

ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL PRIDE TO ACHIEVE JOB SATISFACTION AND JOB PERFORMANCE

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ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL PRIDE TO ACHIEVE JOB SATISFACTION AND JOB PERFORMANCE

1 实现工作满意度和工作绩效的组织正义和组织自豪感

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Abstract

Recent literature discusses two aspects that improve HR performance, namely organizational justice and organizational pride. Employees who are treated fairly and have pride in the company will exhibit increased job satisfaction and job performance in private universities in the Kalimantan and West Java Region, Indonesia. This study analyzes the relationship between organizational justice and organizational pride on job satisfaction and job performance among employees of private universities in Indonesia. This study uses a quantitative approach through administering questionnaire to 200 respondents. The replies are then analyzed by Structural Equation Model method. The results show that organizational justice and organizational pride can positively and significantly influence job satisfaction and job performance.

Keywords: Organizational Justice, Organizational Pride, Job Satisfaction, Job Performance

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摘要 最近的文献讨论了提高人力资源绩效的两个方面，即组织公正和组织自豪感。受到公平对待并对公司感到自豪的员工在印度尼西亚加里曼丹和爪哇地区的私立大学中表现出更高的工作满意度和工作绩效。这项研究分析了印度尼西亚私立大学员工的组织公正感与组织自豪感对工作满意度和工作绩效的关系。本研究通过向 200 名受访者发放问卷来使用定量方法。然后通过结构方程模型方法分析答复。结果表明，组织公正和组织自豪感可以积极、显著地影响工作满意度和工作绩效。

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关键词: 组织公正, 组织自豪感, 工作满意度, 工作绩效

I. INTRODUCTION

There are two benchmarks for HR management, namely job satisfaction and job performance. Job satisfaction is the extent to which employees are satisfied or not satisfied in their work [1]. Satisfied employees usually tend to have high motivation, good morale, and work more effectively and efficiently [2]. While job performance refers to how employees in a company do their jobs well [3].

Two important aspects to improve job performance are organizational justice [3], [4], [5], [6], [7], [8], [9], [10] and organizational pride [11], [12], [13], [14], [15]. Some previous studies also prove that job satisfaction can be influenced by organizational justice [16], [17], [18], [19], [20], [21], [22] and organizational pride [14], [15], [23], [24], [25], [26].

Although several studies prove the important role of organizational justice in job performance development, organizational justice is a tool that is poorly understood and underutilized in creating a better and more effective workplace. In the past decades, many studies have discussed organizational justice issues, namely distributive justice, procedural justice, and interactional justice, and their potential role in determining employee commitment and behavioral intentions to leave organization [3]. Organizational justice is based on three dimensions, namely procedural justice, interactional justice, and distributive justice [3], [4], [5], [6], [7]. Therefore, they need to improve organizational justice to be able to improve university employees' performance.

Organizational Pride is felt by employees as a result of self-identification with an organization they are involved in which has a good reputation and good track record [27]. Psychologically, this pride is closely related to one's self-esteem [24]. Kraemer and Gauthier [17] mention that Organizational Pride is believed to be a valuable psychological resource that needs to be preserved and improved. On the other hand, Kraemer and Gauthier [15] also mention that Organizational Pride can be a strong intrinsic motivator for employees, so it has negative implications on employee turnover intentions.

II. LITERATURE REVIEW

A. Organizational Justice

Rokhman and Hassan [28] explain that organizational justice consists of three sub-domains: *distributive justice* (fairness for rewards received by employees), *procedural justice* (fairness in determining rewards) and

interactional justice (quality of interpersonal interactions between individuals in an organization). Rita et al. [29] state that distributive justice is more stable than interactional justice. This study does not reveal transactional justice as suggested because interactional justice is not an important consideration for Yogyakarta University employees, especially for employees who have positions as craftsmen without potential for career advancement. Surjanti et al. [30] discuss organizational justice, which consists of distributive justice and procedural justice. It is found that organizational justice influences the private lecturer's performance.

