



## Interpersonal-informational justice towards Altruism: Person organization fit acts as a moderating variable

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### Abstract

The field of organizational justice studies especially interactional justice consisting of interpersonal justice and informational justice is a study that has always been developing since the early 2000s. This study is to examine the effect of interpersonal justice and informational justice on altruistic behavior (attention to the welfare of others without self-concern, selflessness) which is one of the basic dimensions of Organizational Citizenship Behavior (OCB). The tendency to work depends on the fit of each individual with the organization where they work namely Person Organization Fit (PO Fit). This study uses primary data by conducting interviews through questionnaires. The questionnaire was made using a scale *Likert* intervals of 4, and sampling number is 355 teachers from six school institutions in Indonesia. This research method with the approach of the method of Structural Equation Modeling (SEM) based Partial Least Square (PLS) with using SmartPLS software version 3.0. This study is very interesting to learn, because Person Organization Fit (PO Fit) is an indicator to improve performance as reflected by the Organizational Citizenship Behavior (OCB). Higher PO Fit certainly will support organizational justice that perceived by teachers in improving their OCB, so that they will optimally perform the work with an emotional intimacy to the organization. Employees who feel emotionally attached to their organizations will show a better OCB.

**Keywords:** Organizational justice, Interpersonal justice, Informational justice, Altruism, PO Fit

### 1. Introduction

An organization has employees with many behaviors resulting from the interaction of employees with the surrounding situation and named by Organizational Citizenship Behavior (OCB) (Ariani, 2013). The OCB is divided into five dimensions, namely altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. On particular the dimensions of altruism is an important performance criteria in an organization. Altruism in an organization will be able to trigger a conducive situation because organizations must be able to develop trust in their employees so that positive reciprocal relationships can arise stronger. Organizations must respect arising OCB, thereby increasing expectation that employees will be able to continue to act as citizen organizations (Valentine, 2011)<sup>[40]</sup>. Organizations in the field of governance have employees that Civil Servants (PNS), and especially the teachers who are employees with employment functional. His job is to carry out activities of educating, teaching, and training to develop and empower education. OCB in the education is needed because it is a positive behavior and the teacher who has an important role in the teaching and learning process, motivating and helping his colleagues. Organizational Citizenship Behavior on the altruism dimension is not fully owned by teachers who teach at Vocational Schools in Indonesia (Lilly, 2012)<sup>[29]</sup>. This situation can be seen from the large number of individual assignments assigned to education and training. If the teachers want to do the work through

teamwork together and all have a high altruistic spirit, it is certain to get the maximum expected results. Usually every employee will evaluate their work situation by comparing their role cognitively with the results received from the organization/company in return (salary). Theoretically this view is rooted in the Equity theory which explained that the work carried out in private will provide benefits to the employees themselves, accompanied by another term synonymous with "give and take" or *inputs* and *outputs* that are the result of a job in an organization. In it there's also the dynamics of social exchange emphasizing the concept of obligation, that when there is fair treatment received by employees, it is predicted that organizational turmoil will occur due to decreased employee performance (Colquitt, 2012)<sup>[9]</sup>. Much justice literature applies that this core theory can also be used to explain findings such as a positive relationship between the perception of justice and citizenship behavior. Behaviors fair also serves as a benefit for an employee to bring an attitude and behavior that support the organization and offered on a reciprocal basis. This sense of justice should have been felt by the teachers in carrying out their duties in the organization. However, in reality the work provided by the organization has been divided and adjusted to the competencies of these teachers. Dissatisfaction with the teachers that will affect their attitude in dealing with his fellow colleagues and will make them optimally carrying out a duty in carrying out the study, teaching, and training (Ariani, 2013). According to Colquitt (2012)<sup>[9]</sup>,

