Research Article

Managing a Sustainable Business Through High Job Performance and Perceived Organizational Justice: A Case Study At PDAM Kudus Central Java Province

Agung Subono*, Iwan Suroso

Universitas of Muria Kudus, Jawa Tengah, Indonesia

Abstract.

The level of job performance (high or low) can reflect the level of organizational performance (high or low), while the job performance is affected by perceived organizational justice. There are three dimensions of organizational justice: distributive justice, procedural justice, and interactional justice. A lot of research has been done in this area on large companies (public companies/Tbk), international companies, and companies in big European countries, US, UK, etc. This research aims to add value to sustainable business (at BUMN/State-owned enterprises, especially at PDAM/Regional Water Company Kudus Regency Central Java Province) by examining the context of organizational justice and employee performance (job performance). The PDAM company will have a sustainable business when it can produce the healthy water and give high service to the customers. It is a measure of high or low job performance. By involving 72 field and office employees, the research data were analyzed using multiple regression, to find the level of influence that reflects the indicators on the variables studied. The results of this research show that as hypothesized, procedural justice and perceived interactional justice have a positive and significant effect on employee performance. However, one hypothesis is not supported, namely, distributive justice does not affect employee performance, even though there is one positive and significant multiple effects. The main reason for not accepting this hypothesis is that the increase in job performance is not directly influenced by distributive justice such as reward justice. However, for employees of PDAM Kudus, job performance is more influenced by job satisfaction. This is demonstrated by the higher perception of procedural justice and perceived interactional justice which contains some indicators: process, procedures, fair policies, information, and effective interaction between employees and superiors as well. Research limitations and future research in this area will be discussed and suggested.

Keywords: organizational justice, distributive justice, procedural justice, interactional justice, and job performance

Corresponding Author: Agung Subono; email: agung.subono@umk.ac.id

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1. INTRODUCTION

Organizational performance of a company's performance to be successful is determined by employee performance. Job performance is employee performance. The level of employee performance is largely determined by management as managers manage their organizational behavior effectively. According to the results of recent research, organizational behavior or company behavior is largely determined by the finding that perceptions of the implementation of organizational justice are the main issue or main problem that must be managed as well as possible.

Many employees are dissatisfied, complain, give up, or maybe even want to change jobs, which of course greatly affects the individual employee's performance and affects the performance of other employees. Organizational behavior and management of human resources cannot be separated and correlated and there is even a relationship of influence in managing employee performance areas.

Issues or problems with declining employee performance can arise due to differences or injustice in employee rights and obligations, especially as experienced by PDAM (Regional Water Company) employees in Kudus Regency, Central Java Province who need good HR management by reviewing and evaluating employee performance improvements through good organizational justice management. The phenomenon and condition of employees working in the field and the office have different duties and obligations and need to be managed fairly. The problem is that employee performance is not optimal. Is this influenced by perceptions of distributive justice, procedural justice, interactional justice, and their influence together?

2. THEORETICAL BACKGROUND

2.1. Organizational Justice

Organizational justice is the value of fairness or justice in an organization or company for all levels of employees. Starting with individuals as superiors to employees at the lowest level, they get the same rights in 'fair' management within the company regarding the contribution of each individual according to their job description. Gibson et al. (2012) define organizational justice as the degree to which an individual feels treated equally in the organization where he works.

Another definition says that organizational justice is a person's fair perception of decisions taken by their superiors (Colquitt, LePine, & Wesson, 2009). Moorman (1991)

divides organizational justice into three, namely distributive justice, procedural justice, and interactional justice. Colquitt et al. (2001) suggest that organizational justice has four types, namely distributive justice, procedural justice, interpersonal justice, and informational justice. According to Moorman and Colquitt, each type of organizational justice has its own

advantages (Miller, Konopaske, & Byrne, 2012). Colquitt's justice theory is now more commonly applied than other organizational justice theories (Li & Cropanzano, 2009). According to Dyna and Graham (2005) (in Carlis, 2011), organizational justice can be known by measuring three things. **First**, justice which is related to the fairness of resource allocation. An organization can be said to be fair to employees if it provides salaries in accordance with the work performed by employees. If the comparison between the salary received and the work performed by employees is felt to be unequal, then employees will feel that there is no justice.

Second, justice in the decision-making process. An organization can be said to be fair to employees if in making decisions, employees are allowed to voice their opinions and views. Apart from that, after a decision is made, if the implementation of the decision is considered the same for each employee, then the employees will feel that justice has been done. Third, Justice which is related to the perception of fairness in maintaining interpersonal relationships. An organization can be said to be fair to employees if the relationship between superiors and subordinates is good, such as receiving good and reasonable treatment. Apart from that, the honesty and correctness of information obtained from superiors also influences employees' perceptions of organizational justice.Job Performance

Job performance does not merely mean that they have worked according to their job description, but more than that, they contribute and have a beneficial effect on the company and every individual in the organization. Performance is a comparison between work performance, namely a comparison between work results and expected standards (Dessler, 2005). According to this definition, performance focuses on the results of the work.

According to Siagian (2005), performance is a universal concept that refers to the operational effectiveness of employees, organizational parts, and parts based on established standards and criteria. Kane (1993 in Harahap, 2010) explains that performance is a record of work results obtained by certain employees through activities within a certain period. According to Supardi (1999 in Ginting, 2012), there are seven performance assessment indicators.

