

THE EFFECTS OF DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE AND INTERACTIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT (Study on Serambi Indonesia Employees of PT.Aceh Media Graphic)

Anis Ilyana¹, Khairawati², Marbawi³, Nurmala⁴

¹Student at Faculty of Economics and Business, Universitas Malikussaleh

^{2,3,4} Faculty of Economics and Business, Universitas Malikussaleh

Corresponding Email: khairawati@unimal.ac.id

Abstract

This study to determine the effect of distributive justice, procedural justice, and interactional justice on the organizational commitment of employees at Serambi Indonesia PT Aceh Media Graphic. This study involved 68 permanent employees at Serambi Indonesia. The data collection in this study was carried out using primary data with interviews and questionnaires. The data analysis technique in this study used multiple linear regression analysis and the results showed that Distributive Justice had a positive and significant effect on organizational commitment, procedural justice had a positive and significant effect on organizational commitment and interactional justice had a positive and insignificant effect on organizational commitment. For further research,.

Keywords: *Distributive Justice, Procedural Justice, Interactional Justice, Organizational Commitment*

INTRODUCTION

Human Resources is the most important thing and also a determining factor in a company because it can contribute to the company's achievements. With this, companies must realize that companies really need qualified and reliable human resources. Many companies implement various ways to manage their employees to be the best according to company goals. But in other matters, it cannot be denied that there are always differences of opinion and also a lack of commitment within the organization and the existing leaders are not as expected, where these events often occur in a company. The management of human resources in several companies is also influenced by various attitudes and behaviors of the employees themselves so that it is in this situation that conflicts occur within the company which will cause new problems in the company.

The phenomenon of organizational commitment that is occurring in the Serambi Indonesia company today is that there is a lot of decline in employee attendance which indicates that employee commitment is experiencing instability resulting in declining company performance, as well as increasing complaints from customers or the public. There are several possibilities that occur within the company, one of which is where employees feel the company does not treat their employees fairly so that employees will evaluate everything they receive compared to what they give to the organization. The phenomenon of organizational commitment that occurs is caused by the lack of justice applied by the company to its employees.

Another phenomenon that causes a decrease in the level of employee organizational commitment occurs, namely the presence of factors related to distributive justice. It can be said that the organizational level in Serambi Indonesia is declining, this is due to one of the phenomena that

occur in this company, namely the level of employee attendance has decreased every month which has resulted in decreased company performance and increased complaints from customers. There are several possibilities that result in decreased employee commitment, such as receiving the final allocation (salary) from the company is not proportional to what the employees give, the allocation process between employees and the company is deemed inappropriate and the treatment from the company to employees. Furthermore, the procedures applied are also inadequate and the lack of communication that exists within the company, both between superiors and subordinates and vice versa.

LITERATURE REVIEW

Distributive justice

Distributive justice is an employee's assessment of the fairness of the results (outcomes) that employees receive from the organization (Greenberg, 1990; Niehoff and Moorman, 1993 in Alotaibi, 2017). Distributive justice is justice that is most often judged on the basis of outcome justice, which states that employees should receive wages/salaries that are in accordance with their income and expenses in relation to the comparison of referents/others (Adams, 1965; Cohen, 1987 cited by Gililand, 1994). . Furthermore Tjahjono (2014) added that distributive justice is transactional between organizations and employees. Employees are motivated to obtain long-term welfare, so fair distribution is very important for employees. This is in line with the views of Clayton and Opotow (2013).

Distributive justice(distributive justice) is justice concerning the allocation of expenses (outcomes) and rewards to members of the organization. Employees invest something into the organization (eg: effort, expertise and loyalty) and the organization rewards employees for this investment. Another way of saying this is that the organization distributes rewards to its employees according to some scheme or equation. Employees form opinions regarding the distribution scheme as to whether this reward is fair or not. Attention to distributive justice is felt to be fair from placing results or giving awards to members of the organization.

