justice (Dirks &Ferrin, 2001). There are many studies that prove the effect of organizational justice on affective commitment, attitude commitment, and normative commitment, as later revealed by Myer &Allen, (1997). Several studies, such as Mowday, Steers, and Porter, (1979); Mowdayet al., (1982); O'Reilly & Chatman, (1986); and Jaros et al., (1993) can prove this relationship.

Organizational commitment refers to the harmony and interaction of the values and goals of an employee and those of the organization. In other words, organizational commitment is a situation that defines the relationship between employees and the organization and which helps them decide to continue living with the organization (Meyer & Allen, 1991). In another definition, organizational commitment is a condition of psychological describes the relationship between the employee and the organization as well as affect the employee's desire to remain in the organization. Organizational commitment is usually defined as the psychological attachment of an individual to an organization, which can be presented by various indicators, such as having loyalty to the organization, internalizing organizational goals, and dedicating themselves to organizational goals (Cook & Wall, 1980; Mowday et al., 1979). Because of its significance in management, researchers in the private sector have examined a number of factors, both individual and organizational, related to the level of organizational commitment. Mowday et al. (1982), for example, identified four dimensions of factors that influence organizational commitment: personal characteristics (i.e., age , gender, education level), role characteristics (i.e., years of service, rank / position, role conflict, promotion opportunities), structural characteristics (i.e. organization size, span of control, union presence, centralized authority), and work experience (i.e. group attitude , recognition, peer support).

Organizational commitment is most often studied in the attitude dimension, which attracts a lot of research. This dimension is related to important behavioral aspects at work, such as job satisfaction; organizationalcitizenship

behavior (OCB); and intent to leave (Cooper-Hamik & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, &Topolnytsky, 2002).

Meyer and Allen (1991) divide the dimensions of commitment into affective, normative, and continuance commitments. Affective Commitment: employee's positive emotions of attachment to the organization, which can be referred to as a "desire" component. The practical results of this commitment are seen in an employee who effectively aligns personal goals with organizational goals and wants to remain part of the organization.Continuance commitmentrefers to commitment when employees align themselves based on perceived losses and gains. For example, a person who wishes to leave one job to job another based on salary and incentives will be basing their decision commitment to sustainable. This can be referred to as a "need" component. Normative commitment:thecommitment of an employee, with a feeling of obligation to remain with the organization. This feeling of obligation can occur when an employee is exposed to an unpleasant experience, before, during or after joining the organization. In general, the measurement of organizational commitment differs from other work related variables such as career commitment, work involvement, job satisfaction, and intention to leave.

Perceived employees of organizational can improve organizational commitment (Sweeney &McFarlin, 1993), and their confidence in their superiors (Tyler & Lind, 1988). Perceptions of procedural and interactional fairness of employees will be formed when they evaluate whether the division of work is felt to be fair (Bruckner, 2002; Colquitt et al., 2001; Sitka, 2003). Many studies show that perceived organizational justice is correlated with several organizational factors, including job satisfaction (Dowden & Teller, 2004), organizational commitment (Kong & Leung, 2002), trust (Lincoln &Kalleberg, 1990), and legitimacy (Lines, 2005).

Organizational commitment is critically influenced by organizational justice (Dirks &Ferrin, 2001). There are many studies that prove the effect of organizational justice on affective commitment, attitude commitment, and normative commitment, as later revealed by Meyer & Allen, (1997). Several studies, such as Mowday, Steers, and Porter, (1979); Mowdayet al., (1982); O'Reilly & Chatman, (1986); Jaros et al., (1993) and Blau, (1989) can prove this relationship. This study specifically will examine the relationship of organizational justice with organizational commitment to non-regular workers

Hypothesis 1: Organizational justice will be positively related toorganizationalcommitment of non-regular employees