First, work quality: Work quality includes accuracy, thoroughness, neatness, carrying out work, using and maintaining work tools, skills, and abilities in carrying out tasks. **Second**, work quantity. Work quantity includes the output and targets of work. **Third**, knowledge: Knowledge is an employee's ability regarding matters relating to work tasks and procedures, use of work tools, and technical or job abilities.

Fourth, job adjustment: Job adjustment is seen from the employee's ability to carry out their duties outside of work or the presence of new tasks as well as their speed of thinking and acting at work. **Fifth**, reliability: Reliability is the employee's ability to carry out tasks, for example when carrying out procedures, work regulations, initiative, discipline, etc. **Sixth**, work relationships: Work Relationships can be seen from employee attitudes towards others, employee attitudes towards rules, and willingness to accept work changes. **Seventh**, work safety: Work Safety concerns how employees pay attention to work safety.

3. HYPOTHESIS DEVELOPMENT

According to Moorman (1991), when organizational justice in a company increases, employee performance will be more effective and each employee's work targets will be achieved as mutually determined. This means that organizational justice has a positive effect on employee performance. This is also confirmed by the results of research by Nasurdin and Khuan (2007) who examined employees in the communications industry in Malaysia, proving that distributive justice and procedural justice have a positive influence on employee performance. Atmojo (2012) who studied electricity company employees and Tobing (2009) who studied plantation company employees showed that there was a positive influence of organizational justice on employee performance.

Moorman (1991) found that increased perceived distributive justice was marked by determining fair salary amounts, and increased perceived procedural justice was marked by determining fair assessments of the fair employee performance load process including decision-making work procedures. Meanwhile, increased perceived interactional justice is characterized by firstly, the relationship between employees and superiors being harmonious because it is fair in many ways, and secondly, it is marked by the existence of information with a very fair system, meaning that it is open to all employees in many ways regarding what has been provided. or employee contributions to the company, and conversely the organization or company manages justice between employee rights and obligations in a fair and balanced manner.

In this situation, of course, performance increases as a result of employees' perceptions that they have been treated well by superiors and the company/organization so that employees have good performance too. Thus, the hypotheses of this research are as follows:

H1: There is a positive effect of perceived distributive justice on employee performance. H2: There is a positive effect of perceived procedural justice on employee performance. H3: There is a positive effect of perceived interactional justice on employee performance.

H4: There are a multiple effect of perceived distributive, procedural, and interactional justice on employee performance.

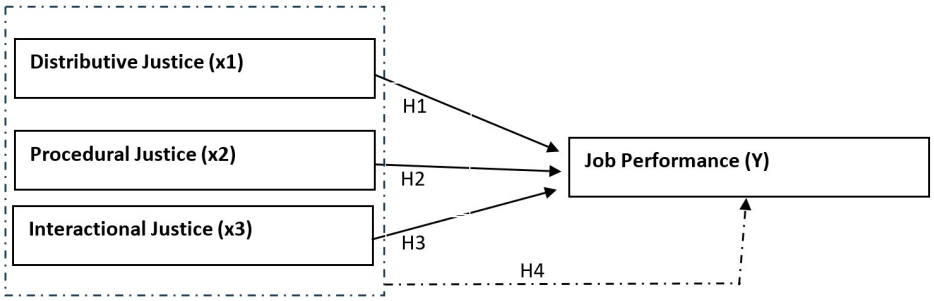

Figure 1: Hypothesized Framework. Source: adapted Moorman.

3.1. Dimensions of Variables

Job performance as a dependent variable in this case really determines the success or decline of an organization or company. As a dependent or dependent variable, namely employee performance, this variable is very dependent or very influenced by independent or independent variables. In this case the three dimensions of perceived organizational justice (fairness). perceived distributive justice, perceived procedural justice, and perceived interactional justice).

3.2. Definition of Variable Operations

Based on the research instrument or questionnaire, this research can be categorized as a replication of the original research conducted by Moorman (1991). The variables of organizational justice and employee performance are measured by using a questionnaire developed by Moorman (1991) and then replicated by Kristianto (2015) with different research contexts and locations and involving the commitment variable context.

Table 1:

Variable	Dimensions	Related Indicators	Operational Definition	Scala
Organizational Justice	**Distributive Justice**: related to the allocated financial and non-financial fairly	- Distribution of payment and job/ task	Comparison of the salary received with the results of the work and effort carried out	*Likert*
	Procedural Justice: related to the process and procedure of decision-making fairly	- Equally: applied of organization decisions - Equally: the opportunity to voice in the organization	Implementation of company decisions to each employee is carried out equally and fairly There is an equal opportunity for employees to voice their opinions	*Likert Likert*
	Interactional Justice: related to the interpersonal and informational access fairly	- Fair relationship between supervisor and employee; - Fair peer relationship - Fair information access between supervisor and employee (openness)	The similarity of behavior that employees receive from superiors Availability of information or other things that need to be informed by superiors to subordinates	*Likert Likert*

Source: Kristanto (2015)

4. METHOD

The population of employees both on duty in the field and the office was 122 employees. In collecting the data in this research, the researcher followed the research rules at PDAM which stated that only the Public Relations Department was allowed to distribute questionnaires for respondents to fill out. So, researchers may not directly meet employees, to ensure that employees are not disturbed in carrying out their work duties. These are the research rules at PDAM Kudus.

