

The Role of Organizational Justice on Perceived Organizational Support At Indonesian Ports**Jimmy Nikijuluw¹, Syarifudin Tippe², Mahmuddin Yasin³**Universitas Negeri Jakarta^{1,2,3}**ABSTRACT**

Employees at Indonesian ports need support from the organization to be able to make quick and right decisions. Organizational justice in this study in terms of distributive justice and procedural justice. The purpose of this study was to determine the influence of distributive justice and procedural justice on perceived organizational support. This study used 214 employees at Indonesian Ports. The results show that distributive justice has a significant and positive impact on perceived organizational support. Procedural justice also has a significant and positive effect on perceived organizational support. The implication of this research is for the port industry to continue to pay attention for perceived organizational support by considering distributive justice because it has the most influence.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Perceived Organizational Support

1. INTRODUCTION

Indonesia is the world's largest archipelagic country with a marine region of 5.8 million km² or equivalent to 3/4 total territory of Indonesia, so it is not surprising that the territorial sea territory owned by Indonesia makes it not separated from marine activities which as well as the 'gate' of trade is the port. PT Pelabuhan Indonesia II is a company that currently manages the port in the province of DKI Jakarta, where the port in DKI Jakarta province is a port with the activity of the most domestic and overseas boat visit as much as 17,988 units with a total GT of 131,660,884 GT. Data GT (Gross Tonase) vessel can depict the small number of ships visited and can help analyze activities in a port. As a company responsible for the port in Indonesia, PT Pelindo II has a vision and mission which must be followed by all subsidiaries. PT Pelindo II has the vision to be a world class port operator that excels in operations and services, the vision is then achieved through several missions, one of which is by creating a comfortable environment for employees, customer focus, integration, corporate pride and welfare and satisfaction in the employees. PT Pelindo II also strives to create the value of the company's integrity and always strive to foster confidence in its employees. This value is a reflection of PT Pelindo II of the importance of human resources (HR) which is considered as the main key as well as the mobilizer of an organization.

Human Resource Management on a subsidiary of PT Pelindo II experienced several related issues, some employees assess that the company currently lacks support to employees so that some actions of denial of policy in the form of demos in the company As done at PT Jasa Armada Indonesia (PT JAI). Perceived Organizational Support is a condition where employees feel that the Organization appreciates contributions and cares about the welfare of employees can increase the confidence in employees. There are three dimensions of POS, namely justice, Supervisor support, and Organizational award (Chughtai and Finian, 2009). One of the dimensions of perceived organizational support (POS) is that fairness refers to employee perception of Justice (fair) and injustice (unfair), because fairness and injustice come from perceptions within employees. For example, in the wage system, although the company has had a fair wage system but if an employee feels that he or she has worked more will feel that wages are received a little, whereas PT JAI perceived organizational support Can be shown in wages that have been in the above average range and also support for long-term career-level careers on each working individual. In addition to the distributive justice, one of the other types of justice such as procedural justice is also an important issue for PT JAI, some employees who commit a policy denial of action assess that the effort they are issued at this time has been equal to the employee But still get different treatment from the company. A study conducted by Usmani & Jamal (2013) proves that procedural justice has an influence on perceived organizational support.

2. LITERATURE REVIEW

2.1 Distributive Justice

Norman, Ellegaard, & Møller (2017) defines the distributive justice as "the extent to which interparty sharing of the rewards from cooperation is fair in view of each Party's contribution, commitment, and assumption of responsibility", meaning Distributive justice refers to the equally large or fair share of rewards between multiple employee parties, judging by the constriction, commitment and responsibility of each party. Distributive justice is a part of the organizational justice, where organizational justice is defined as an individual's perception of unfair treatment given from the organization to their employees (Grifiin & Moorhead in Friday & Ugwu, 2019).

Ohana & Meyer (2016) who says that the distributive justice refers to the individual's perception of whether the allocation of resources is fair or not. There are several references that employees can see in comparing the fairness they have received, which can first refer to past experiences, contributions, and performance. Employees can evaluate their salary by comparing it to previous revenues, or the pressures they experience in their company. The second referral involves other co-workers in the company, as it may be easy for employees to compare their contributions and appreciation to other employees. The ease of comparing their rewards and contributions to others is strengthened through a culture of openness. The third reference is the external distributive justice, referring to workers operating outside the Organization (Ohana & Meyer, 2016). Distributive justice refers to employee perception of justice with rewards and other valuable outcomes distributed in the Organization (Grifiin & Moorhead in Friday & Ugwu, 2019). Perception of distributive justice affects individual satisfaction with a variety of job-related outcomes such as wages, job assignments, recognition, and opportunities to advance.