organizational justice has four types, namely distributive justice, procedural justice, interpersonal justice, and informational justice. Organizations consisting of various employees with various behaviors and characteristics will certainly make the sense of belonging to the organization vary in its appreciation. The tendency to work depends on the fit of each individual with the organization where he works (Person Organization Fit/PO Fit). By existing PO Fit high certainly will support organizational justice that perceived by the teachers as employees in improving OCB them, so that they will optimally perform the work with an emotional feeling to the organization. Employees who feel emotionally involved with the organization will demonstrate OCB more (Ariani, 2013). This study will look at the relationship that is more in between justice interpersonal and informational justice against OCB particular dimensions of altruism that exists within the employee. Organizationally, if organizational justice perceived by employees is good, it will make their altruism better and can also occur otherwise. Organizations with employees who receive fair treatment from their organizations and are added with a high level of compatibility with their organizations, can be defined as a fit between the personality of an individual and his characteristics in an organization as indicated by employee outcomes, these outcomes reflect the reaction and attitude of an employee towards the existence a policy taken by the organization (Tjahjono, 2011) <sup>[37]</sup>. Some researchers also suggest conducting further research on the perception of fit with various aspects in the work environment of an organization from time to time. Person Organization Fit (PO Fit) can also predict employee commitment to the organization and willingness to recommend the organization to others (Gobler, 2016). Based on the explanation above, this study will confirm and retest research on interpersonal justice and informational justice towards altruism (unselfish behavior), by including the PO Fit variable as a moderating variable. PO Fit selected for one outcome that is positive in a behavior (Tjahjono, 2011) <sup>[37]</sup>, which is expected to moderate the justice interpersonal and informational justice against altruism in an organization, by compiling some research purposes, learn deeper on relationship to interpersonal justice and informational justice towards altruism and test whether Person Organization Fit (PO Fit) can moderate the relationship between interpersonal justice and informational justice and altruism.

## 2. Literature Review

### Organizational Citizenship Behavior (OCB) and Altruism

Organizational Citizenship Behavior (OCB) has two basic dimensions of altruism and general compliance. The first dimension is altruism aimed at certain individuals, i.e. if individuals have a problem and need help or help then employees with an altruistic soul will go the extra mile to help them. The second dimension is general obedience, which is more to the sense of self-awareness by doing something right and right but only for their own interests and not for others (Yong, 2011). Organizational Citizenship Behavior (OCB) is individual behavior that is not a requirement of a job, which is indirectly recognized by a formal reward system, and aggregately promotes the effective functioning of an organization and increases the effectiveness of an organization. OCB is divided into

five dimensions, namely altruism, courtesy, conscientiousness, sportsmanship, and civic virtue (Ariani, 2011) <sup>[2]</sup>. Wang, (2010) <sup>[42]</sup> found that altruism was also applied in China and America, and showed that cultural factors had a significant influence. In addition, organizations can create an ethical work environment that will benefit the organization and employees, including altruism. Overall this is a greater and better support for being able to seek change in an organization (Valentine, 2011) <sup>[40]</sup>. Altruism is a behavior that voluntarily helps others and has been identified as the most important form of OCB. Employees who perform the work will always cooperate with another. Employees with an altruistic spirit tends committed to their organization and will be the human resources are exceptional for the Organization, make them into a mutual trust with each other, either at the level of vertical or horizontal level (Valentine, 2011) <sup>[40]</sup>.

### The Effect of Organizational Justice

Starting from social exchange theory about the existence of a process of justice in an organization, an individual can give a reaction to the results of his work by way of comparing the results of the work that they do with the work of other relevant, and if the results are the same then they feel a sense of fairness. The employees have the nature of attachment to organizations with a variety of variations and ways to support their attitudes and behavior (Tjahjono, 2011). Colquitt (2012) <sup>[9]</sup> explains that the dynamics of social exchange when employees in behaviors fair then they have a passion to work. Behaviors fair is also an advantage for employees because there will be a reciprocal relationship between employees and their organization, and employees will indicate how trusting relationships either against fellow colleagues, their boss and the organization. As a whole, it can also be defined that the justice of organization is a perception of justice from boss's decision towards an employee (Tsai, 2012) <sup>[38]</sup>. Justice organization is crucial in the organizational system indicates that four dimensions of justice are distributive justice, procedural justice, interpersonal justice and informational justice has a strong position in organizational justice (Colquitt, 2012) <sup>[9]</sup>.

In addition, Colquitt (2012) <sup>[9]</sup> also said that scientists in justice topics, at the beginning of their research only focused on fairness on the outcome of decisions alone, or better known as distributive justice. Distributive justice is a vote an employee on the fairness of rewards they receive in return for his contribution in the organization where he works, which predicts attitudes directly related to the results of his work (Gobler, 2016). The concept of procedural justice is about fairness in the decision making process. A procedure will be deemed fair if the party in question has the opportunity to be able to deliver what their concerns in impactful on a final decision. Furthermore, what is explained is interactional justice. Interactional justice has three aspects: the decisions, procedures, and interpersonal interaction (Colquitt, 2012) <sup>[9]</sup>. Colquitt (2012) <sup>[9]</sup> also said that the fairness of interpersonal will be met if there are communication procedurally correctly and the decisions to be taken correctly based on the information which is accurate which deals with the interaction between perceived quality and fairness between decision-makers and beneficiaries, and interpersonal justice more related to altruism (Tsai, 2012) <sup>[38]</sup>.