Using probability sampling, the sampling technique is accidental sampling, in which data search officers from PDAM Public Relations meet anyone who has the 'opportunity' to fill out this research questionnaire, both field and office employees or administrative staff. According to Sekaran (2008), determining the number of samples involves multiplying the minimum number of variables by ten. In research involving four variables (1 dependent variable and three independent variables) multiplied by ten, the minimum number of samples for this research is 40, while the officers who distribute the questionnaires are random. or random (both field and office employees) have successfully collected 72 samples that have been filled out correctly and are ready to be processed as data for this study.

The type of data is primary data because the data source is taken directly from the employees (by PDAM Kudus Public Relations officers) and must be filled in correctly or completely without any questions being unanswered or missed so that the data *response rate* is 100% of the data return rate distributed by PDAM Kudus employees.

According to the organizational structure of PDAM Kudus, the Company Leader is the Director. It is assisted by the Head of each section according to their respective fields with the assistance of Sub Divisions. Meanwhile, the sample for this research is permanent employees who work in administration or the field. Following previous research that we replicated, namely Colquitt's (2001) research, in examining perceived organizational justice by employees, we cannot differentiate employee performance from their job descriptions, because this research examines perceived organizational justice in general that occurs in an organization or company.

The employees as respondents are permanent workers at the PDAM head office in the Kudus area, whose work handles the PDAM Service Area and areas or PDAM Service Units in Kudus. This also strengthens the generalization that the questionnaire (research instrument) is valid when the reliability and validity values are achieved. This research involved 72 employees as samples with the terms and conditions of not being a foreman or at the level of assistant foreman or line manager.

5. Results

The reliability test shows the reliability or consistency of the research instrument as measured by the Cronbach alpha value or alpha coefficient. A reliability value of less than

0.6 is considered not good, and if it is more than 0.6 it indicates a good and appropriate reliability value, related to the reliability or consistency of each question form of a variable being tested. The following table shows the general reliability test results

TABLE 2: Variable Reliability.

Variable	Cronbach's Alpha	N of Items
X1	.747	4
X2	.908	4
X3	.968	6
Y	.817	8

The Regression Equation:

Table 3: Descriptive Statistics.

	Mean	Std. Deviation	N
Employee Performance(Y)	47.19	3.852	72
Distributive Justice (X1)	24.14	2.399	72
Procedural Justice (X2)	22.99	3.151	72
Interactional Justice (x3)	32.63	5.590	72

Table 4: Partial Regression Test.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.336	2.785		9.096	.000
	Distributive Justice (X1)	.067	.149	.041	.446	.657
	Procedural Justice (X2)	.367	.178	.301	2.059	.043
	Interactional Justice (x3)	.362	.104	.525	3.468	.001
a. Dependent Variable: Employee Performance (Y)						

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

The Regression Equation after run – data processing and data analysis:

$$Y = 25.336 + 0.67X_1 + 0.367X_2 + 0.362X_3 + 2.178$$

Table 5:

Model of Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.694	.680	2.178
a. Predictors: (Constant), Interactional Justice (x) Distributive Justice (X1), Procedural Justice (X2)				

Both variables have a significant effect on variable x2 and variable x3, where a significant value greater than 0.05 indicates that the variables procedural justice and perceived interactional justice have a significant effect on the dependent variable, namely employee performance. This shows that hypotheses 2 and 3 are accepted or supported.

Meanwhile, hypothesis 1 which tests the effect of distributive justice does not affect employee performance. So hypothesis 1 is not supported which is marked with a significanct value of 0.65 which is greater than 0.05

The following table shows the results of multiple regression analysis or together all variables

Table 6: Multiple Regression Test ANOVA[a].

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression 1 Residual Total	730.607	3	243.536	51.323	.000[b]
	322.671	68	4.745		
	1053.278	71			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Interactional Justice (X3), Distributive Justice(X1), Procedural Justice (X2)

According to the results of this multiple regression, hypothesis 4 states that there is a multiple positive influence of the variables of distributive justice, procedural justice, and perceived interpersonal justice on employee performance variables with a very significant value.

6. DISCUSSION

The majority of regression test results support or are consistent with all hypotheses, except hypothesis one. This could be because the perception of distributive justice, which contains rewards or rights to values or the amount of salary or compensation, is not certainly guaranteed to improve or influence employee performance.

This demonstrates that overall organizational justice, which includes the three dimensions of distributive, procedural, and interactional justice, influences employee performance, with perceived interactional justice having the highest value, followed by the influence value of procedural justice. There is a positive influence of perceived distributive justice on employee performance. It is not supported or unsupported. Perceived distributive justice improves employee effectiveness. I is not supported or unsupported.

There is a positive influence of perceived procedural justice on employee performance. Hypothesis two is supported. The third hypothesis, that perceived interactional justice positively influences employee performance, is supported. The fourth hypothesis that there is a multiple influence of distributive, procedural, and interactional justice on employee performance is also supported. This means that this research is in line with previous research.

The results of this regression support hypothesis 4 which states that there is a multiple positive influence of the variables of distributive justice, procedural justice, and perceived interpersonal justice on employee performance variables with very significant value. Both variables have a significant effect on variable x2 and variable x3, with a significance value greater than 0.05 indicating that the variables procedural justice and perceived interactional justice have a significant effect on the dependent variable, namely employee performance. This shows that hypotheses 2 and 3 are accepted or supported.