Organizational Trust

Trust will be very closely related to the context in which trust is built. In this context, the phenomenon of "trust" is defined in organizational settings, and in the case of a two-party relationship between employees and their immediate supervisor. Mayer, Davis, and Schoorman (1995) argues that trust involves the risk of one party or more who make themselves vulnerable to certain treatment . They also distinguish between trust and other concepts such as cooperation, self-confidence, and certainty which shows that what is lacking in the three concepts, namely vulnerability and risk. According to them, the risk is seen in the active willingness to place trust as opposed to the passive intention of showing trust, which will make trust rather shallow. There is a certain moral commitment attached to an employment relationship, moving it at a slightly higher level than that based purely on economic reasons. In the employer-employee relationship, there is the responsibility of working for the employer's interests at all times. On the other hand, there is the responsibility of the same to take into consideration the interests of employees. As a result, confidence in the workplace serves as the basis of reciprocity and tend to bring along

a positive intention to act on the interests of others, this is what distinguishes the concept of trust with another concept like, work together, and mutual dependence, all of which are more passive.

Trust is not about taking risks but about showing a tendency to take risks. Trust and cooperation are used synonymously, when we trust someone a number of beneficial actions are expected instead of dangerous and all of this is enough to work together. Trust always leads to work together but trust is not always initiated through the cooperation with others, neither side gave risk. Employees often work with people they trust. There is no big difference between trust and belief. Confidence in the ability and determination led to the trust the relationship work anything else. To conviction is on the goodwill and trust is about words and activities to do. Trust is based on the recognition of risk but the belief is risk free and in the case of trust, alternatives are not considered. Risk and trust are interdependent each other. The main difference between trust and confidence is an attitude of willingness to accept risk. Trust always leads to risk regardless of the relationship but the shape and magnitude of the risk always depends on the situation and circumstances (Cook & Wall, 1980; Deutsch, 1960; Luhmann, 2000).

Trust is important as a basis for assessing the effectiveness of organizational justice, in terms of how an employee feels fairness in the distribution of organizational results (Pillai et al, 2001). Herriot et al. (1998) also revealed procedural fairness is positively related to trust. AccordingBrockner& Siegel (1996) the condition of positive procedures and processes as perceived by employees raises the level of employee confidence in the organization. In addition, employees' perceptions of fair treatment practices in their organizations can lead to higher trust in management (Bakhshi, Kumar & Rani, 2009). Managers tend to gain greater trust when they treat employees fairly in terms of interpersonal justice. Shokrkon&Na'ami (2003) findings reveals that a commitment to the organization are affected to varying degrees by different moderators in organizational justice.

Employee trust is an important factor influencing work efficiency and effectiveness which ultimately drives performance (Dirks &Ferr in, 2002; Kramer & Tyler, 1996; Lewicki et al., 1998; Mayer & Davis, 1999; Mayer et al., 1995). The employees capacity of personality, along with hope, lead to conviction of individuals on to disbelief. This is influenced by the organizational environment and other organizational members (Tzafrir et al., 2004; Danaeefard et al., 2010; McAllister, 1995, pp. 24-59; Dirks &Ferrin, 2002, pp.450-46; Mayer and Gavin, 2005, pp. 874-888). Likewise, the relationship between an employee and a manager is strongly influenced by trust (Zolin et al., 2003), especially in how well the latter shows respect and care for subordinates (Jung and Avolio, 2000).

In addition, researchers link beliefs and outcomes related to work such as: performance, membership behavior (Deluga, 1994; McAllister, 1995), empowerment (Gomez & Rosen, 2001), the behavior of the leader (Podsakoff,MacKenzie, Moorman, and Fetter, 1990), commitment and innovation (Ruppel and Harrington, 2000). Whereas trust has been identified based on interpersonal relationships by Scott (1981), by developing four categories of trust: 1) trust in direct supervisors, 2) trust in top management, 3) trust in peer group / unit work, and 4) trust in management development consultants.