Lambert et al. [4] stress the important role of organizational justice in improving company performance. Lambert et al. [4] also state that distributive justice, procedural fairness, and perceived training quality have a significant positive influence on job performance, while excessive roles have a negative influence. For organizational commitment, training perceptions and procedural fairness have positive and significant influence. Lambert et al. [4] describe organizational justice in two dimensions, namely distributive justice and procedural justice. Organizational justice in a workplace is important for staff to pass the correction facilities. Shan et al. [7] find that three types of organizational justice (distributive justice, procedural justice and interactional justice) can predict job performance but interactional justice with leader exchanges has a stronger impact on job performance.

Furthermore, Dunder and Tabancali [5] analyze organizational justice and job performance. They find that there is a positive and significant relationship between organizational justice and job performance. Perception of organizational justice does not differ according to variance, such as gender, marital status, professional seniority, and age. The relationship between organizational justice and job performance is also supported by Ibrahim et al. [6], who correlated it with motivation: *First*, motivational motive is significantly correlated with distributive justice feelings. *Second*, punishment motive is significantly correlated with distributive justice feelings. *Third*, motivational motive is significantly correlated with satisfaction. *Fourth*, punishment motive is not significantly correlated with job satisfaction. The results confirm that managers' political interest acts as an important determinant of distributive justice feeling while employees' motivation motive acts as an important

determinant of employee job satisfaction in the sample organization. This study offers discussion, implications, and a conclusion.

The measurement of organizational justice varies in previous literature. Lambert et al. [4] use two dimensions in analyzing organizational justice, namely procedural justice and distributive justice. Whereas Shan et al. [7], Wang et al. [9] use three dimensions, namely distributive justice, interactional justice, and procedural justice. On the other hand, Suliman and Kathairi [3] use two dimensions, namely procedural justice and relational justice. However, this study discusses organizational justice in two aspects, namely distributive justice and procedural justice.

B. Organizational Pride

The term “organizational pride” (OP) applies to employees who express strong, positive feelings while working for an organization with a good reputation and a strong track record [27]. According to Tracy and Robins [24], OP has traditionally been associated with feelings of joy and meaningfulness. OP relates to one's self-esteem, and it is a valuable psychological resource that must be nurtured because it provides intrinsic motivation for employees [14]. Kraemer and Gouthier [15] state that OP can also facilitate exploration into an employee's turnover intentions.

An employee who has OP is more likely to stay in the organization. In other words, OP positively influences an employee's decision to remain in the company, and it stimulates employee commitment [23]. According to Kraemer and Gouthier [15], OP plays a central role in the organization and negatively influences an employee's intention to move. Arnett [25] views pride as a construct based on employee group membership. This construction is expected to be an important factor for organizational or business success [26].

Related to OP, Arnett [25] reports that organizational pride influences job satisfaction. On the other hand, Gouthier and Rhein [26] state that a positive and significant relationship exists between employee pride and behavior. In addition, OP can be built through a work-life balance construct. Mas-Machuca et al. [14] specifically mention that OP will increase an employee's work-life balance, will motivate employees, and will result in higher job satisfaction. Furthermore, Mas-Machuca et al. [14] explain that the work-life balance initiative generates strong pride for employees. Additionally, Mas-Machuca et al. [14] propose

the full mediation of OP in the work-life balance and job satisfaction.

C. Job Satisfaction

According to Spector [1], job satisfaction is the extent to which someone is satisfied or satisfied with work. Locke [32] views job satisfaction as a pleasant or positive emotional state resulting from an individual's job evaluation or work experience. Luthans [33] considers job satisfaction to be an emotional response to work situations and can only be inferred and determined by how well the results meet or exceed expectations. Armstrong [34] states that job satisfaction refers to someone's feeling related to work. A positive feeling toward work indicates the employee's job satisfaction and vice versa.

Job satisfaction is a primary factor in an organization's efficiency and effectiveness [32]. It becomes a paradigm for the new manager who insists that employees be treated and considered as people who have desires, needs, and personal goals. This paradigm must be supported, as an important component of job satisfaction in contemporary organizations and companies [35]. This means that satisfied employees are happy employees, and happy employees are successful employees [35]. Likewise, Crossman and Abou-Zaki [36] consider job satisfaction as a criterion for assessing a healthy or unhealthy organization. Studies also show that job creation creates job performance, since job creation consists of job enrichment and job enlargement which will affect employee's motivation thus creates job performance [37], [38], [39], [40], [41], [42].