### Person Organizational (PO) Fit as a Moderation

Organization needs a working atmosphere that is comfortable so that employees will feel right fit with the purpose of the organization his. A fit refers to the degree of similarity between individual characteristics and existing situational circumstances. If employees feel there is a match between the values that exist in themselves and the value of his organization, it will make them tend to be satisfied with what is their job (Alnia, 2013) <sup>[1]</sup>. The role of Person Organization Fit is as a moderating between interpersonal justice and informational justice against altruism, and PO Fit viewed as conformity to the quality of an employee compared with the rest of worker in an organization (Gregory, 2010) <sup>[19]</sup>. PO Fit itself can be defined as a match between employee competencies, life needs, the same personality values as the organization, and compatibility with the work they do (Wojtczuk, 2015) <sup>[39]</sup>. Employees who receive work from others tend to give something as a reward that will make a match to achieve organizational goals and psychological empowerment that mediates PO Fit and performance and job satisfaction (Ariani, 2013) <sup>[3]</sup>.

Edwards (2012) states that the fit can influence the OCB, where an employee tends to prefer to help colleagues who are similar to themselves her in doing a job. Khaola (2015) <sup>[26]</sup> states that PO Fit is positively related to Organizational Citizenship Behavior (OCB) especially with altruism. Thus, an interrelation between employees with work results should be maintained as a sense of justice. Tjahjono (2011) <sup>[37]</sup> also states that the existence of justice in the organization will provide positive outcomes, one of them is PO Fit, because it can assess subjectively directly to individuals. PO Fit in this study functions as a moderating variable, from structural empowerment to increase work involvement through psychological empowerment in an organization. Interaction from PO Fit to interpersonal justice is expected to increase altruism, so that employees can do their jobs optimally. Their sense of interpersonal justice will make employees feel appreciated and will present any right spirit of altruism her and the employees who are emotionally attached to the organization will demonstrate higher altruism (Kimura, 2011) <sup>[25]</sup>. So that the higher PO Fit in interpersonal justice felt by employees will make their altruism increase.

### 3. Research Method

#### Research Hypothesis

From the literature review above, obtained the following research hypothesis;

- H1: Interpersonal justice has a positive effect on altruism.
- H2: Informational justice has a positive effect on altruism.
- H3: There is an interaction between interpersonal justice and Person Organization Fit (PO Fit) in increasing altruism.
- H4: There is an interaction between informational justice and Person Organization Fit (PO Fit) in increasing altruism.

#### Research Model

This study is illustrated with a model that connects between the independent variables (interpersonal justice and informational justice) to the dependent variable (altruism) with moderation variable (PO Fit).

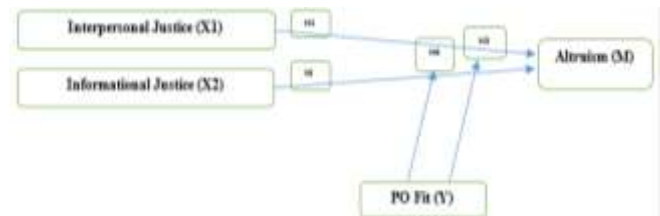


Fig 1: Research Model

### Sampling Method and Measurement

Data was collected from 355 teachers by 6 Vocational Schools in Indonesia by giving questionnaires filled out directly by the teachers. Each question item is assessed with an alternative *Likert* scale answer with an interval of 4 that is with a value of 1 to 4. The collected data will be analyzed quantitatively by descriptive analysis and inferential analysis methods. The descriptive analysis will be known from the respondent criteria and inferential analysis method approach *Structural Equation Modeling (SEM)* based *Partial Least Square (PLS)* with smartPLS software version 3.0

#### Interpersonal justice

Interpersonal justice will be measured with an instrument developed by Colquitt and Rodell (2015) <sup>[10]</sup> which contains a scale of four items. Each item asks the extent to which the respondent assessed the interaction between an employee and his supervisor in charge of making decision procedures in terms of payment, gifts, evaluations, promotions, assignments, and so forth. These questions will refer to the extent to which the procedure is implemented: 1). Does the employer treat an employee with courtesy; 2). Does the employer treat an employee with dignity; 3). Does the employer treat an employee with respect; and 4). Does his boss have refrained himself from commenting inappropriate.