Based on Scott (1981) and Ruder (2003), this study will use two types of trust, a) trust in management and b) trust in direct supervisor, which is further refined into trust in organizations and supervisor. This research has a global context in terms of fairness, with a high correlation with the variable "trust in the organization", and also a high correlation of "trust in the supervisor" with supervisor's integrity, ability, and virtue. The study also found a significant correlation between trust in an organization and commitment to that organization. In conclusion, trust is an environment that can create positive power or have a positive application for an organization.

Trust also has potential costs in the effectiveness and efficiency of the organization, teamwork, communication, and corporation(Javaheri-Kamel, 2009).

The study of Alexander and Ruderman (1987) also found that procedural justice shows substantial unique effects on trust in management. As a result, researchers find that trust in management is the result of distributive justice and trust in management is influenced substantially by procedural justice. Procedural justice affects employee organizational commitment. Procedural justice has been shown to influence the evaluation of an organization and its authority, and as such can have several effects on trust and commitment to organizations (Folger&Konowsky, 1989). Colquitt (2001) argues that employees who are treated fairly (interpersonal) can increase employee confidence in their managers.

Randolph (1995) and Whetten and Cameron (1999) in their study found that interactional justice in the form of information sharing makes employees more trusting in management. The process of exchanges have led to an atmosphere of openness which in turn generates trust. In addition, Cropanzano and Greenberg (1997) assert, social interactions such as the nature and adequacy of available information and the extent to which employees are treated fairly lead to trust in management and this is in line with the works of Folger and Cropanzano (1998). This research is further supported in which employee perceptions about organizational justice help employees to feel like members of the organization and thus develop relationships based on trust (Yilmaz&Tasdan, 2009).

Hypothesis 2: The higher the (a) distributive and (b) procedural justicewill increase trust in the management of the organization

Hypothesis 3: The higher the (a) informational, and (b) interactional justice will increasetrust in the supervisors

Relationship between Trust, Justice and Organizational Commitment

Organizational trust and organizational justice are important factors for increasing organizational commitment. Organizational justice not just a motivational tool but also a tool that enables the establishment of trust between employees and managers in an organization (Niehoff& Moorman, 1993). Organizational justice forms positive employee attitudes towards supervisors when employees assume they have behaved fairly during the evaluation of outputs and the way they do work. (Moorman, 1991). Tyler and Lind (1992) showed that employees who can express their aspirations and participate in the decision making process, will tend to increase their trust in management. In the same view, Mayer et al. (1995) argued that the explanation and justification for decisions made by management led to the perception of fairness over the interpersonal treatment received by employees, would be returned with trust in the supervisor.

Furthermore, Lind (2001) added that the use of fair procedures by management generates employee trust because it eliminates feelings of exploitation among employees. Trust would motivate employees to respond in a positive way to the organization (Konovsky& Pugh, 1994). Bews and Uys (2002) emphasize management integrity in ensuring the fair and consistent application of practices, procedures and processes to generate trust. Albrecht and Travaglione(2003) suggest that fairness in organizational policies and procedures is important as a determining factor in trust in management.

Based on the organizational justice literature, it is reasonable to expect that employees will have a high level of trust in an organization if they feel guaranteed procedural justice (Sweeney &McFarlin, 1993: 37). With regard to the relationship between dimensions and different types of commitment, Alexander and Ruderman (1987) and Aquino (1995)

have reported that distributive and procedural justice are positively related to employee work outcomes, but procedural justice has a stronger correlation with job satisfaction, commitment, trust at the top level management, and evaluation by their supervisors. Finally, the results of Fard&Karimi's research (2015) reinforce previous findings, that organizational trust has a positive relationship with organizational commitment.

Research by Chen et al. (2015) examined the perception of trust as a mediating variable of the relationship between information fairness and affective commitment. As a result, informational justice is related to trust in leaders but not to trust in organizations. These results contradicted expectations, it was found that the relationship between informational justice and affective commitment was not mediated by trust in the organization. On the other hand, in line with expectations, trust in leaders fully mediates the relationship between informational justice and affective commitment. As a result, the results show that relative to the two-mediator model is hypothesized, the one-mediator model fits the data better.