D. Job Performance

“Job performance” is a term that is often used, but the concept is not well defined in industrial and organizational psychology. Job performance refers to whether a person does a job well, which is determined by five measurements: work enthusiasm, readiness to innovate, job performance (quality and quantity of work), understanding work assignments, and work skills [3]. Suliman and Kathairi [3] describe job performance in several aspects, namely understanding work duties, work performance, readiness and innovation, and work enthusiasm. Whereas, Wang et al. [9] analyze job performance with three items; namely, an employee who works hard, has initiative, and follows the rules to support organizational goals.

Based on the latest study by Tims, Bakker, and Derks [43], job crafting is expected to have a positive influence on job performance. Improving

performance is a functions of training and other human resource (HR) development activities. Antonacopoulou [44] shows that there is a positive relationship between craft work and performance. Ayati & Caniago [45] find that in cooperative performance, job performance and intrinsic motivation moderate the relationship of the Islamic work ethic on work performance, as measured by dependability, creativity, initiative, work quality, and work quantity. In this study, performance is measured by the production of hijabs made by the hijab artisans as a proactive behavior. Therefore, this study measures performance as a proactive behavior because artisans consider hijab production as meaningful, satisfying, and interesting work.

Studies about job performance often discuss several variables that influence it. Organizational justice is one of the variables that has a positive and significant influence [3], [4], [5], [6], [7], [8], [9], [10]. Some studies also discuss the influence of Islamic work on job performance [31], [45], [49], [50]. From these studies, two potential variables appear to improve job performance in university employees, namely organizational justice and Islamic work ethics.

III. RESEARCH METHOD

This study uses causality research, which aims to analyze whether relationships exist between organizational justice and organizational pride to achieve job satisfaction and job performance.

The population in this study is private university employees in Kalimantan and West Java. The university are 2 private universities in West Kalimantan and West Java based on university performance ratings, namely the Binaan and Madya University. The sampling technique used in this study is proportional random sampling. The questionnaire is distributed to each sample who has met the requirement in the university in Kalimantan and West Java Province proportionally. The number of samples used in this study is 200 respondents spread across Kalimantan and West Java Province.

The data obtained in this study is then analyzed statistically using SEM (Structural Equation Model) method with AMOS 23 software. This study uses primary data which was obtained through questionnaire distribution to 200 employees of universities in Kalimantan and West Java Province.

This study uses 4 variables, namely organizational justice, satisfaction, job satisfaction, and job performance. The definitions and indicators of each variable are as follows:

Organizational justice has two dimensions, namely distributive justice and procedural justice with the following indicators [46]: (1) I think my workload is quite fair, (2) I think I am paid a fair salary, (3) I think the general outcomes of my work are fair, (4) The working program which is given to me by my manager is fair, (5) I feel my authority and responsibilities are fair.

Procedural Justice: (1) Before making decisions, my manager makes sure that he understands all of his employees' points of view, (2) While making a decision, my manager collects accurate information, (3) When my manager makes a decision, he explains his decision and gives further information when it is necessary, (4) My manager makes fair decisions, (5) My manager allow employees to ask questions about his decisions.

Organizational pride has the following indicators [26]: (1) Employees feel happy to be part of an organization, (2) Employees are proud of what their organization has achieved, (3) Employees feel that their organization is doing something meaningful, (4) Employees are proud to contribute to the organization's success, (5) Employees are proud to tell others about the organization they work for.

Job satisfaction has the following indicators [17]: (1) Employees are satisfied to work for their organization, (2) Employees are satisfied with their work in the organization, (3) Employees are satisfied with their supervisors in the organization.

Job performance has the following indicators [7]: (1) I contribute effectively to my company's performance, (2) Sometimes, I work harder than I usually need because I enjoy doing a good job, (3) I feel unhappy when my work is not up to my usual standard, (4) I often think of new ways to do my job more effectively, (5) I feel pride and satisfaction when I do a good job.

IV. RESULT

A. Respondents' Profiles and Characteristics

Respondents' characteristic in this study have several criteria, namely: gender, age, education, and income. The explanation of the respondents' characteristics can be seen in Figure 1.

