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ORGANIZATIONAL JUSTICE AND WORK MOTIVATION: THE PERSPECTIVE OF CIVIL SERVANT GROUPS IN BANTEN AND CENTRAL JAVA PROVINCES

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Abstract *: The purpose of this study was to uncover the effect of organizational justice (procedural justice, distributive justice, and interactional justice) on the work motivation of BAPENDA employees in Banten and Central Java Provinces. The data were collected using a survey with a purposive sampling technique. The sample size of the study was 587 persons, which involved 200 civil servants at Central Java Province BAPENDA and 387 civil servants at Banten Province BAPENDA. The data were analyzed using multigroup Structural Equation Modeling (SEM). The results of the study showed that organizational justice (distributive, procedural, and interactional justices) can explain and predict the work motivation in the cultural group background of Banten and Central Java. The involvement of the two different cultural groups in this study indicated that the analysis supports the high model fit. In other words, the psychometric properties of the model measurements was not disturbed by the group presence, aka disturbed by the deceptive response.*

Keywords*: justice; distributive; procedural; interactional; motivation*

1. Introduction

The success or failure of the employees in carrying out their duties and responsibilities in the organization is influenced by their perceived fairness concerning the implementation of policies by their immediate supervisors/ leaders (Robbins & Judge, 2013). Hence, an effective organization strives to create a sense of trust, good commitment, and a high level of job satisfaction among employees so that the duties and responsibilities will be carried out in line with the company's visions, missions, and goals (Robbins & Judge, 2013). In that regard, a leader is required to have a policy or program aimed at the employees so that each individual achieves a high level of job satisfaction to optimally contribute to the company (Swanson & Holton III, 2001).

In recent years, organizational justice has become an important variable in understanding employee work behavior in an organization (Cropanzano & Rupp, 2003). When an employee perceives that they are treated fairly, they tend to show a higher level of

performance and better organizational citizenship behavior (Colquitt et al., 2001). In addition, they avoid conflicts within the organization and do not engage in counterproductive activities (Cohen-Charash & Spector, 2001).

According to Robbins & Judge (2013), fairness is a condition when a person gets what is their rights and it is under the applicable laws and norms. Mullins (2005) stated that the fairness perceived by employees in an organization can affect the level of job satisfaction. Furthermore, Greenberg (1987) showed in his research that the greater the fairness perceived by an individual, the greater the perceived satisfaction they have with their work.

BAPENDA Banten and Central Java Provinces, as local government agencies in their field of duty, assist the Governor in carrying out government affairs in the revenue sector. This includes the formulation, determination, planning preparation, and technical policies in the revenue sector, the materials preparation for licensing and public services in the revenue sector, as well as developing the implementation of revenue duties within the Revenue Service and related work units, in order to fulfill the budget needs for government administration services, development and community welfare based on the principle of autonomy and the secondment function.

The results of the initial observation conducted by the authors at BAPENDA Banten and Central Java Provinces showed that some of the employees still perceived organizational injustice. Based on the authors' initial observation by interviewing 85 employees of BAPENDA Banten and Central Java Provinces, 38 employees (44.7%) stated that they perceived unfairness while working in their organization as shown in Table 1.

Table 1. Percentage of Employees' Statements Concerning Organizational Justice in BAPENDA Banten and Central Java Provinces

Perceived Justice (number and percentage)	Perceived Injustice (number and percentage)	No Opinion (number and percentage)	Number of Employees (person)
1-29	100%	52%	57%
30-39	98%	39%	44%
40-49	95%	33%	35%
50-64	81%	18%	35%

Source: Researchers (2023)

Based on this, the authors want to reveal through this study the effect of organizational justice on the work motivation of employees at Banten and Central Java Province BAPENDA. This is due to the organizational justice perceived by the employees at BAPENDA Banten and Central Java Provinces can vary, which is certainly able to affect the increase in work motivation. This is because the two groups of employees have different cultural backgrounds.