2.2 Procedural Justice

Procedural justice first time discovered as a new dimension of organizational justice by Thibaut and Walker (1975). Procedural justice focuses on the processes which are used to determine the outcomes. According to Thibaut and Walker if employees were given a chance to participate into the process used to reach outcomes then they might perceive the outcomes as fair (Usmani & Jamal, 2013). These findings gave way to a new dimension of organizational justice perceptions. Procedural justice refers to employee perceptions about the fairness of decision-making procedures regarding the item of any value the organization provided. The procedure is considered fair if it allows the employee to give his own opinion for decision making (Babic, Stinglhamber, & Hansez, 2015). Usmani & Jamal (2013) conducted a study indicating that procedural justice had a significant influence on perceived organizational support.

2.3 Perceive Organizational Support

Simosi (2012) defines Perceived Organizational Support (POS) as "employees' conviction that their organizations value their contributions and care about their well-being". A similar definition is also expressed by Arefin (2015), defining POS as an employee's perception of the extent to which the organization respects employees and cares for employee welfare (Arefin et al., 2015). Eisenberger et al. (1986) in (DeConinck, 2010) defines the perceived support of the Organization (POS) as the extent to which employees feel that their contributions are appreciated by the organization and that companies care about their well-being. According to the POS theory expressed by Eisenberger, employees develop a perception of how much organizations value their contributions and pay attention to their welfare. POS is understood through an important element of the theory of social exchange – a reciprocal norm.

The organizational support theory developed by Eisenberger and his colleague assumed that each worker had a perception of how the organization cares about the needs and expectations of employees (Urbonas et al., 2015). So that every employee who works in the organization will entirely have a perception of the organization's concern for him. POS is important, because managers with high POS are more likely to help other employees who are not attending, directing new employees to their jobs, helping others when their workloads increase, and helping others with Their duties.

3. RESEARCH METHODOLOGY

3.1 Data

The Data used in this research was obtained using questionnaires which were distributed in 250 employees of PT JAI, as many as 214 questionnaires were used as materials to perform analysis (85.6% response rate).

3.2 Population and Sampling

PT. Jasa Armada Indonesia (JAI) with organic status or assignment from holding company amounting to 341 employees at PT Jasa Armada Indonesia. The number of samples on this study was 214 samples

3.3 Analytical Technique

This research is an associative quantitative study, which means looking for a causal relationship between variables with the distributive variables' justice and procedural justice as independent variables and perceived variables organizational support as the dependent variable

4. RESULT AND DISCUSSION

4.1 Hypothesis Testing

There are two hypotheses tested on this study, namely (1) distributive justice allegedly has a significant influence on perceived organizational support, and (2) Procedural justice is suspected to have a significant influence on perceived Organizational support. In table 1 shows the results of F-test test that the distributive justice and procedural justice are simultaneously able to affect the perceived organizational support because it has a significance value of 0.00. The great influence of distributive justice and procedural justice affects perceived organizational support is 0,626 which means perceived organizational support can be explained by the distributive justice and procedural justice of 62.6%.

Table 1 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.115	2	33.557	176.629	.000 ^b
	Residual	40.087	211	.190		
	Total	107.202	213			

a. Dependent Variable: Perceived_Organizational_Support

b. Predictors: (Constant), Procedural_Justice, Distributive_Justice

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.626	.623	.43588

a. Predictors: (Constant), Procedural_Justice, Distributive_Justice

b. Dependent Variable: Perceived_Organizational_Support

Table 3 Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.453	.186		2.444	.015
	Distributive_Justice	.421	.060	.406	7.028	.000
	Procedural_Justice	.468	.059	.455	7.876	.000

a. Dependent Variable: Perceived_Organizational_Support

The hypothesis test results can be seen in table 3, the results of the T-Test show that the distributive justice has a significant influence on perceived organizational support because it has a significance value of 0.00 with a large influence of 0,421. Procedural Justice also has a

significant influence on the perceived organizational support because the value of significance is 0.00, big influence Procedural justice is 0,468, it shows that the Procedural justice Have a greater influence on perceived organizational support than the distributive justice.

4.2 Discussion

The results of this study showed that the distributive justice and procedural justice significantly influenced perceived organizational support. Procedural Justice has a greater influence on perceived organizational support compared to distributive justice. The research is also in line with the research conducted by Pemecutan, Dharmanegara, & Udayana (2016) which shows that the distributive justice has a significant influence on perceived organizational support, as well as Research conducted by Usmani & Jamal (2013) on the influence of procedural justice on perceived organizational support.

5. CONCLUSION

Distributive justice proved to be able to influence the perception of PT Jasa Armada Indonesia's employees that the organization has provided support to him, as well as procedural justice. This is expected to be an input for decision makers that by fair treatment and equitable distribution of resources, can directly increase the perception of organizational support to employees.

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