Table 1.
Respondents' characteristic

	Frequency	Percentage
Gender		
Male	95	47,5%
Female	105	52,5%
Age		
30 years old	90	45%
31-40 years old	62	31%

> 41 years old	48	24%
Education		
Bachelor	15	7.5%
Master	107	53.5%
Doctor S3	78	39 %
Income		
1.000.000 - 5.000.000	30	15%
6.000.000- 10.000.000	111	55.5%
>11.000.000	59	29.5%
Total respondent	200	100%

Table 2.
Normality test

Variable	Min	Max	Skew	c.r.	Kurtosis	c.r.
JP5	2,000	5,000	-,793	-4,284	,090	,243
JP4	2,000	5,000	-,822	-4,437	,703	1,898
OP5	2,000	5,000	-,804	-4,344	,247	,666
OP4	2,000	5,000	-,852	-4,603	,319	,862
OJ10	2,000	5,000	-,774	-4,182	,262	,709
OJ9	2,000	5,000	-,762	-4,114	,367	,991
OJ5	2,000	5,000	-,918	-4,955	,444	1,199
OJ4	2,000	5,000	-,855	-4,616	,361	,974
JP3	2,000	5,000	-1,125	-6,073	,723	1,952
JP2	2,000	5,000	-1,056	-5,703	,545	1,473
JP1	2,000	5,000	-,986	-5,325	,648	1,749
JS1	2,000	5,000	-,793	-4,284	,090	,243
JS2	2,000	5,000	-,809	-4,369	,296	,799
JS3	2,000	5,000	-,774	-4,181	,330	,891
OP1	2,000	5,000	-,674	-3,640	,418	1,130
OP2	2,000	5,000	-1,107	-5,979	,540	1,459
OP3	2,000	5,000	-,917	-4,954	,633	1,711
OJ6	2,000	5,000	-,733	-3,957	,529	1,429
OJ7	2,000	5,000	-,787	-4,248	,441	1,191
OJ8	2,000	5,000	-,561	-3,029	,313	,846
OJ1	2,000	5,000	-,792	-4,276	,423	1,144
OJ2	2,000	5,000	-,826	-4,459	,414	1,118
OJ3	2,000	5,000	-,606	-3,273	,135	,365
Multivariate					13,128	2,561

The outlier test was conducted by using the Mahalanobis Distance benchmark. Data contains no outliers if the Mahalanobis distance value does not exceed the chi-square value. The chi-square value with a degree of freedom of 23 indicators at the level of $p < .001$ is 41.638. The analysis results indicate that the Mahalanobis distance value does not exceed 41,638; therefore, the data in this study does not contain outliers.

C. Confirmatory Analysis

Confirmatory analysis is used to test built concepts by using several measurable indicators. In the confirmatory analysis, the loading factor value of each indicator is seen. The loading factor can be used to measure the construct validity. A valid questionnaire is able to reveal something measured by the questionnaire. According to Hair et al. [47], the minimum number of factor loading

B. Normality Test and Outlier

The data is normal if the multivariate Composite Reliability (CR) value is within the range of ± 2.58 . Normality test results indicate that multivariate CR value is 0.628, which is still in the range of ± 2.58 , and therefore, the data in this study is normal (Table 2).

is ≥ 0.5 or ideally ≥ 0.7 . If there is a value below 0.5, it will be removed from the analysis.

Furthermore, the model conformity is tested by using the Goodness of Fit Index. Hair et al. [47] divided the GOFI (Goodness of Fit Index) criteria into three types, namely absolute fit indices, incremental fit indices, and parsimony fit indices. There are 25 criteria in three GOFI types, but according to Hair et al. [47], SEM-Amos analysis does not require all criteria to be met; four to five criteria, which represent the three GOFI criteria, are sufficient.

In this study, two criteria were taken from each type of GOFI, namely MIN/DF and RMSEA representing absolute fit indices, CFI and TLI representing incremental fit indices, and PGFI and PFI representing parsimony fit indices. The results of the loading factor can be seen in Table 3.

Table 3.
Loading factors value

Relationship between variables			Estimate	Relationship between variables			Estimate
OJ3	<---	DJ	,734	OP5	<---	OP	,756
OJ2	<---	DJ	,731	OP3	<---	OP	,806
OJ1	<---	DJ	,765	OP2	<---	OP	,589
OJ8	<---	PJ	,733	OP1	<---	OP	,767
OJ7	<---	PJ	,733	JS3	<---	JS	,920
OJ6	<---	PJ	,728	JS2	<---	JS	,993
OJ4	<---	DJ	,822	JS1	<---	JS	,668
OJ5	<---	DJ	,776	JP1	<---	JP	,506
OJ9	<---	PJ	,842	JP2	<---	JP	,820
OJ10	<---	PJ	,785	JP3	<---	JP	,529
OP4	<---	OP	,830	JP4	<---	JP	,826
				JP5	<---	JP	,633

Table 3 shows that there are no indicators with loading factor values below 0.5, which concludes that all indicators can explain the variables in this study. However, test results showed that the goodness of fit value was not fulfilled, so the model had to be modified to meet

the goodness of fit criteria. Furthermore, to improve the goodness of fit, modifications are made with reference to the modification index. The result of goodness of fit after modification is fit, although some criterias are in marginal fit as in Table 4.

Table 4.
Goodness of fit test result

Fit index	Goodness of fit	Criteria	Cut-off value	Descripts
Absolute fit	RMSEA	≤ 0.08	0,075	Marginal fit
	CMIN/DF	$\leq 2,00$	1,979	Marginal fit
Incremental fit	TLI	≥ 0.90	0.918	Marginal fit
	CFI	≥ 0.90	0.904	Marginal fit
Parsimony fit	PGFI	≥ 0.60	0.677	Fit
	PNFI	≥ 0.60	0.722	Fit

D. Reliability Test

Good construct reliability occurs if there is a construct reliability value > 0.7 and extracted

variance value > 0.5 . The reliability test results can be seen in Table 5.

Table 5.
Reliability test

Variables	Indicators	Standard Loading	Standard Loading ²	Measurement Error	CR	VE
Organizational justice	OJ3	0,734	0,539	0,461	0,9	0,6
	OJ2	0,731	0,534	0,466		
	OJ1	0,765	0,585	0,415		
	OJ8	0,733	0,537	0,463		
	OJ7	0,733	0,537	0,463		
	OJ6	0,728	0,53	0,47		
	OJ4	0,822	0,676	0,324		
	OJ5	0,776	0,602	0,398		
	OJ9	0,842	0,709	0,291		
	OJ10	0,785	0,616	0,384		
Organizational pride	OP4	0,83	0,689	0,311	0,9	0,6
	OP5	0,756	0,572	0,428		
	OP3	0,806	0,65	0,35		
	OP2	0,589	0,347	0,653		
	OP1	0,767	0,588	0,412		
Job satisfaction	JS3	0,92	0,846	0,154	0,9	0,8
	JS2	0,993	0,986	0,014		
	JS1	0,668	0,446	0,554		
Job performance	JP1	0,506	0,256	0,744	0,8	0,5
	JP2	0,82	0,672	0,328		
	JP3	0,529	0,28	0,72		

JP4	0.826	0.682	0.318
JP5	0.633	0.401	0.599

Table 5 shows that the construct reliability of all variables is ≥ 0.7 . In addition, the variance extracted also has a value above 0.5. So it can be concluded that the data used for this study is reliable.

E. Hypothesis Test

The next analysis is the Structural Equation Model (SEM) analysis in full model to test the hypothesis developed in this study. The regression weight test results in this study are as follows:

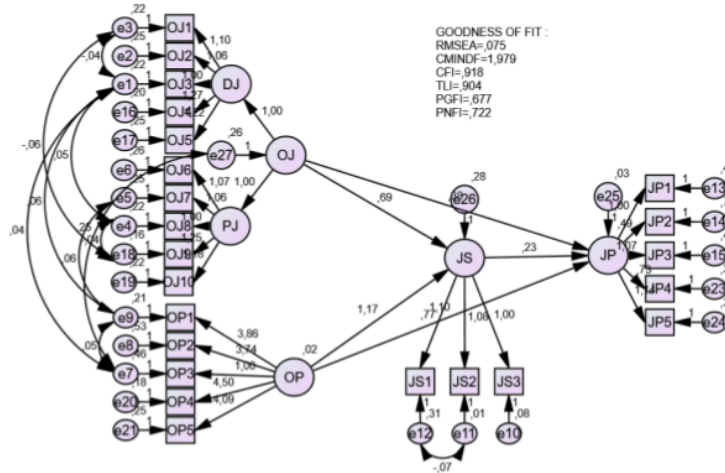


Figure 2. Full model path diagram

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Table 6.