2. Literature Review And Hypotheses Development

Normatively, Law Number 5 of 2014 concerning State Civil Apparatus (ASN) states that the implementation of policies and management of ASN is based on principles, one of which is justice and equality. Furthermore, Law Number 43 of 1999 concerning the Ordinance of Civil Service mandates that every Civil Servant is entitled to a fair and appropriate salary in line with the workload and responsibilities. The salary must be able to spur productivity and ensure the welfare of civil servants. However, Robbins & Judge (2013) stated that salary is not the main factor that may affect employee motivation, but the perceived organizational justice significantly affects the employee motivation.

Some researchers such as Miceli et al (1991) and Minton et al (1994) (see: Pinder (1997)) stated that justice consists of three levels, including outcome, procedure, and system. In this case, the perceived justice does not solely depend on the outcome that is obtained, but also on how it is determined and the system or policy behind it (Pinder, 1997).

Distributive Justice

Conceptually, the principles of distributive justice vary widely (Robbins & Judge, 2013). However, there are three principles that are most frequently applied. The first principle is called equity theory (Robbins & Judge, 2013). Broadly speaking, this principle contains two main things. First, the share received by a person must be proportional to the contribution given, both in the form of energy, thoughts, money, and others (Robbins & Judge, 2013). In addition, the comparisons received by one person must also be seen with the comparisons received by others (Robbins & Judge, 2013). Therefore, the share received based on the contribution given must also be proportional to the share of others who are also based on the contribution of such a person (Robbins & Judge, 2013).

Procedural Justice

Procedural justice relates to various processes and the treatment to people involved in those processes. According to Gibson et al. (2012); Luthans (2011); Robbins & Judge (2013), there are three main components in procedural justice, namely the nature of the formal rules of applicable procedures, explanations of procedures and decision making, and interpersonal treatment. Furthermore, according to them that although the first component is objectively more essential, the second and third components in many cases play a greater role in assessing procedural justice. This proves that there are prominent psychological factors in assessing justice. The nature of formal rules in general is something that has been standardized and can be accepted and considered natural.

Interactional Justice

The main thing related to interactional justice is the notion that an important aspect of justice when people interact with the power holders is respect and such respect is a reflection of social sensitivity to authority (Skarlicki & Folger, 1997). However, it is also unfair if interactional justice is limited only to the vertical relationship between supervisors and subordinates or members of social groups. Therefore, some other experts say that the horizontal

interaction is more important than vertical relationship in discussing interactional justice (Donovan et al., 1998).

Work Motivation

According to Herzberg (see: Robbins & Coulter, 2012), there are a series of intrinsic conditions that can form a strong motivation to produce a good performance. These conditions are called motivator factors. The motivator factors include: 1) achievement, which relates to the efforts made by a person to achieve optimal work performance; 2) responsibility, which relates to the opportunity for employees to advance in their work; 3) advancement, which relates to the opportunity for employees to advance in their work; 4) the work itself, which relates to the challenges that the employees perceive from their work; and 5) award, which relates to the recognition or award given to employees for their performance

Then, as stated by Herzberg (see: Robbins & Coulter, 2012), there are a series of extrinsic conditions in the work context that can cause employee job dissatisfaction (when these conditions are absent). These are called Hygiene Factors. Hygiene factors include: 1) salary, which relates to salary, salary increase, and employee expectations on the salary from their performance; 2) job security, which relates to the sense of security perceived by employees at work; 3) work conditions, which relates to workplace conditions, working environment, and work facilities available to the employees; 4) company procedures, which relates to the regular organization and management of the company, as well as the regulations and administration of the company; 5) supervision, which relates to the way supervisors provide guidance to their subordinates; and 6) quality of interpersonal relationships between coworkers, supervisors, and subordinates, which relates to the way employees interact with people in their workplace.

The Effect of Organizational Justice On Work Motivation

Organizational justice shows the integrity of an organization in creating a comfortable and conducive working environment for members of the organization to work together in achieving organizational goals (Colquitt et al., 2001; Cropanzano & Rupp, 2003). Perceptions of injustice in an organization can damage the morale of members of the organization which has an impact on the decline in morale to increase productivity (Colquitt et al., 2001; Cropanzano & Rupp, 2003).

The principle of organizational justice is closely related to perceptions of inequality in distributive issues (Colquitt et al., 2001; Cropanzano & Rupp, 2003). The similarity of the types of decisions taken and their application to the awards received by employees significantly affects the motivation of employees to achieve organizational goals (Locke, 2009). Thus, the hypotheses proposed in this study are:

H1: Distributive justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces.
H2: Procedural justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces.
H3: Interactional justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces.