#### Informational justice

Informational justice be measured with an instrument developed by Colquitt and Rodell (2015) <sup>[10]</sup> which contains a five-item scale. Each item will refer to the explanation offered by his supervisor as a decision maker about payment, gifts, evaluations, promotions, assignments, and so on. The questions will later refer to: 1). Is a boss honest when communicating with an employee; 2). Does a boss have explained an overall decision making procedure; 3). Does a boss's explanation of the procedure make sense; 4). Does a boss communicate details in a timely manner; and 5). Does a boss have adjusted the existence of communication to meet individual needs.

#### Person Organization Fit (PO Fit)

Person Organization Fit will be measured by 4 conceptualizations from Kristof (2005) <sup>[27]</sup>, namely by 1). Value congruence; 2). Goal congruence; 3). Employee need fulfillment; and 4). Culture personality congruence.

#### Altruism (Not behaving selfishly)

Altruism be measured with an instrument developed by Morrison (1995) which measures the dimensions of altruism as follows: 1). Covering for coworkers who are absent or on break; 2). Helping others who have heavy workloads; 3). Helping orient new people even when not asked; 4). Helping others with work when they have been absent; 5). Giving time to help others with work related

problems; 6). Volunteering to do things without being asked; 7). Helping people outside the department when they have problems; and 8). Helping customers and visitors if they need assistance (Valentine, 2011) [40].

**Control variable**

This study uses demographic variables such as age, gender, position level and length of work.

**4. Research Results**

Analysis of the measurement model (*Outer Model*) Test Validity with *Convergent Validity*, with loading factors for each indicator > 0.6. Reliability Test with Composite Reliability, with composite reliability values > 0.8.

**Table 1:** Convergent Validity and Composite Reliability

No	Convergent Validity				Composite Reliability
	Notation	Indicator	Value of Loading Factor	Information	
1	X1.1	Interpersonal Justice	0.639	Valid	0862
2	X1.2		0.889	Valid	
3	X1.3		0.872	Valid	
4	X1.4		0.698	Valid	
5	X2.1	Informational Justice	0.919	Valid	0.949
6	X2.2		0.926	Valid	
7	X2.3		0.911	Valid	
8	X2.4		0.471	Invalid	
9	X2.5		0.865	Valid	
10	Y1	Altruism	0.747	Valid	0.937
11	Y2		0.868	Valid	
12	Y3		0.758	Valid	
13	Y4		0.826	Valid	
14	Y5		0.885	Valid	
15	Y6		0.803	Valid	
16	Y7		0.803	Valid	
17	Y8		0.790	Valid	
18	M1	PO Fit	0.934	Valid	0.931
19	M2		0.917	Valid	
20	M3		0.724	Valid	
21	M4		0.924	Valid	

Structural Model Analysis (Inner Mode) and Path Analysis This structural model is evaluated by using the R-square adjusted and path analysis is carried out by looking at the existing path coefficients by comparing the probability

values of 0.05 with a probability value of Significant and test the hypothesis that was conducted by resampling bootstrapping.

**Table 2:** Path Coefficients and R-square Adjusted

	T Stat	P Values		R Square	R Square Adjusted
X 1 -> Y	2,487	0.013	Y	0.668	0.662
X 2 -> Y	1,847	0.065			
M -> Y	4,515	0,000	Y	0.723	0.712
Moderating Effect 1 -> Y	.117	0.907			
Moderating Effect 2 -> Y	.779	0.436			

**Hypothesis testing**

Hypothesis testing is performed analyzing data without any moderation effect on the model. Done directly calculate the effect of the independent latent variable on the dependent latent variable. Before the PO Fit moderation, *R Square Adjusted value* is 0.662, that is, the dependent latent variable could be explained by the independent latent variable at 66.2%, while 33.8% was explained by other variables outside the study.

The first hypothesis (H1) testing to relationship between interpersonal justice and altruism, from the result above show that they get the statistical T value is 2.487 and the significance value is  $0.013 \leq 0.05$ , so the first hypothesis in this study is accepted.