Procedural justice

Procedural justice is organizational justice related to decision-making procedures by organizations aimed at its members (Alotaibi, 2011). Procedural justice explains that people do not only evaluate outcomes, but also evaluate procedures to determine those allocations. (Tyler & Blader, 2013). Tjahjono (2008) emphasized that procedural justice is a fair mechanism to obtain the

expected welfare. This was explained by Thibaut and Walker (1988) based on personal interests and Lind and Tyler (Atmojo, & Heru, 2016) based on group values.

Procedural justice is the perception of fairness towards the procedures used to make decisions so that every member of the organization feels involved in it. Procedural justice is a system or process implemented by their superiors to evaluate employee performance, as a means of making decisions that result in rewards and sanctions. Procedural justice (procedural justice) relates to processes or procedures for distributing awards. Schumunke, Ambrose, and Cropanza (2000) in Yohanes B. and Rini Puspita W. (2005) say that companies or organizations with a high degree of centralization are more likely to be viewed procedurally as unfair than centralized companies or organizations. Bass (2003) in John B. and Rini Puspita W. Based on the theoretical opinions above, it can be concluded that procedural justice is justice related to subordinates' perceptions of the entire process implemented by their superiors to evaluate their performance, as a means of communicating performance feedback and determining rewards for them such as promotions or salary increases.

Interactional justice

Interactional justice refers to the extent to which authority given to employees is properly communicated (Jawad et al., 2012). In general, interactional justice displays a condition of activity that does not intersect with work, but rather on aspects of interaction both informationally and interpersonally (Yaghoubi et al., 2011). Interactional justice is the key to forming work motivation and commitment to the organization. Interactional justice is related to the combination of a subordinate's trust in his boss and justice that appears in the daily work environment (Bass, 2003). In interactional justice, it is assumed that humans as members of social groups are very concerned about signs or symbols that reflect the position of employees in groups (Tyler in Faturochman, 2002). Then Colquitt (2001) added that interactional justice is an assessment of the fairness of the treatment done by superiors to employees. Things that can be used as indicators in assessing interactional justice include judgment (reasons about decisions based on judgment), truth (about honesty of judgment), caring, and appropriateness (deserving treatment given). Interactional justice is the assumption that an important aspect of justice when people deal with power holders is respect and appreciation as a reflection of social sensitivity to those in power.

In general, interactional justice is a condition of activities that are not related to work, but rather on aspects of interaction both informationally and interpersonally. Understanding interactional justice is the key to the formation of work motivation and commitment to the organization. Interactional justice is related to the combination of a subordinate's trust in his superiors with justice that appears in the everyday environment.

Organizational commitment

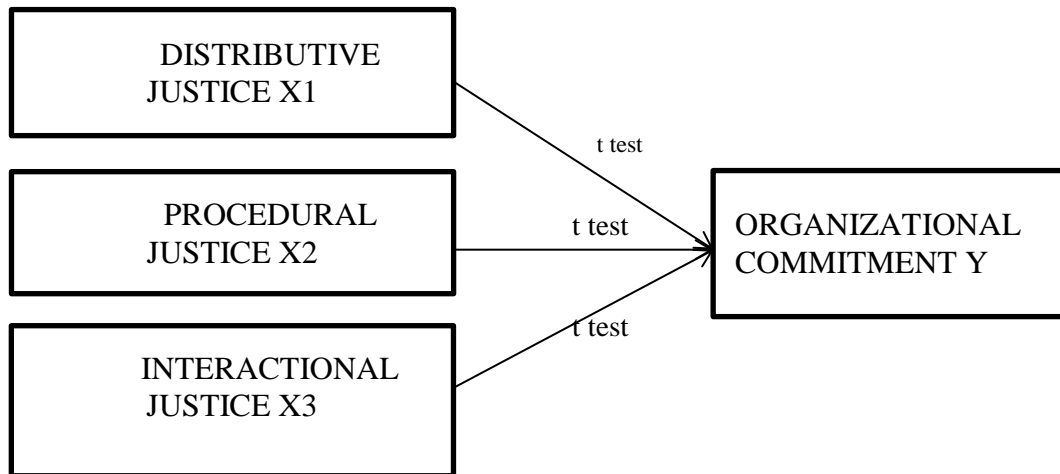
Allen and Meyer (1997) formulate a definition of commitment as a psychological construct which is a characteristic of the relationship between members of an organization and its organization and has an influence on an individual's decision to continue membership in an organization. According to Alan and Meyer (1997) there are 3 components in organizational commitment, namely: (1) affective commitment, namely employees have a strong desire to continue working within the organization because they have aligned goals and values. (2) Continuance Commitment, namely this type of commitment encourages a person to stay in the organization because of the profit or loss analysis he gets. The economic value that they feel is profitable will encourage employees to stay in the organization rather than leaving it. (3) normative commitment, namely someone who has this commitment because they are burdened with the obligation to remain in the organization because of pressure from other parties. Employees with high levels of normative commitment are very concerned about what others say about them.