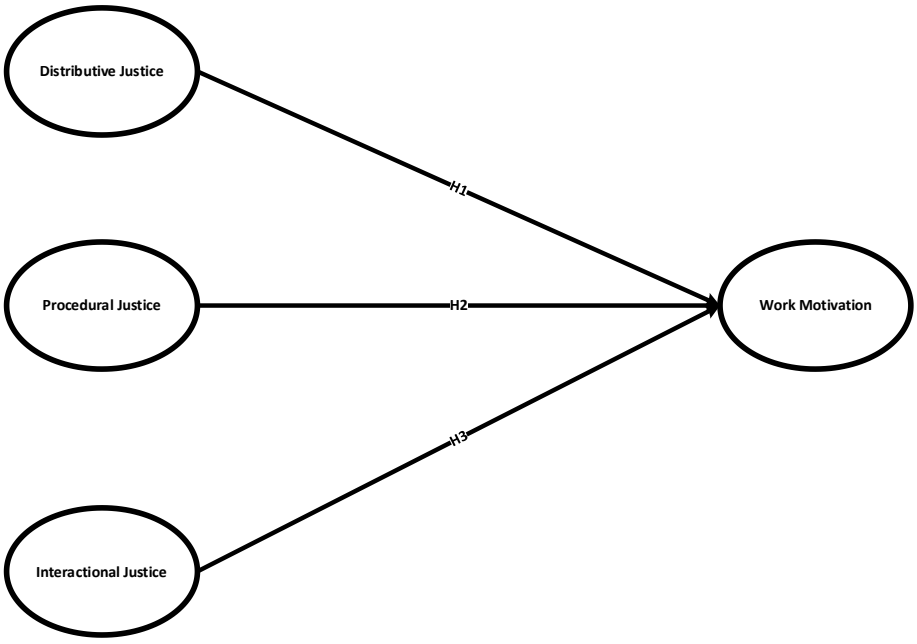

Figure 1. Research Model

3. Method

This research collected data by using the survey method. The instrument used was a closed questionnaire. The sampling technique used here was the purposive sampling technique (Cooper and Schindler, 2015). Respondents used in this study were those who met the following criteria, (1) employees of the BAPENDA office in Banten and Central Java Provinces, (2) at least 18 years old, and (3) willing to be involved in the study. The population in this study were all employees of the BAPENDA office in Banten and Central Java Provinces. The sample size used in this study is closely related to the data analysis technique, namely Structural Equation Modeling (SEM). Hair et al. (2014) stated that the minimum sample size required when using SEM as a data analysis technique with 5 constructs or less is at least 100 respondents. As the number of constructs measured in this study was 4, the minimum sample size required is at least 100 respondents. Thus, the authors determined that the sample size used in this study was 600 respondents. They are civil servants at BAPENDA Banten and Central Java Provinces.

Measurement Scale

The variable measurement scale used in this study was the Likert scale with 1 = Strongly Disagree (SD) to 5 = Strongly Agree. The measurement indicators in this study were adapted from indicators used in previous studies by Cohen-Charash & Spector (2001); Colquitt et al. (2001); Robbins & Coulter (2012).

4. Results And Discussion

Characteristics of Respondents

Based on Table 2, it can be concluded that the majority of respondents in this study were female, aged between 36-45 years old, civil servants of Group 3, have master degrees, served for more than 15 years, and have monthly income ranging from 5,000,001 to 10,000,000.

Table 2. Characteristics of Respondents

Profile		Number	Percentage (%)
Gender	Male	236	40.20
	Female	351	59.80
Age	< 25 years old	0	0
	25–35	130	0.22
	36– 45	230	0.39
	46–55	127	0.22
	>55 years old	100	0.17
Rank/Classification	I	0	0
	II	50	8.52
	III	347	59.11
	IV	190	32.37
Educational Level	High School	90	15.33
	Associate Degree (D3)	10	1.70
	Bachelor Degree (S1)	117	19.93
	Master Degree (S2)	310	52.81
	Doctoral Degree (S3)	60	10.22
Employment Period (year)	1-5	60	10.22