The second hypothesis (H2) testing to relationship between informational justice and altruism, from the result above show that they get the statistical T value is  $1.847 \leq 1.96$  and

the significance value is  $0.065 \geq 0.05$ , so the second hypothesis in this study is rejected. After using the moderation variable (PO Fit), R Square Adjusted value is 0.712, namely the latent dependent variable can be explained by the independent latent variables by 71.2%, while 28.8% is explained by other variables outside the research model. These results are obtained from the bootstrapping output of Partial Least Square (PLS).

The third hypothesis (H3) testing to relationship between interpersonal justice and altruism, with PO Fit as a moderating variable, the result above show that they get the value of T statistic is  $0.117 \leq 1.96$  and the significance value is  $0.907 \geq 0.05$ , so the third hypothesis in this study is rejected.

The fourth hypothesis (H4) testing to relationship between interpersonal justice and altruism, with PO Fit as a

moderating variable, the result above show that they get the value of T statistic is  $0.779 \leq 1.96$  and the significance value is  $0.436 \geq 0.05$ , so the fourth hypothesis in this study is rejected.

## 5. Research Discussion

From the *R Square Adjusted* table it is known that the value before the moderation is 0.662 and after moderating it is 0.712. Can be explained that there is an increase in the influence of the moderation variable PO Fit of interpersonal justice variables (X1), informational justice (X2), and PO Fit (M) towards altruism is 0.05. From the results of the research tested above each hypothesis is discussed as follows:

The first hypothesis in this study was accepted and interpersonal justice succeeded in proving its relationship with altruism. Interpersonal justice can occur when a decision will be taken based on the correct information and discussed by interested parties (Colquitt, 2012) <sup>[9]</sup>. From the results above, it can be seen that this interpersonal justice is not a problem for teachers. The decisions taken by the organization and felt by the teachers have been accepted by them and the parties involved in a job have been able to provide honest and true information. This situation has made most teachers accept the decision after there is interaction between decision makers and decision recipients. These results are consistent with findings from Ramamoorthy and Flood (2004) <sup>[35]</sup>. The research conducted by Ishak and Alam (2009) <sup>[23]</sup>, has also shown that interpersonal justice is more related to altruism that has been felt by teachers at Vocational Schools in Indonesia. So it can be concluded that this interpersonal justice is not a problem for Vocational School teachers in Indonesia, and they have accepted the existence of interpersonal justice that is applied in the organization where they work.

The second hypothesis in this study was rejected and the informational justice failed to prove its relationship to altruism. The results of this study contrast with what is expressed by Colquitt (2012) <sup>[9]</sup> which provides clarity informational justice against a person or group of people to convey information about a procedure that is used by the system and a certain way and how the work is distributed. Informational justice has not been able to create an information exchange system that naturally will foster a spirit of altruism in themselves, and this is not in accordance with what was stated by Colquitt and Rodell (2011) <sup>[8]</sup>. Weak influence on the results of this study is predicted to occur because informational justice that is examined together with the justice of other organizations will provide a less important contribution. This is in line with what was found by Greenberg (2001), Wan (2011) <sup>[41]</sup> and Erkutlu (2011) <sup>[17]</sup> that information justice often provides an opportunity to assess the structural quality of procedural justice, so it is necessary to measure it separately. So it can be concluded that informational justice is still a problem for Vocational School teachers in Indonesia.

The third hypothesis in this study was rejected and Person Organization Fit was unable to strengthen the influence of interpersonal justice on altruism. The results of this study do not support the findings of Meyer (2002) <sup>[30]</sup>, which states that employees who feel emotionally involved with the organization will demonstrate higher altruism. This situation makes most teachers only carry out their obligations and have not been able to adjust their values with the values of

the organization. To overcome this, teachers should try to adjust the values and goals of the organization to themselves. Need to make approaches interactional within an organization that will be able to make policy makers aware of what that should be known of teachers are and the circumstances of her to be able to understand human behavior (Ostroff, 2007) <sup>[32]</sup>. As a policy maker who can explain the perceptions and behavior of employees in an organization, it can also indirectly assess the attitudes and behavior of its employees.