Regression weight hypothesis test result

		Estimate	S.E.	C.R.	P	Label
JS	<---	OJ	.686	.101	6.755	***
JS	<---	OP	1.169	.441	2.649	.008
JP	<---	JS	.232	.061	3.818	***
JP	<---	OJ	.375	.087	4.319	***
JP	<---	OP	1.103	.395	2.795	.005

If the test result shows the CR value is above 1.96 and probability value (P) is below 0.05 or 5%, the proposed hypothesis is accepted. Table 6 shows the results of this study, namely:

(1) Organizational justice has a positive and significant influence on job satisfaction which is proved by a CR value of more than 1.96 (6.755) and a P value below 0.05 (0.000).

(2) Organizational pride has a positive and significant influence on job satisfaction which is proved by a CR value of more than 1.96 (2.649) and a P value that is below 0.05 (0.000).

(3) Job satisfaction has a positive and significant influence on job performance which is proved by a CR value of more than 1.96 (3.818) and a P value below 0.05 (0.000).

(4) Organizational justice has a positive and significant influence on job performance which is proved by a CR value of more than 1.96 (4.319) and a P value below 0.05 (0.000).

(5) Organizational pride has a positive and significant influence on job performance which is proved by a CR value of more than 1.96 (2.795) and a P value below 0.05 (0.005).

V. DISCUSSIONS

This study analyzes the relationship between organizational justice and organizational pride on job satisfaction and job performance in private universities in Kalimantan and West Java. The results find that organizational justice, which consist of distributive justice and procedural justice, is able to provide a positive and significant influence on job performance. This is in line with and supports previous studies [3], [4], [5], [6], [7], [8], [9], [10].

Lambert et al. [4] also discuss two aspects of organizational justice, namely distributive justice and procedural justice, and show that both aspects of organizational justice are able to

influence job performance. In addition, they find that employees with a higher level of education are able to perform better in their roles. Organizational justice has also been proven to have a positive and significant influence on job satisfaction. These results are supported by previous studies related to organizational justice and job satisfaction [16], [17], [18], [19], [20], [21], [22]. This finding also explains that organizational justice can create a good relationship with the customer, which is key for an organization to maintain and increase its market share [48].

From the results of this study, employees of private universities in Kalimantan and West Java should be able to improve organizational justice through both distributive justice and procedural justice. Distributive justice is implemented by using social exchange theory, where certain activities gain specific rewards as fair compensation. For example, employees receive wages, or a salary, and other rewards as compensation for the knowledge, intelligence, skills, and work provided to the organization. In contrast, procedural justice is related to the idea of fairness in the processes involved in decision allocation. It is also a contract to ensure fair treatment for all employees without bias.

Another interesting finding from this study is that perceived organizational justice can encourage employees to feel proud; thus, they tend to make the decision to stay with an organization and develop themselves, which stimulates their commitment to the company [23].

Furthermore, this study highlights the importance of organizational pride and proves that it is able to have a positive and significant influence on job satisfaction and job performance. The influence of organizational pride on job satisfaction is supported by several previous studies [14], [15], [23], [24], [25], [26], as well as the relationship between organizational pride and job performance [11], [12], [13], [14], [15].

Organizational pride can be a strong intrinsic motivator for employees. It has negative implications on employee turnover intentions, as the turnover intention in the organization will be reduced. A company needs to foster employees' contentment and pride in the company in a variety of ways, such as sharing what is achieved by the company, providing job descriptions, and recognizing contributions to the company, so that organizational pride is increased.

VI. CONCLUSION

The discussion above shows this study has several conclusions:

- a. Organizational justice has a positive and significant influence on job satisfaction.
- b. Organizational pride has a positive and significant influence on job satisfaction.
- c. Job satisfaction has a positive and significant influence on job performance.
- d. Organizational justice has a positive and significant influence on job performance.
- e. Organizational pride has a positive and significant influence on job performance.

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