Meanwhile, hypothesis 1 which tests the effect of distributive justice does not affect employee performance. So, hypothesis 1 is not supported. It is indicated with a significance value of 0.65 which is greater than 0.05

7. LIMITATIONS AND FUTURE RESEARCH

In this research, the first limitation is that this research only examines the direct effect, the results will have a more optimal effect on employee performance when involving mediator variables, such as organizational commitment, OCB (organizational citizenship behavior), and job satisfaction.

Second, in the process of searching for primary data using questionnaires distributed to PDAM Kudus employees, the researcher could not directly wait and witness the process of respondents filling out the questionnaire. As a result, the message cannot be received completely if the distributed questionnaire is misunderstood. Apart from that, is it true that the questionnaire has actually been read and filled in by the respondent because the questionnaire was distributed by the Public Relations department, not by the researcher directly?

There are four dimensions of perceived organizational justice: distributive justice, procedural justice, informational justice, and interpersonal justice. This research only involves perceived organizational justice with 3 main dimensions, namely distributive justice, procedural justice, and interactional justice.

Future Research Suggestions. First, the researcher should see or witness directly the process of filling out the questionnaire, and the researcher should know that the respondents in the sample are on target. Hopefully, the research will a high response rate with good quality answers to the questionnaire.

Second, it is important to examine organizational justice using four dimensions, along with the influence of mediator variables such as organizational commitment, OCB (organizational citizenship behavior), and job satisfaction.

Third, future research related to these variables needs to involve research locations in large private companies, both manufacturing and large service companies and Tbk/ MNCs. or go international, for example in large hospitals, aircraft transportation service companies, cellular telecommunications service companies, and so on.

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APPENDICES

RESULTS OF DATA ANALYSIS

(USING SPSS. 2.0)

Appendix

Statistic Analysis

Reliability

Notes

Output Created 16-SEP-2017 19:14:03

Comments

Input

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Missing Value Handling

Syntax

Definition of Missing

Cases Used

User-defined missing values are treated as missing.

Statistics are based on all cases with valid data for all variables in the procedure.

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Table 7:

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Excluded[a]	Total	0	.0
		72	100.0

a. Listwise deletion based on all variables

in the procedure.

Reliability Statistics

Table 8:

Cronbach's Alpha	N of Items
.817	8

Item Statistics

Table 9:

	Mean	Std. Deviation	N
Kin_1	5.97	.787	72
Kin_2	5.93	.613	72
Kin_3	6.01	.517	72
Kin_4	6.08	.496	72
Kin_5	5.75	1.045	72
Kin_6	6.04	.426	72
Kin_7	5.86	.678	72
Kin_8	5.54	.992	72

Item-Total Statistics

Scale StatisticsRELIABILITY

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/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE SCALE

/SUMMARY=TOTAL. Reliability

Notes

TABLE 10:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Kin_1	41.22	10.795	.662	.777
Kin_2	41.26	11.493	.714	.776
Kin_3	41.18	12.516	.561	.798
Kin_4	41.11	12.466	.605	.794
Kin_5	41.44	11.349	.340	.845
Kin_6	41.15	12.864	.586	.800
Kin_7	41.33	11.268	.683	.777
Kin_8	41.65	10.483	.524	.806

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Comments

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Definition of Missing User-defined missing values are treated as missing.

Statistics are based on all cases with

Syntax

Cases Used

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Case Processing Summary

TABLE 11:

		N	%
Valid	Cases	72	100.0
Excluded[a]	Total	0	.0
		72	100.0

a. Listwise deletion based on all variables

in the procedure.

Reliability Statistics

TABLE 12:

Cronbach's Alpha	N of Items
.747	4

Item Statistics

TABLE 13:

	Mean	Std. Deviation	N
Distr_1	6.28	.587	72
Distr_2	6.24	.760	72
Distr_3	6.04	.759	72
Distr_4	5.58	1.017	72

Item-Total Statistics

TABLE 14:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Distr_1	17.86	4.009	.597	.681
Distr_2	17.90	3.526	.579	.668
Distr_3	18.10	3.385	.643	.633
Distr_4	18.56	3.124	.444	.781

Scale Statistics

ReliabilityNotes

TABLE 15:

Mean	Variance	Std. Deviation	N of Items
24.14	5.755	2.399	4

Output Created 16-SEP-2017 19:16:02

Comments

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Syntax

Definition of Missing

Cases Used

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Statistics are based on all cases with valid data for all variables in the procedure.

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Case Processing Summary

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

TABLE 16:

		N	%
Valid	Cases	72	100.0
Excluded[a]		0	.0
Total		72	100.0

TABLE 17:

Cronbach's Alpha	N of Items
.908	4

Item Statistics

TABLE 18:

	Mean	Std. Deviation	N
Proce_1	5.68	.962	72
Proce_2	5.83	.805	72
Proce_3	5.56	.963	72
Proce_4	5.92	.818	72

Item-Total Statistics

TABLE 19:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Proce_1	17.31	5.286	.841	.863
Proce_2	17.15	6.075	.808	.878
Proce_3	17.43	5.291	.838	.864
Proce_4	17.07	6.375	.698	.912

Scale StatisticsReliability

Notes

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Comments

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Scale: ALL VARIABLES Case Processing Summary

a. Listwise deletion based on all variables in the procedure.