The teachers who feel the treatment from his boss does not relate to the suitability of the organization. The PO Fit existing in the teachers of the organization already exists because they are emotionally bound, and their life needs are provided by the organization. Their choice to work in an organization has made them comfortable but has not been able to maximize their sense of justice in the personalized towards altruism (Mitchell, 2011) <sup>[31]</sup>. The teacher's sense of compatibility is like a necessity and an obligation which makes them have to accept the conditions in their organization. Interpersonal superiors will only interact if needed, and will contact them according to their needs. Organizationally, the role of policy makers has not been maximized because it is only limited to formal employment relationships. Not many people interact directly with teachers for a long time, even though the direct supervisors also provide counseling for employees to provide suggestions for improving employee performance (Eggerth, 2008) <sup>[15]</sup>. Their weak influence of this interaction is the possibility of referring of PO Fit on the degree of similarity or compatibility in between individual characteristics and situational her into an organization which indicates that the individual characteristics of each teacher is different from each other less suitable coupled with the conditions in the organization unfavorable. The situation will make them uncomfortable in doing their work which results in them only doing limited to the main tasks of their work. So maybe to discuss more about the suitability of the aspects of similarity or more away about the perception among teachers and policy makers in the organization and can mutual complement each other (*complementary fit*) (Kimura, 2011) <sup>[25]</sup>. The suitability of Person Organization Fit (PO Fit) is in line with the concept of interaction which usually describes the interaction between individuals and the work or organization concerned, so that behavior is determined by the interaction between individuals and situations (Grobler, 2016) <sup>[20]</sup>.

The fourth hypothesis in this study was rejected, and Person Organization Fit (PO Fit) was not able to strengthen the influence of informational justice on altruism, although directly the existence of PO Fit was significant on altruism. Informational justice or can be called as justice communication has not been established optimally between the teachers. The maximum compatibility with the organization and the exchange of information expected to help build a comfortable and healthy work environment has also not been achieved. These results are not in accordance with research conducted by Colquitt and Rodell (2011) <sup>[8]</sup> and Kimura (2011) <sup>[25]</sup>. In addition to performing their main tasks and functions, teachers must always develop themselves through further training aimed at increasing their competence. However, the limited forms of self-development training have caused not all teachers to know about this information, and only a small percentage of

teachers know. This resulted in the information that was not given to them optimally which resulted in the teachers only performing tasks according to what was given by their respective superiors (Boon and Michal, 2016) <sup>[6]</sup>. Their weak influence possible need for a separate measurement, especially to justice informational correlations and differences in dimensions (Colquitt, 2012) <sup>[9]</sup>. So it is necessary to match the assumptions between individual characteristics with the conditions of their work environment to get the desired PO Fit. Justice informational relating to how teachers determine whether they have been treated fairly in doing the work of her, even in the presence of PO Fit that refers to the environment of the organization, sometimes not be an excess and still requires a certain type of person in order to be more effective (Kleinert, 2014) <sup>[46]</sup>.

## 6. Conclusion

From these results it can be concluded that the first hypothesis in this study was accepted and interpersonal justice managed to prove its relationship with altruism, and this statement is supported by Colquitt (2012) <sup>[9]</sup>, Ramamoorthy and Flood (2004) <sup>[35]</sup>, as well as Ishak and Alam (2009) <sup>[23]</sup>

The second hypothesis in this study was rejected and informational justice failed to prove its relationship to altruism. Contrary to the findings of Colquitt and Rodell (2011) <sup>[8]</sup>, and confirms Greenberg's (1993) findings. Interpersonal justice has been felt by teachers, while informational justice needs special attention. The third hypothesis in this study was rejected, and weakened the findings of Meyer, (2002) <sup>[30]</sup>. Weak influence is likely because the Person Organization Fit (PO Fit) is different in the organization which at the same time must complement each other (*complementary fit*) even though the match does not have to be mutually exclusive (Kimura, 2011) <sup>[25]</sup>. The fourth hypothesis in this study was rejected and did not confirm the findings of Colquitt and Rodell (2011) <sup>[8]</sup> and Kimura (2011) <sup>[25]</sup>. Informational justice needs to be measured separately and has correlations and different dimensions to get the desired Person Organization Fit (Boon and Michal, 2016) <sup>[6]</sup>. From the results of the moderation, it turns out that Person Organization Fit (PO Fit) is not a good moderation in Vocational Schools, because there is no significant influence. This is possibly occurred because PO Fit perceived by teachers who working as a Civil Servants (PNS), only a culture and it is a task that they have to do.

## 7. Limitation of Study

Further research needs to be done with different populations and locations to be able to prove the role of PO Fit in an organization, and also because most research is carried out in developed countries and only a small amount of research is carried out in developing countries (Liu, 2004). This study have proven that research on justice is the study of a complex social phenomenon and has many ways to view it (Greenberg and Cropanzo, 2001) <sup>[18]</sup>.

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