Profile		Number	Percentage (%)
	6-10	100	17.04
	11-15	210	35.78
	>15	217	36.97
Expenditure	0 - 1.000.000	0	0
	1.000.001 - 2.500.000	46	7.84
	2.500.001 - 5.000.000	270	46
	5.000.001 - 10.000.000	271	46.17
	over 10.000.000	0	0

Source: Researchers (2023)

Table 3 shows the results of the validity and reliability tests. The results of the construct validity and reliability tests in this study were good. All measurement indicators for each construct produced a factor loading value > 0.3, indicating that the measurement constructs have good discriminant validity. The results of the AVE value calculation generated in Table 3 were more than 0.5, thus, it can be said that the ten constructs in this study have good convergence validity (Hair et al., 2014). Measurement of construct reliability in this study used the Cronbach Alpha (α), and as stated by Nunnaly (1978) and Kaplan and Saccuzzo (1982) (see: Peterson, 1994), the good α value for each construct used in basic research is 0.70 to 0.80. Therefore, the reliability of each construct in this study is good.

Table 3. Validity & Reliability Test Results

Construct	Measurement Indicator	Factor Loading Value	AVE	α
Distributive Justice	KD1	0.852	0.72	0.874
	KD2	0.884		
	KD3	0.787		
	KD4	0.860		

Construct	Measurement Indicator	Factor Loading Value	AVE	α
Procedural Justice	KP1	0.721	0.62	0.884
	KP2	0.746		
	KP3	0.760		
	KP4	0.896		
	KP5	0.840		
	KP6	0.764		
Interactional Justice	KI1	0.768	0.54	0.792
	KI2	0.769		
	KI3	0.720		
	KI4	0.709		
	KI5	0.705		
	KI6	0.731		
Motivation	M1	0.732	0.66	0.918
	M2	0.844		
	M3	0.825		
	M4	0.836		
	M5	0.825		
	M6	0.841		
	M7	0.791		

Source: Researchers (2023)

Structural Model Test Results

The data analysis procedure that the author applied was the multiple-group structural equation modeling analysis, abbreviated as MG-SEM. If the value of the resulting model fit is quite good, it can be concluded that the psychometric properties of the measurement variables in the research model are invariant to deceptive responses or are not disrupted by the presence of

groups (Banten and Central Java). The analysis procedure in the first stage was carried out using the baseline model. The authors carried out this step of analysis by adopting the research conducted by Byrne (2004). To analyze the multi-group model, we had to enter the group variables into the IBM SPSS AMOS data. Based on this description, the results of the baseline structural model test are as follows:

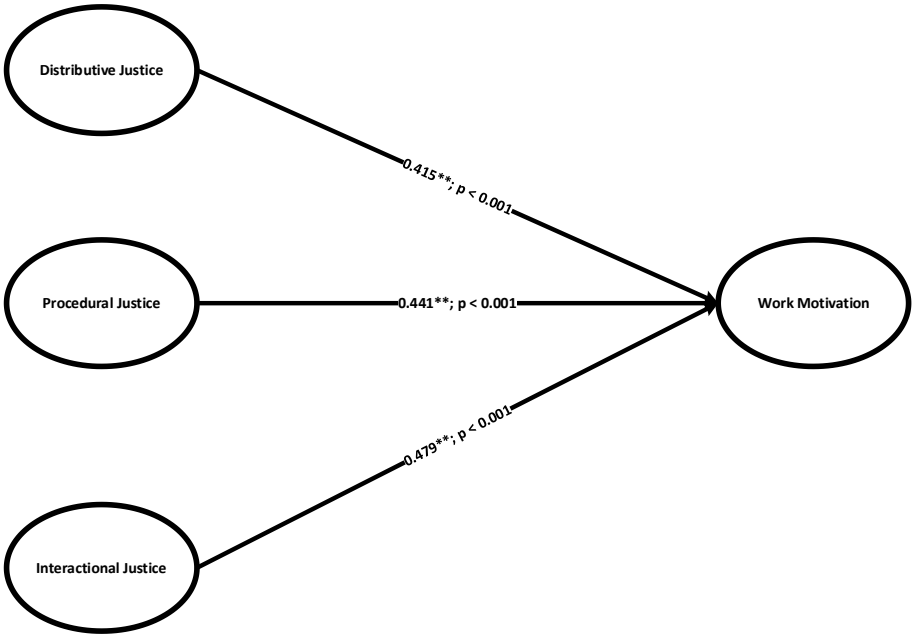

Figure 2. Structural Model Results

The results of the analysis can be seen in Table 4. The authors focused on the Model Fit. Although the analysis was carried out on two groups (Banten and Central Java), the resulting model fit index was only one type (for two groups). Although the chi-square value has a significance level of less than 0.05, the CFI and RMSEA values are consistent with the appropriate model criteria. These results indicated that the inclusion of groups in the analysis supported the high fit of the model. Thus, the analysis could proceed to the stage of constrained models. The results of the constrained model test can be seen in Table 5 presenting the fit values of the baseline model and the constrained models.

Table 4. Fit Value of the Baseline Model

Measurement Index Criteria		Reference Value	Result	Description
Absolute fit measures	Chi-square	Small	81.115	Good
	RMSEA	< 0.08	0.069	Good
	GFI	> 0.90	0.891	Marginal

Measurement Index Criteria		Reference Value	Result	Description
Incremental fit measures	AGFI	> 0.90	0.882	Marginal
	CFI	> 0.95	0.902	Good
	TLI	> 0.95	0.909	Good
Parsimonious fit measures	CMIN/DF	≤ 5.00	3.005	Good

Source: Researchers (2023)

Following that, an analysis was done on models with factor loading constraints. Table 5 below shows the results of the goodness of fit for 6 models, namely: the unconstrained model, the measurement weights model, the structural weights model, the structural covariances model, the structural residuals model, and the measurement residuals model.

Table 5. Fit Values of the Baseline Model and the Constrained Models

Model	NPAR	CMIN	DF	P	CMIN/DF	RMR	GFI	AGFI	CFI	RMSEA
Unconstrained	122	81.115	288	.000	3.005	.080	.891	.882	0.902	.069
Measurement weights	116	81.327	304	.000	3.004	.080	.891	.882	0.904	.054
Structural weights	107	81.489	310	.000	2.903	.088	.891	.885	0.905	.053
Structural covariances	104	81.338	311	,000	2.796	.088	.891	.886	0.907	.053
Structural residuals	100	82.835	314	.000	2.578	.088	.891	.887	0.909	.052
Measurement residuals	66	84.607	354	.000	1.945	.091	.870	.846	0.912	.047
Saturated model	420	.000	0			.000	1.000		1.000	
Independence model	40	6128.545	380	.000	16.128	.335	.327	.256	.000	.187

Source: Researchers (2023)

The table shows that the six models (unconstrained to measurement residuals) each has specific model fit values. Furthermore, the fit value of the unconstrained model is the same as the baseline model test that we have done previously. The CMIN value remained the same, which was 81,115 and the CFI value also remained the same, which was 0.902. Based on these Tables, we would compare the baseline model or the unconstrained model with the output model of the IBM SPSS AMOS program. The method was to calculate the difference between the chi-

square values and the CFI values of the other five models with the unconstrained model. The following Table 6 shows the results of the calculation:

Table 6. Comparison between Models

Comparison between Models	Chi-Square Comparison		CFI Comparison
	Chi-Square Difference ($\Delta\chi^2$)	DF Difference	
Unconstrained vs Measurement Weights	0.212	16	0.002
Unconstrained vs Structural Weights	0.374	22	0.003
Unconstrained vs Structural Covariances	0.223	23	0.005
Unconstrained vs Structural Residuals	1.72	26	0.007
Unconstrained vs Measurement Residuals	3.492	66	0.01

Source: Researchers (2023)

Table 6 shows that there is no difference in the value of the model fit between the baseline model/unconstrained model and the other five models. In this study, there are two ways to compare the models, namely through a comparison of the difference in the chi-square values and the difference in the CFI values. For example, the difference in the chi-square values between the unconstrained model and the measurement residuals model was 3.492. Then, look at the table's chi-square value with DF = 66 at a significance level of 0.05, the result was 85.95. Thus, the difference in the chi-square values between the unconstrained model and the measurement residuals model was below the table's chi-square value. This showed that there was no difference in the value of the model fit between the baseline model/ unconstrained model and the measurement residuals model. Overall, the other comparisons also generated the same conclusion.