Organizational commitment is a behavioral dimension that can be used as a benchmark for evaluating the strength of members within an organization in carrying out their duties and obligations to the organization. Commitment can be seen as a value orientation towards the organization which shows that individuals think highly of, pay attention to and prioritize their work and organization. Individuals voluntarily give all their efforts and develop their potential in order to help the organization achieve its goals. Organizational commitment is the most important thing in a company, namely the degree to which employees associate themselves with a particular organization and its goals, and hope to maintain membership in the organization.

Porter and Mowdatt (in Kuntjoro, 2002) define organizational commitment as a relative strength of the individual in identifying his involvement in the organization. This can be characterized by 3 things, namely: acceptance of the values and goals of the organization and the desire to maintain membership in the organization (become part of the organization).

Organizational commitment is a situation where an employee sided with a particular organization and its goals and desire to maintain membership in the organization. So high job involvement favors an individual's particular job, while high organizational commitment means favoring the organization that recruited the individual (Robbins, 2008).

CONCEPTUAL FRAMEWORK



RESEARCH METHODS

This research is quantitative in nature and uses multiple linear regression analysis with the independent variables distributive justice, procedural justice and interactional justice and the dependent variable organizational commitment. The population of this study were 217 employees with the sampling method in this study using the Slovin formula (Sugiono 2013). Based on calculations using the Slovin formula with a 90% confidence level and a 10% error rate, a sample of 68 employees was obtained. The data collection method uses a questionnaire to obtain primary data. As for the secondary data in this study in the form of the number of employees, organizational structure, and company profile as well as data on gender, age, level of education, length of work and status.

RESEARCH RESULTS AND DISCUSSION

The following are the results of a research analysis regarding the effect of organizational commitment, work stress and transformational leadership on employee turnover intention.

Multiple Linear Analysis

Testing the hypothesis in this study was carried out using multiple linear regression used to test the hypothesis regarding the effect of the independent variables on the partially dependent variable. The following are the results of multiple linear regression tests:

Table 1
Multiple Linear Analysis

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	std. Error	Beta			tolerance	VIF
(Constant)	1,482	2,350		,631	,531		
Distributive justice	,437	,138	,379	3,176	,002	,465	,152
Procedural justice	,341	,098	,368	3,482	,001	,593	,685
Interactional justice	,098	,094	,122	1,074	,229	,485	,064

a. Dependent Variable: organizational commitment

Whereas the constant value (a) is 1.482 and the regression coefficient value for the organizational commitment variable (X1) is 0.437, the regression coefficient value for work stress (X2) is 0.341 and the coefficient value for transformational leadership value (X3) is 0.098. The constant values and regression coefficients (a and b) are included in the equation:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Thus becoming

$$Y = 1.482 + 0.437X_1 + 0.341X_2 + 0.098X_3 + e$$

Coefficient of Determination (R²)

Table 2
Coefficient of Determination (R²)

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,759a	,576	,556	2.87530
a. Predictors: (Constant), distributive justice, procedural justice, interactional justice				
b. Dependent Variable: organizational commitment				

Based on Table 4.17, the test results for the coefficient of determination can be seen that the adjusted r-square value is .556. This shows that the level of turnover intention is influenced by distributive justice, procedural justice and interactional justice simultaneously by 55%. While the remaining 45% is organizational commitment.