Reliability StatisticsCronbach's

Alpha

N of Items

.956 6

Item Statistics

Item-Total Statistics

Scale Statistics

APPENDIX

REGRESSION ANALYSIS

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N

Table 20:

	Mean	Std. Deviation	N	
Inter_1	5.53	.978	72	
Inter_2	5.43	1.046	72	
Inter_3	5.33	1.021	72	
Inter_4	5.53	1.034	72	
Inter_5	5.47	1.007	72	
Inter_6	5.33	1.088	72	

Table 21:

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Inter_1	27.10	23.019	.775	.957
Inter_2	27.19	22.018	.829	.951
Inter_3	27.29	21.562	.912	.942
Inter_4	27.10	21.779	.870	.946
Inter_5	27.15	22.075	.863	.947
Inter_6	27.29	20.914	.920	.941

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT y

/METHOD=ENTER x1 x2 x3. Regression

Notes

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Descriptive Statistics

Correlations Test

(Among variables that are studies)

Correlations

Pearson

Correlation

Variables Entered/Removed[a]

a. Dependent Variable: Employee Performance (Y)

TABLE 22:

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	N of Rows in Working Data File Definition of Missing	72 User-defined missing values are treated as missing
Missing Value Handling		
	Cases Used	Statistics are based on cases with no missing values for any variable used. REGRESSION /DESCRIPTIVES MEAN STDDEV CORR SIG
Syntax		N /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN
	Processor Time	/DEPENDENT y /METHOD=ENTER x1 x2 x3. 00:00:00.08
	Elapsed Time	00:00:00.16
esources	Memory Required	2412 bytes
R	Additional Memory	0 bytes
	Required for Residual Plots	

TABLE 23:

	Mean	Std. Deviation	N
Employee Performance (Y) (Y)	47.19	3.852	72
Distributive Juctice(X1)	24.14	2.399	72
Procedural Justice (X2)	22.99	3.151	72
Interactional Justice (x3)	32.63	5.590	72

b. All requested variables entered.

Model Summary

a. Predictors: (Constant) Interactional Justice (x3),

Distributive Justice(X1), Procedural justice (X2)

ANOVA[a]

a. Dependent Variable: Employee Performance (Y)

TABLE 24:

Model	Variables Entered	Variables Removed	Method
1	Interaction Justice (x3), Distributive Justice (X1), Procedural Justice (X2)[b]	.	

TABLE 25:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833[a]	.694	.680	2.178

TABLE 26:

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression 1 Residual Total	730.607	3	243.536	51.323	.000[b]
	322.671	68	4.745		
	1053.278	71			

b. Predictors: (Constant , Interactional justice (x3), Distributive justice (X1), Procedural justice (X2)

Coefficients[a]

TABLE 27:

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant) Distributive Justice (X1) 1 Procedural Justice(X2) Interactional Justice(x3)	25.336	2.785		9.096	.000
	.067	.149	.041	.446	.657
	.367	.178	.301	2.059	.043
	.362	.104	.525	3.468	.001

a. Dependent Variable: Employee Performance (Y)

FREQUENCIES VARIABLES=Kin_1 Kin_2 Kin_3 Kin_4 Kin_5 Kin_6 Kin_7 Kin_8 y

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS.

Frequencies

Notes

Output Created 16-SEP-2017 19:17:43

Comments

Input

$Data$ $D:\1.Penelitian\ Dosen$

P\data.sav

Active Dataset DataSet0

Filter <none> Weight <none> Split File <none>

$N\ of\ Rows\ in\ Working$

Data File ^{72}

User-defined missing

Missing Value Handling

Definition of Missing

values are treated as missing.

Syntax

$Cases\ Used$ Statistics are based on all cases with valid data.

FREQUENCIES VARIABLES=Kin_1

Kin_2 Kin_3 Kin_4

Kin_5 Kin_6 Kin_7

Kin_8 y

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS.$_{Resources}$ $Processor\ Time$ 00:00:00.03

Elapsed Time 00:00:00.05

[DataSet0] D:\1.Penelitian Dosen P\data.savStatistics

Frequency Table

Kin_1

Kin_2

Kin_3

TABLE 28:

	Kin_1	Kin_2	Kin_3	Kin_4	Kin_5	Kin_6	Kin_7	Kin_8	Employee Per formance(Y)
Valid Missing Mean Median Mode Sum	72	72	72	72	72	72	72	72	72
	0	0	0	0	0	0	0	0	0
	5.97	5.93	6.01	6.08	5.75	6.04	5.86	5.54	47.19
	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	48.00
	6	6	6	6	6	6	6	6	48
	430	427	433	438	414	435	422	399	3398

TABLE 29:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	4	5.6	5.6	5.6
	11	15.3	15.3	20.8
	40	55.6	55.6	76.4
	17	23.6	23.6	100.0
	72	100.0	100.0	

TABLE 30:

	Frequency	Percent	Valid Percent	Cumulative Percent
5 Valid 6 7 Total	16	22.2	22.2	22.2
	45	62.5	62.5	84.7
	11	15.3	15.3	100.0
	72	100.0	100.0	

TABLE 31:

	Frequency	Percent	Valid Percent	Cumulative Percent
5 Valid 6 7 Total	9	12.5	12.5	12.5
	53	73.6	73.6	86.1
	10	13.9	13.9	100.0
	72	100.0	100.0	

Kin_4

Kin_5

TABLE 32:

	Frequency	Percent	Valid Percent	Cumulative Percent
2 4 Valid 5 6 7 Total	3	4.2	4.2	4.2
	5	6.9	6.9	11.1
	5	6.9	6.9	18.1
	50	69.4	69.4	87.5
	9	12.5	12.5	100.0
	72	100.0	100.0	

Kin_6

TABLE 33:

	Frequency	Percent	Valid Percent	Cumulative Percent
5 Valid 6 7 Total	5	6.9	6.9	6.9
	59	81.9	81.9	88.9
	8	11.1	11.1	100.0
	72	100.0	100.0	

Kin_7

TABLE 34:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	3	4.2	4.2	4.2
	13	18.1	18.1	22.2
	47	65.3	65.3	87.5
	9	12.5	12.5	100.0
	72	100.0	100.0	

Kin_8Kinerja_Pegawai (Y)

FREQUENCIES VARIABLES=Distr_1 Distr_2 Distr_3 Distr_4 x1

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS.