Thomsen, Karsten, &Oort(2015) examined the role of trust as a mediator in social exchange between teachers and their schools, specifically between perceptions of procedural fairness and perceptions of organizational support, on the one hand, and affective organizational commitment of teachers and organizational membership behavior, on the other. The results show that trust is a predictor for desired teacher outcomes and mediators in social exchange.

In particular, trust in team members is related to the organization's affective commitment. However, trust in supervisors and trust in higher management are not related to organizational commitment. Procedural justice influences trust in supervisors and trust in higher management.

Hopkins &Weathington's(2006) research results showed that trust mediates a part of the relationship between distributive justice and organizational satisfaction and affective commitment. In addition, the relationship between procedural justice and turnover intention is mediated by perceptions of trust. This result is reinforced by Lashari, Moazzam, Salman, Irfan(2016) findings that the substantial impact of organizational justice on organizational trust, organizational confidence in organizational commitment and organizational justice on organizational commitment. Moreover, organizational trust is proven to be a significant intermediate variable between organizational justice and organizational commitment. This result was validated by observation and qualitative analysis.

Hypothesis 4: The relationship between (a) distributive justice (b) procedural justice and organizational commitment is mediated byTrust in management

Hypothesis 5: The relationship between (a) informationaljustice (b) interpersonal justice and organizational commitment is mediated byTrust in supervisor
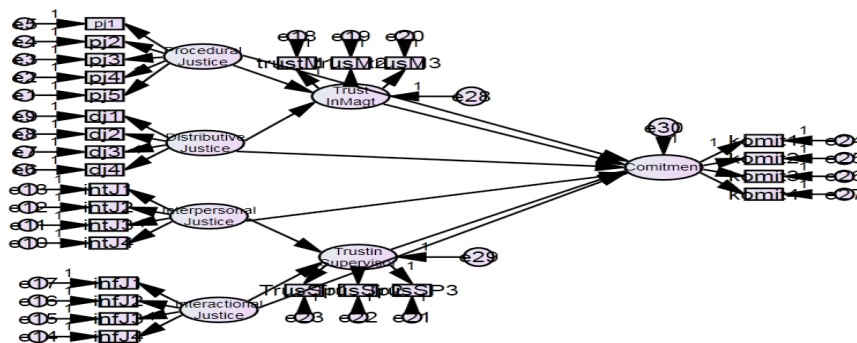

Figure 1. Research model

RESEARCH METHODS

Respondents

The method of survey by visiting the respondent, through face to face meetings directly assisted instruments questionnaire. The respondents in this study were temporary lecturers at the five best Muhammadiyah private universities in Indonesia. The survey results found 182 contract lectures who were willing to become respondents. Nearly balanced data based on male sex 52% and female 48%, most respondents (53.4%) are at the age of 25 sd. 35 years, 84.6% hold a Master's degree, and the respondent's tenure of less than three years dominates temporary lecturers (71.7%)

Research variable

Participants responded to all survey items on a 7-point scale, Likert scale ranging from 1 (very not set) to 7 (strongly agree). Oganizational justice using the measurement of the four dimensions of organizational justice (Colquitt, 2001). *Trust in Supervisor* and *trust in organization,* each measured using three questions from Podsakoff, MacKenzie, Moorman, & Fetter (1990). Organizational commitment uses four questions developed by Meyer (1995).

Results

The result of factor analysis using the principal component analysis method extracts the manifest variable into seven factors based on the Eugin value. The cumulative percentage level of contribution of all research variable factors was 85,464%.Before testing the model, the psychometric properties of the scale are tested. Descriptive statistics, alpha coefficients, and inter-correlation of the exogenous and endogenous variables listed in Table 1. Reliability of all variables can be accepted for research purposes ranging from 0.734 to 0.97 1. Zero-order correlations are all in the expected direction (Table 2). The result of factor analysis using the principal component analysis method extracts the manifest variable into seven factors based on the Eugin value. The cumulative percentage level of contribution of all research variable factors was 85,464%.

Table 1

Factor Analysis Test Results

	Component						
	1	2	3	4	5	6	7
commit4	.903						
commit2	.891						
commit1	.885						
commit3	.877						
dj2		.907					
dj3		.894					
dj1		.882					
dj4		.864					
pj1			.797				
pj2			.767				
pj4			755				
pj5			.725				
pj3			703				
intJ2				.838			
intJ3				.832			
intJ4				.807			
intJ1				.771			
infJ1					.811		

Factor Analysis Test Results

	Component						
	1	2	3	4	5	6	7
infJ2					.793		
infJ3					.722		
infJ4					.641		
trustm3						753	
trustm2						.749	
trustm1						703	
TrustSP3							.724
TrusSp1							.717
TrusSp2							652

Table 2. Research Variable Measurement Reliability Test Results

The measured variable	CronbachAlpha
Distributive Justice	0.961
Procedural Justice	0.734
Interactional Justice	0.935
Informational Justice	0847
Trust in Management	0.953
Trust in Supervisor	0.944
Commitment	0.971

Table 3. Fit Model Test Results

Criteria	Acceptance Criteria	Model 1 (POS)	Epl.
Chi-Square	Prob> 5%	0,000	
GFI	> 0.9	834	marginal
CFI	> 0.9	.971	be accepted
NFI	> 0.9	.912	be accepted
TLI	> 0.95	.967	be accepted
RMSEA	<0.08	.054	be accepted
CMIN / DF	<2	1,441	be accepted

The results of the model fit test criteria shown in Table 3 show that, although the chi square is in marginal acceptance, it can still be accepted in the fit criteria for a structural model because other criteria are accepted.

Estimation results are shown in table 4. Hypothesis 1: "Organizational justice influences the commitment of non-regular employees" is not proven. There is no single dimension of justice (distributive, procedural, interpersonal, and informational) that has a significant positive relationship to organizational commitment. This result is different from the research of Myer& Allen.,

(1997). Dirks &Ferrin,(2001). Mowday, Steers, and Porter, (1979); O'Reilly & Chatman, (1986); and Blau. (1989) can have proven this relationship. For non-regular employees in private tertiary institutions, income distribution, payroll processes are made, the treatment and information they receive, are not able to increase employee commitment.

Hypothesis 2: "The higher the (a) distributive justice and (b) procedural justice, the more trust in organizational management will be proven". Procedural justice felt by contract employees (CR = 2.21, P = .027) will

further increase their trust in management. These results are consistent with previous studies that have found results similar, like Alexander and Ruderman (1987) and Folger&Konowsky (1989). Non-regular lecturers are given justice in conveying the views and feelings while not violating the rules, a role in a decision result, and consistency of procedures at the university, will be able to increase their confidence in the institution. Thus the distribution of distributional justice

directly affects the commitment of employees (CR = 3.016, P = .0003). They are very concerned with the income they receive compared to coworkers with the same status. Workers will assess whether the salary that me reflect on the effort they have given. That their salary is given based on performance and contribution to the institution. All these perceptions of fairness will further enhance workers' trust in university management.

Table 4.Hypothesis Test Results

			Estimate	SE	CR	P.
Trust_InMagt	<---	Procedural_Justice	.145	.065	2,211	.027
Trust_InMagt	<---	Distributive_Justice	.133	.444	3,016	.003
Trustin_Supervisor	<---	Interpersonal_Justice	.013	.081	.155	.877
Trustin_Supervisor	<---	Informational_Justice	.376	122	3,090	.002
Commitment	<---	Trust_InMagt	.520	.116	4,486	***
Commitment	<---	Trustin_Supervisor	.485	.988	4,965	***
Commitment	<---	Distributive_Justice	-.066	.040	-1,626	. 104
Commitment	<---	Interpersonal_Justice	-.065	.057	-1.135	.256
Commitment	<---	Informational _Justice	.052	. 103	.502	.616
Commitment	<---	Procedural_Justice	.062	.063	.973	.330

Hypothesis 3: "The higher (a) informationaljustice and (b) interactional justice will increasingly increase trust in supervisors ", partially proven. Perceived informational justice (CR = 3,090, P = .002) was proven to increase trust in supervisors. While interactional justice cannot significantly increase the confidence of non-regular workers (CR = 0.155, P = 0.877). These findings are different from the study of Randolph (1995);Whetten and Cameron (1999); Cropanzano and Greenberg (1997); Folger and Cropanzano (1998); and Yilmaz&Tasdan (2009), who succeeded in proving that interactional justice influences trust in supervisors.

Hypothesis 4:"Trust in management mediates (a) distributive justice and (b) procedural justice with organizational commitment ". Trust in management is proven to directly influence organizational commitment (CR = 4,486, P = 0,000), this

means that trust in management mediates partially the relationship between distributive and procedural justice with organizational commitment. Supports, Hopkins &Weathington(2006) showed that trust partly mediate the relationship between distributive justice and affective commitment. This result is reinforced by Lazari, et al.(2016) findings that the substantial impact of organizational justice on organizational trust, organizational confidence in organizational commitment and organizational justice on organizational commitment.

Hypothesis 5:"Trust in supervisors mediates (a) informationaljustice and (b) interactional justice on organizational commitment", proved significant (CR = 4.968, P = 0.000). H al this means that, trust in supervisor absolute mediate the relationship between informational and interactional justice on organizational commitment. The results of this study support the research of Far

Ndale, Hope-Hailey, &Kelliher(2011) who found that trust has a mediating role in the relationship between OJ and organizational commitment. Chen et al. (2015) examined the perception of trust as a mediating variable of the relationship between informational justice and affective commitment. As a result, fairness of information is related to trust in leaders but not to trust in organizations.

CONCLUSIONS

From the results of this study it can be concluded that organizational justice cannot increase organizational commitment. Temporary employees, although treated well, are given adequate information, are given income according to their performance, and are given the opportunity to be involved in decision making, but still cannot increase their commitment to the organization. Interestingly, distributive and procedural justice can increase their trust in organizations. Similarly informational justice can increase trust in supervisors. The results of this study also show the important role of trust in management and trust in supervisors as a mediator in the relationship between organizational justice and organizational commitment. This means that the issue of trust is a very urgent factor and is needed by non-regular workers, if we want to improve their work.

For non-regular workers feeling that the management of workers by the company can be trusted, the management promises to pay attention to them are sincere, and to believe's

that the organization will apply fair to all employees, is the most important thing they can get. Besides their belief that leadership really pay attention to the wishes , make wise decisions for all 's interest the future, and very concerned with the welfare of them, are fundamental factors as consideration for a commitment by the company.

A limitation of this study, that the average time of work of contingent workers is under three years. They also hope to change their status when the probation period ends as permanent workers. Future research subjects should be purely temporary workers with longer service periods. The role of the quality of relationships with superiors and in the organization and more importantly the trust, maybe the results will be different. This study also uses a cross section design that describes momentary events, while the quality of relationships, trust, fairness and organizational commitment in this study will be fairer if it is reviewed in a continuous series. Thus the data retrieval can be done two or three times in a certain period of time.

Suggestions for future research, testing the model in this study need to be developed using respondents purely contract status (no binding agreement to become permanent employees). Selected research settings that can enable employees to build quality relationships with leaders and organizations without the slightest obstacle. Need to be reexamined the possibility of variables that can mediate the relationship of organizational justice and organizational commitment.

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