Individual Parameter Significance Test (Statistical Test t)

Significant t testing can be done through significant observations at the level α of %. The analysis is based on a significance value of 0.05 where the conditions are: if the significance value is < 0.05 then the hypothesis is tested, which means that the independent variables affect the dependent variable. And if the significance > 0.05 , the hypothesis is not tested, meaning that the independent variable has no effect on the dependent variable.

Table 3
Partial Significance Test (t)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Beta		
	(Constant)	1,482	2,350		,631	,531
	Distributive justice	,437	,138	,379	3,176	,002
	Procedural justice	,341	,098	,368	3,482	,001
	Interactional justice	,098	,094	,122	1,047	,229

a. Dependent Variable: organizational commitment

Based on the table above shows that the value count organizational commitment variable (X1) $3.176 > t_{table} 1.998$ and a significance value of $0.002 < 0.05$. Furthermore, the tcount for the work stress variable (X2) is $3.482 > t_{table} 1.998$ and a significance value of $0.001 < 0.05$ and the tcount for the transformational leadership variable (X3) is $1.047 < t_{table} 1.998$ and a significance value of $0.229 > 0.05$. So it can be seen that the variables of distributive justice and procedural justice have a positive and significant effect on organizational commitment while interactional justice has a positive and insignificant effect on turnover intention.

DISCUSSION

Effect of distributive justice (X1) on organizational commitment (Y)

The results of testing the distributive justice variable (X1) on organizational commitment (Y) obtained a t-count of $3,176 > 1.998$ t-table, and a significant value of $0.002 < 0.05$. So it can be concluded that distributive justice has a positive and significant influence on the organizational commitment of permanent employees at Serambi Indonesia. This implies that the higher the level of distributive justice carried out by the company, the higher the level of employee organizational commitment. With the level of employee organizational commitment, this will have a good impact on the sustainability of the company as well.

Effect of procedural justice (X2) on organizational commitment (Y)

The results of procedural justice variable testing (X2) on organizational commitment (Y) obtained a t-count of $3,482 > 1.998$, and a significant value of $0.001 < 0.05$. So it can be concluded that procedural justice has a positive and significant influence on the organizational commitment of permanent employees at Serambi Indonesia. Where employees consider that this aspect of procedural justice is the main shaper of job satisfaction for employees in being committed to the organization, therefore management needs to maintain consistency in decision-making procedures according to the difficulties of employees and there is no comparison in each procedure for employees.

Effect of interactional justice (X3) on organizational commitment (Y)

The results of procedural justice variable testing (X2) on organizational commitment (Y) obtained a t value of $1.047 < 1.998$, and a significant value of $0.229 > 0.05$. So it can be concluded that procedural justice has a positive and not significant effect on the organizational commitment of permanent employees at Serambi Indonesia. This can be interpreted that interactional justice does not occur and has no effect on organizational commitment, but the existence of interactional justice has a positive impact on the company, namely the long-term relationship between superiors and subordinates will be established in a sustainable manner.

Conclusion

Based on the results of testing the research that has been done regarding the influence of distributive justice, procedural justice and interactional justice on organizational commitment, the following conclusions can be drawn:

1. Distributive justice (X1) partially has a significant effect on organizational commitment (Y). This means that the higher the employee feels fairness in the distribution of both in terms of wages and expenses, the higher the level of employee organizational commitment to work.
2. Procedural Justice (X2) has a positive and significant effect on employee organizational commitment (Y). This means that the higher the employee feels fairness in implementing regulations, the higher the level of employee organizational commitment to work.
3. Interactional Justice (X3) has a positive and insignificant effect on organizational commitment (Y) of employees. This means that there is no relationship that affects the interactional justice of the company on employee organizational commitment.

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