Frequencies

Notes

Output Created 16-SEP-2017 19:18:53

TABLE 35:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	38 40 41 42 43 44 45 46 47 48 49 50 51 52 56 Total	1	1.4	1.4	1.4
		2	2.8	2.8	4.2
		1	1.4	1.4	5.6
		2	2.8	2.8	8.3
		5	6.9	6.9	15.3
		9	12.5	12.5	27.8
		4	5.6	5.6	33.3
		5	6.9	6.9	40.3
		4	5.6	5.6	45.8
		21	29.2	29.2	75.0
		2	2.8	2.8	77.8
		4	5.6	5.6	83.3
		4	5.6	5.6	88.9
		3	4.2	4.2	93.1
		5	6.9	6.9	100.0
		72	100.0	100.0	

Comments

Input

Missing Value Handling

Syntax

Data D:\1.Penelitian Dosen P\data.sav

Active Dataset DataSet0

Filter <none> Weight <none> Split File <none> N of Rows in Working Data File 72

Definition of Missing User-defined missing values are treated as missing.

Cases Used Statistics are based on all cases with valid data.

FREQUENCIES VARIABLES=Distr_1 Distr_2 Distr_3 Distr_4 x1 /STATISTICS=MEAN MEDIAN MODE SUM /ORDER=ANALYSIS.

Resources *Processor Time* 00:00:00.05

Elapsed Time 00:00:00.05

[DataSet0] D:\1.Penelitian Dosen P\data.sav

Statistics

TABLE 36:

		Distr_1	Distr_2	Distr_3	Distr_4	Distributive Justice(X1)
N Mean Median Mode Sum	Valid Missing	72	72	72	72	72
		0	0	0	0	0
		6.28	6.24	6.04	5.58	24.14
		6.00	6.00	6.00	6.00	24.00
		6	6	6	6	24
		452	449	435	402	1738

Frequency Table

Distr_1

TABLE 37:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	1	1.4	1.4	1.4
	2	2.8	2.8	4.2
	45	62.5	62.5	66.7
	24	33.3	33.3	100.0
	72	100.0	100.0	

Distr_2

Distr_3

TABLE 38:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	2	2.8	2.8	2.8
	13	18.1	18.1	20.8
	37	51.4	51.4	72.2
	20	27.8	27.8	100.0
	72	100.0	100.0	

Distr_4

TABLE 39:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	16	22.2	22.2	22.2
	10	13.9	13.9	36.1
	34	47.2	47.2	83.3
	12	16.7	16.7	100.0
	72	100.0	100.0	

Distributive Justice (X1)

TABLE 40:

	Frequency	Percent	Valid Percent	Cumulative Percent
14 20 21 22 23 Valid 24 25 26 27 28 Total	1	1.4	1.4	1.4
	3	4.2	4.2	5.6
	4	5.6	5.6	11.1
	8	11.1	11.1	22.2
	6	8.3	8.3	30.6
	19	26.4	26.4	56.9
	14	19.4	19.4	76.4
	7	9.7	9.7	86.1
	2	2.8	2.8	88.9
	8	11.1	11.1	100.0
	72	100.0	100.0	

FREQUENCIES VARIABLES=Proce_1 Proce_2 Proce_3 Proce_4 x2

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS.

Frequencies

Notes

Output Created 16-SEP-2017 19:19:14

Comments

Input

Data *D : \1.Penelitian Dosen*

P\data.sav

Active Dataset DataSet0

Filter <none> Weight <none> Split File <none> N of Rows in Working Data File 72

User-defined missing

Missing Value Handling

Definition of Missing

values are treated as missing.

Syntax

Cases Used Statistics are based on all cases with valid data.

FREQUENCIES VARIABLES=Proce_1

Proce_2 Proce_3 Proce_4 x2

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS. *Resources* *Processor Time* 00:00:00.02

Elapsed Time 00:00:00.14

[DataSet0] D:\1.Penelitian Dosen P\data.sav

Statistics

TABLE 41:

		Proce_1	Proce_2	Proce_3	Proce_4	Keadilan Prosedural (X2)
N Mean Median Mode Sum	Valid Missing	72	72	72	72	72
		0	0	0	0	0
		5.68	5.83	5.56	5.92	22.99
		6.00	6.00	6.00	6.00	24.00
		6	6	6	6	24
		409	420	400	426	1655

Frequency Table

Proce_1

Proce_2

Proce_3

Proce_4

TABLE 42:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	11	15.3	15.3	15.3
	15	20.8	20.8	36.1
	32	44.4	44.4	80.6
	14	19.4	19.4	100.0
	72	100.0	100.0	

TABLE 43:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	2	2.8	2.8	2.8
	24	33.3	33.3	36.1
	30	41.7	41.7	77.8
	16	22.2	22.2	100.0
	72	100.0	100.0	

TABLE 44:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	16	22.2	22.2	22.2
	8	11.1	11.1	33.3
	40	55.6	55.6	88.9
	8	11.1	11.1	100.0
	72	100.0	100.0	

Procedural Justice (X2)

FREQUENCIES VARIABLES=Inter_1 Inter_2 Inter_3 Inter_4 Inter_5 Inter_6 x3

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS.