The second way is to compare the difference in the CFI values for each model. This comparison is strongly recommended by researchers because the chi-square value comparison is highly sensitive to large sample sizes. Cheung & Rensvold (2002) stated that the value of a CFI comparison between two models that is above 0.01 indicates a difference in the value of the model fit. Based on their statement, there was no CFI value comparison of more than 0.01 according to Table 6. Thus, it can be concluded that there was no difference in the value of the model fit between the baseline model/ unconstrained model and the other five models.

The first hypothesis in this study which states that distributive justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces is supported. The results in Figure 2 show the beta coefficient value of 0.415 with a CR value of 3.571 ($p < 0.001$). The more positive the perceived distributive justice, the more it increases the work motivation of BAPENDA office employees in Banten and Central Java Provinces.

Distributive justice is a perceived justice associated with the distribution of outcomes such as money, rewards, and time (Colquitt et al., 2001; Greenberg, 1987). This will be created when the desired results are consistent and in accordance with the expected equivalence, and when the outcome ratio for personal effort significantly matches the outcome ratio for other efforts. Colquitt et al., (2001) and Greenberg (1987) stated that when members of an organization perceive distributive justice positively, it will increase their work motivation.

The second hypothesis in this study which states that procedural justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces is well supported. The results in Figure 2 show the beta coefficient value of 0.441 with a CR value of 3,891 ($p < 0.001$). The more positive the perceived procedural justice, the more it increases the work motivation of BAPENDA office employees in Banten and Central Java Provinces. Procedural justice is a perceived justice associated with organizational procedures. One of the central issues in this concept is the opportunity for members of an organization to have a voice, which is to express one's opinions and concerns (Gibson et al., 2012). In addition, consistency, truth, lack of bias, and accuracy are important dimensions in this concept (Cohen-Charash & Spector, 2001). Pinder (1997) stated that the procedures performed must be based on neutrality, honesty, and respect so that it will increase the motivation of the members of the organization.

The third hypothesis in this study which states that interactional justice has a positive effect on the work motivation of BAPENDA office employees in Banten and Central Java Provinces is also supported. The results in Figure 2 show the beta coefficient value of 0.479 with a CR value of 3.990 ($p < 0.001$). The more positive the perceived interactional justice, the more it increases the work motivation of BAPENDA office employees in Banten and Central Java Provinces. Interpersonal justice involves the perception of behavior, in terms of being polite. Although the supervisor's decision may have negative consequences for the recipient, the decision is still considered fair if the individual acknowledges that they have been treated with respect by the supervisor (Greenberg, 1987). Furthermore, Greenberg (1987) stated that when members of an organization perceive that they are treated with respect and dignity by their supervisors, it will increase their motivation to work for the organization.

5. Conclusion, Implication And Limitation

One of the important factors that guide our work-related behavior and engagement (Pinder, 1997) is work motivation. Work motivation represents the energetic force that may instigate work-related behavior and determines its form, intensity, direction, and duration (Pinder, 1997). The next major construct in the work context is organizational justice. This concept involves the process of perceived justice and various types of interactions within an organization (Colquitt et al., 2001). Similar to motivation, organizational justice is associated with a variety of important outcomes for employees and organizations (Colquitt et al., 2001). In general, the organizational justice model in this study can explain and predict the work motivation of civil servants in BAPENDA Banten and Central Java Provinces. The presence of two groups of civil servants (Banten and Central Java) supports the high fit of the model. In other words, the measurements in this study are not disrupted by the presence of the group. The interactional justice variable has

a positive, significant, and greatest influence on the work motivation of BAPENDA employees in Banten and Central Java Provinces.

Further research with the in-depth development of other variables is needed to better understand the work motivation of BAPENDA employees in Banten and Central Java Provinces. Research should be performed regularly because changes in organizational situations and conditions will result in changes in the work motivation of BAPENDA employees in Banten and Central Java Provinces. In further research, it would be better to use mediating or moderating variables on the effect of organizational justice on the work motivation of BAPENDA employees in Banten and Central Java Provinces.

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