Missing Value Handling

Syntax

N of Rows in Working

Data File [72]

Definition of Missing User-defined missing values are treated as missing.

Cases Used Statistics are based on all cases with valid data.

TABLE 45:

	Frequency	Percent	Valid Percent	Cumulative Percent
16 17 18 19 20 21 Valid 22 23 24 25 26 27 28 Total	1	1.4	1.4	1.4
	1	1.4	1.4	2.8
	5	6.9	6.9	9.7
	8	11.1	11.1	20.8
	4	5.6	5.6	26.4
	6	8.3	8.3	34.7
	1	1.4	1.4	36.1
	3	4.2	4.2	40.3
	24	33.3	33.3	73.6
	3	4.2	4.2	77.8
	7	9.7	9.7	87.5
	2	2.8	2.8	90.3
	7	9.7	9.7	100.0
	72	100.0	100.0	

TABLE 46:

Frequencies Notes		
Output Created		16-SEP-2017 19:19:33
Comments		
Input	Data	D:\1.Penelitian Dosen P\data.sav
	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>

FREQUENCIES VARIABLES=Inter_1

Inter_2 Inter_3 Inter_4 Inter_5 Inter_6 x3

/STATISTICS=MEAN MEDIAN MODE SUM

/ORDER=ANALYSIS. Resources Processor Time 00:00:00.13

Elapsed Time 00:00:00.13[DataSet0] D:\1.Penelitian Dosen P\data.sav

Statistics

Frequency Table

TABLE 47:

		Inter_1	Inter_2	Inter_3	Inter_4	Inter_5	Inter_6	Intearctional Justice (x3)
N	Valid	72	72	72	72	72	72	72
Mean	Missing	0	0	0	0	0	0	0
Median		5.53	5.43	5.33	5.53	5.47	5.33	32.63
Mode		6.00	6.00	6.00	6.00	6.00	6.00	35.50
Sum		6	6	6	6	6	6	36
		398	391	384	398	394	384	2349

Inter_1

TABLE 48:

		Frequency	Percent	Valid Percent	Cumulative Percent
4	Valid	14	19.4	19.4	19.4
5		17	23.6	23.6	43.1
6		30	41.7	41.7	84.7
7		11	15.3	15.3	100.0
Total		72	100.0	100.0	

Inter_2

TABLE 49:

		Frequency	Percent	Valid Percent	Cumulative Percent
4	Valid	20	27.8	27.8	27.8
5		11	15.3	15.3	43.1
6		31	43.1	43.1	86.1
7		10	13.9	13.9	100.0
Total		72	100.0	100.0	

Inter_3

Inter_4

Inter_5

Inter_6

Interactional Justice (x3)

TABLE 50:

	Frequency	Percent	Valid Percent	Cumulative Percent
3 4 Valid 5 6 7 Total	1	1.4	1.4	1.4
	15	20.8	20.8	22.2
	12	16.7	16.7	38.9
	33	45.8	45.8	84.7
	11	15.3	15.3	100.0
	72	100.0	100.0	

TABLE 51:

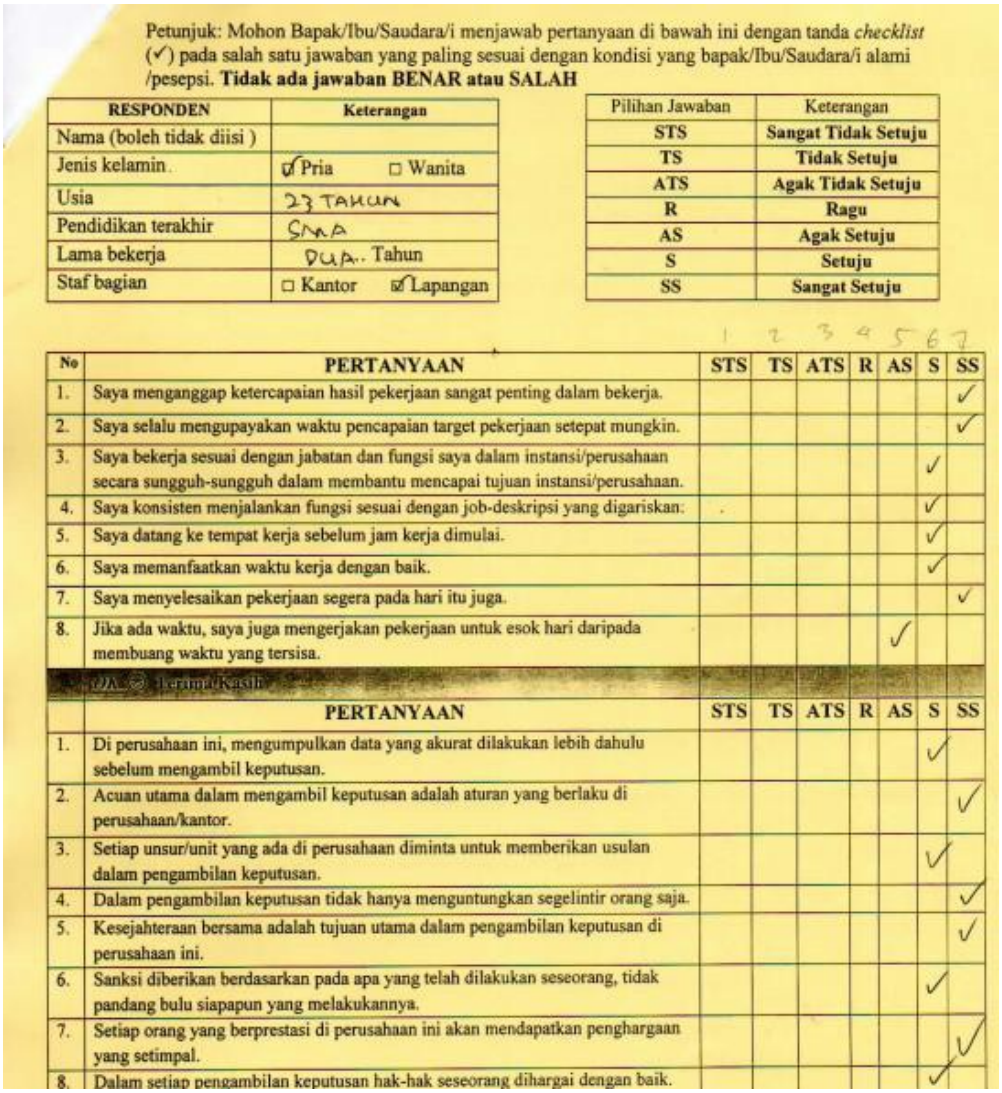
	Frequency	Percent	Valid Percent	Cumulative Percent
3 4 Valid 5 6 7 Total	1	1.4	1.4	1.4
	16	22.2	22.2	23.6
	11	15.3	15.3	38.9
	36	50.0	50.0	88.9
	8	11.1	11.1	100.0
	72	100.0	100.0	

TABLE 52:

	Frequency	Percent	Valid Percent	Cumulative Percent
4 5 Valid 6 7 Total	26	36.1	36.1	36.1
	4	5.6	5.6	41.7
	34	47.2	47.2	88.9
	8	11.1	11.1	100.0
	72	100.0	100.0	

APPENDIX

RESEARCH ARCHIVE



Petunjuk: Mohon Bapak/Ibu/Saudara/i menjawab pertanyaan di bawah ini dengan tanda *checklist* (✓) pada salah satu jawaban yang paling sesuai dengan kondisi yang bapak/Ibu/Saudara/i alami /pesepsi. **Tidak ada jawaban BENAR atau SALAH**

RESPONDEN	Keterangan
Nama (boleh tidak diisi)	
Jenis kelamin	☑ Pria ☐ Wanita
Usia	23 TAHUN
Pendidikan terakhir	SMA
Lama bekerja	DUA.. Tahun
Staf bagian	☐ Kantor ☑ Lapangan

Pilihan Jawaban	Keterangan
STS	Sangat Tidak Setuju
TS	Tidak Setuju
ATS	Agak Tidak Setuju
R	Ragu
AS	Agak Setuju
S	Setuju
SS	Sangat Setuju

1 2 3 4 5 6 7

No	PERTANYAAN	STS	TS	ATS	R	AS	S	SS
1.	Saya menganggap ketercapaian hasil pekerjaan sangat penting dalam bekerja.							✓
2.	Saya selalu mengupayakan waktu pencapaian target pekerjaan setepat mungkin.							✓
3.	Saya bekerja sesuai dengan jabatan dan fungsi saya dalam instansi/perusahaan secara sungguh-sungguh dalam membantu mencapai tujuan instansi/perusahaan.						✓	
4.	Saya konsisten menjalankan fungsi sesuai dengan job-deskripsi yang digariskan.						✓	
5.	Saya datang ke tempat kerja sebelum jam kerja dimulai.						✓	
6.	Saya memanfaatkan waktu kerja dengan baik.						✓	
7.	Saya menyelesaikan pekerjaan segera pada hari itu juga.							✓
8.	Jika ada waktu, saya juga mengerjakan pekerjaan untuk esok hari daripada membuang waktu yang tersisa.					✓		

	PERTANYAAN	STS	TS	ATS	R	AS	S	SS
1.	Di perusahaan ini, mengumpulkan data yang akurat dilakukan lebih dahulu sebelum mengambil keputusan.						✓	
2.	Acuan utama dalam mengambil keputusan adalah aturan yang berlaku di perusahaan/kantor.							✓
3.	Setiap unsur/unit yang ada di perusahaan diminta untuk memberikan usulan dalam pengambilan keputusan.						✓	
4.	Dalam pengambilan keputusan tidak hanya menguntungkan segelintir orang saja.							✓
5.	Kesejahteraan bersama adalah tujuan utama dalam pengambilan keputusan di perusahaan ini.							✓
6.	Sanksi diberikan berdasarkan pada apa yang telah dilakukan seseorang, tidak pandang bulu siapapun yang melakukannya.						✓	
7.	Setiap orang yang berprestasi di perusahaan ini akan mendapatkan penghargaan yang setimpal.							✓
8.	Dalam setiap pengambilan keputusan hak-hak seseorang dihargai dengan baik.						✓	

Figure 2: