

## **The Effect Of Distributive Perception Of Justice And Procedural Perception Of Justice On Employee Engagement On Health Employees Hospital Garut West Java**

**Uce Karna Suganda<sup>1</sup>,Juliana Sibarani<sup>2</sup>,Sudrajat<sup>3</sup>**

<sup>1</sup>Widyatama university bandung 2021

<sup>2</sup>Widyatama university bandung 2021

<sup>3</sup>Widyatama university bandung 2021

<sup>1</sup>uce.karna@widyatama.ac.id,<sup>2</sup> juliana.sibarani@widyatama.ac.id, <sup>3</sup>sudrajat@widyatama.ac.id

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**Abstract:** The Effect of Perceived Distributive Justice and Perceived Procedural Justice on Employee Engagement in Garut Hospital Employees, This research was conducted at Garut Hospital . The data collected and the results of preliminary studies show that the level of employee engagement at Garut Hospital Bandung is still low. The research method used is descriptive and verificative analysis method with the number of respondents 100 people from a population of 375 employees of Garut Hospital. The data analysis technique used is descriptive analysis technique, correlation analysis to determine the magnitude of the influence between the independent variables and the dependent variable and path analysis using the Causal Step technique to determine the direct and indirect effect and the mediation effect of the independent variables on the dependent variable. The results showed that perceived distributive justice The Effect of Perceived Distributive Justice and Perceived Procedural Justice support have a positive effect on on Employee Engagement at Garut Hospital West Java.

**Keywords:** Distributive Justice, Procedural Justice, Employee Engagement

### **1. Introduction**

In the process of running company activities as an effort to achieve its vision and goals, a company, whether large or small in various business fields, cannot be separated from challenges and competition to maintain its business. Even large or small companies will find it difficult to win the competition if the company only relies on the current business scale, but the company must be responsive to changes that occur both within and outside of its business environment. Business processes should not only be run by predefined rules or hierarchies, but must be controlled by good governance processes.

To achieve predetermined goals, a leader needs a management tool called the management element. According to the opinion expressed by Manullang in Usman Effendi, (2014), "The management element consists of man, money, materials, machines, methods and markets. Man in the element of company activity can be interpreted as human resources, money can be interpreted as capital, materials can be interpreted as goods, machines can be interpreted as machines or equipment and methodes can be interpreted as policies, systems and procedures. "

Based on the four management elements above, the hospital as a form of company needs to optimize its implementation in an effort to achieve its business goals and the hospital must be able to determine which resource priorities are the fulcrum for achieving the hospital's business goals. Furthermore, M.T.E Hariandja (2002) states that: "Human resources are an important factor in a company in addition to other factors such as capital. Human resources must be managed properly to increase the effectiveness and efficiency of the organization so that the organization is able to achieve the goals and visions it has set. "

Human resources are a large group of activities that need special attention and are seen as company assets. Therefore, to optimize it requires efforts through Human Resource Management practices. According to Sunyoto (2013), "Human resource management has two functions, namely a Managerial function and an Operational function."

Based on the two functions of human resource management above, human resource management activities in a company have a very big role to play in realizing employee engagement in a company which in turn can improve employee performance as an effort to achieve company performance and goals..

The concept of engagement was first put forward by Kahn (1990), who argues that: "An engaged employee is someone who is physically, cognitively and emotionally connected to their work and to others."

This research was conducted at Garut West Java Hospital, where this hospital is a government-owned hospital located in West Java Province and has heterogeneous employees with different competencies which are broadly divided into two groups, namely employees in groups. health workers and non-health workers.

The intense competition in the hospital sector requires companies to continue to innovate, develop service products and improve the quality of their servants so that they can compete with other hospitals as competitors. West Java Garut Hospital strives to provide the best service to customers, appreciates employees who have high morale, participation and contribution to their work, so that an employee maintenance program is needed with the aim of creating employees who are competent and have reliability and can last long into age. retire to the company. To achieve this, the hospital management has made efforts through a system of development, compensation and remuneration so that employee welfare can be realized. In fact, development, compensation and remuneration through the provision of salaries and incentives are not sufficient to make employees capable of performing until retirement and have high engagement. Based on the background explanation above, the researcher believes that there are several factors that affect employee attachment to this hospital so that a study is needed to find out the things that can influence it.

The interest of Garut West Java Hospital to increase employee engagement is part of the management's commitment to empowering employees to achieve optimal individual and organizational performance. But in reality, based on the data found, the level of employee engagement is still considered not as expected. Garut West Java Hospital's efforts to improve employee performance are carried out by first seeking the welfare of its employees, then Garut West Java Hospital has a real commitment which is manifested in its management policies and as an effort to evaluate it.

## **2. Literature Review**

### **• Distributive Justice**

Distributive justice is justice regarding the amount and reward among individuals (Stephen P. Robbins, 2008: 249). Apart from its focus on perceptions of fairness, another important element of organizational justice is the view that justice is multidimensional. For eGarutample, how much we are paid according to our thinking is very important. The judgments made by people are related to the results they receive compared to the results received by other people who become references Raymond A, (2011). This theory suggests that a person will assess justice by comparing the outcomes he receives with the input he provides and then comparing it with the outcomes and input from the comparison. According to Noe et al (2011), defining "Distributive justice is the fairness of rewards as an appraiser made by people regarding the rewards they receive compared to those received by others who become their reference."

### **• Procedural Justice**

Procedural justice is a concept of justice that focuses on the methods used to determine the rewards received Noe et al, (2011). According to Suifan et al (2017), "Procedural justice is justice which refers to the decision-making process where the results are shared with employees." Procedural justice theory deals with the procedures used in the organization to distribute the results and resources of the organization to its members. Researchers usually propose two theoretical eGarutplanations for the psychological processes underlying instrumental influences and national concerns or structural components. Ghosh and Sinha (2014), revealed that "Distributive justice and interactional justice are the strongest and most prioritized over procedural justice in determining employee engagement."

### **• Employee Engagement**

Employee attachment is a positive mental state of employees regarding their work. According to Pringgabayu & Keizer, (2017), explains that "Employee engagement refers to a state of feeling, and serious and consistent thoughts towards the work done by employees within the company." Employees who have a high level of attachment will have a high emotional attachment to the organization so that it will be influential in completing work and tend to have work quality as expected (Cendani & Tjahjaningsih, (2015). Employee engagement according to Siswono Sim (2016), is defined as "An employee's appreciation of goals and concentration of energy that appears in the form of skills, effort and persistence that lead to organizational goals". According to Robbins and Judge, 2015 Ariarni & Afrianty,(2017), "Employee engagement is employee attachment, satisfaction and enthusiasm for the work being done". Employees who have strong ties with the company and feel comfortable and happy with the things in their work environment and their job responsibilities, employees can improve their performance to support the company's success.

## **Framework and Hypothesis**

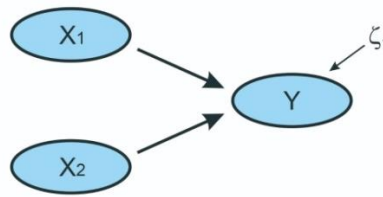


Figure 2. Relationship Flow Framework between Latent Variables

X<sub>1</sub>= **Distributive Justice** (exogenous latent variable)  
 X<sub>2</sub>= **Procedural Justice** (exogenous latent variable)  
 Y = **Employee Engagement** (endogenous latent variables)  
 ζ = Residue factor

• **Hypothesis**

- H<sub>1</sub>: The Distributive Justice have a significant positive effect on employee engagement
- H<sub>2</sub>: The Procedural Justice have a positive effect on employee engagement
- H<sub>3</sub>: The Distributive Justice and Procedural Justice have a positive effect on Employee Engagement

**3. Research Methodology**

The object of research in the preparation of this thesis is Health Employees Hospital Garut West Java. With the variables examined are the effects of The Effect Of Distributive Perception Of Justice And Procedural Perception Of Justice On Employee Engagement. The design research used in this research is exploratory, descriptive, verifiative, and causal, which aims to find views or insights into the problem in general, to clarify emerging phenomena and to clarify the priority of the problem in research. Descriptive research is research that aims to obtain variable characteristics or provide a more accurate description of the variable or segment. Hypothesis testing with Multiple Linear Regression Analysis.. So in determining the research sample 100 is carried out by using probability sampling techniques,.

**4. Research Finding and Argument**

- **Model test Goodness fit (Test- F)**

**Table 1**  
**Model Test Goodness fit (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	679.549	2	339.775	70.395	.000 <sup>b</sup>
	Residual	410.269	85	4.827		
	Total	1089.818	87			

a. Dependent Variable: Y

b. Predictors: (Constant), X<sub>2</sub>, X<sub>1</sub>

Model test Goodness fit (Test- F), it can be seen that the Fcount value is 70,385. This value will be compared with the Ftable value in the distribution table F. with α = 100 obtained Ftable of 2.37. thus Fcount 70.385. > F table 2.37 so that H<sub>a</sub> is accepted and H<sub>0</sub> is rejected. This shows that there is a significant influence between Distributive Justice (X<sub>1</sub>) and Procedural Justice (X<sub>2</sub>) on the Employee Engagement (Y).

- **Multiple Linear Regression Analysis.**

**Table 2. Multiple Linear Regression Test Results**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,975	,299		6,611	,000
Distributive Justice	,238	,105	,281	2,272	,025
Procedural Justice	,236	,107	,273	2,212	,029

a. Dependent Variable: Employee Engagement

1. The constant value is 1.975, this indicates that Employee Engagement is 1.975 if it is influenced by Distributive Justice and Procedural Justice.
2. The value of Distributive Justice is 0.238, this indicates a positive direction, therefore if Distributive Justice increases, the Employee Engagement variable will increase by 0.238.
3. The value of Procedural Justice is 0.236, this shows a positive direction, therefore if the Distributive Justice rate variable increases, the Employee Engagement variable will increase by 0.236.

• **Correlation Coefficient Analysis .**

**Table 3. Correlation Coefficient Test Results**

**Correlations**

		Y	X1	X2
Pearson Correlation	Y	1.000	.748	.561
	X1	.748	1.000	.449
	X2	.561	.449	1.000
Sig. (1-tailed)	Y	.	.000	.000
	X1	.000	.	.000
	X2	.000	.000	.
N	Y	88	88	88
	X1	88	88	88
	X2	88	88	88

Source: Results of SPSS (Statistic Program for Socialscience) data processing 22

a. The relationship between the distributive Justice Variable ( $X_1$ ) to the Employee Engagement (Y) is (0.748), in other words the score interpretation of the relationship between the two variables is strong.

b. The relationship between the variable Procedural Justice ( $X_2$ ) to the Employee Engagement (Y) is (0.561), in other words the interpretation of the relationship between the two variables is moderate.

Meanwhile, to find out simultaneously, it can be seen from the Summery Model table by looking at the R value in the following table:

**Table 4. Simultaneous Correlation Coefficient Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 <sup>a</sup>	.624	.615	2.197

- a. Predictors (constant), Distributive Justice
- b. Dependent variable Employee engagement

Based on the correlation coefficient interpretation criteria, the correlation value of 0.790 is included in the strong relationship category, in the interval 0.600 - 0.799.

**• Analysis of the coefficient determination**

The coefficient of determination (Kd) is 31.5%, which means that the level of influence of Procedural Fairness (X<sub>2</sub>) on the Employee Engagement (Y). while the remaining 69.5% is influenced by other variables not examined in this study. The simultaneous calculation to calculate how much influence (contribution) is given by Distributive Justice (X<sub>1</sub>) and Procedural Justice (X<sub>2</sub>) to the Employee Engagement (Y) can be seen by looking at the R square value in the summery model table.

Based on the results of the SPSS output, the simultaneous effect is 0.624 or 62.4%. Simultaneously, the influence (contribution) between Distributive Justice (X<sub>1</sub>) and Procedural Justice (X<sub>2</sub>) on the Employee Engagement (Y) together is 62.4%. While the remaining 47.6% is influenced by other variables not examined in this study.

**• Hypothetical Testing (t test)**

**Table 5. Hypothesis Results (t test) Partially Variable Distributive Justice and Procedural Fairness on the Employee Engagement**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,975	,299		6,611	,000
Distributive Justice	,238	,105	,281	2,272	,025
Procedural Justice	,236	,107	,273	2,212	,029

a. Dependent Variable: Employee Engagement

From the t-test statistical calculations above, tcount for Distributive Justice = 2.272 is greater than t table = 1.986, then Ha is accepted and Ho is rejected. This means that there is a positive influence between Distributive Justice on the Employee Management process.

From the t-test statistical calculation above, tcount for Procedural Justice = 2.212 is greater than ttable = 1.986, then Ha is accepted and Ho is rejected. This means that there is a positive influence between Procedural Justice on the Employee Management process.

**4. Conclusion and Suggestion**

**• Conclusion**

1. The results of the research with the t test indicate the statistical calculation of the t test above, tcount for Distributive Justice = 2.272 is greater than t table = 1.986, then Ha is accepted and Ho is rejected. This means that there is a positive influence between distributive justice and the process of employee management on health employees at Hospitals Garut West Java.
2. The results of the research with the t test states, From the statistical calculations of the t test above, the t count for Procedural Justice = 2.212 is greater than t table = 1.986, then Ha is accepted and Ho is rejected. This means that there is a positive influence between Procedural Justice on Employee Management on Health Employees Hospitals Garut West Java.

3. Based on the research results, the calculation with the value of F count = 16.032 is in the receiving area of Ha. This means that the hypothesis that the authors propose simultaneously, namely "Distributive Justice and Procedural Justice affect Employee Management on Health Employees Hospitals Garut West Java can be accepted."

- **Suggestion**

1. Reviewing human resource management policies on the "Compensation and Remuneration" system that meets the elements of procedural and distributive justice and provides support to employees.
2. Determine provisions that are consistently implemented through the "Compensation and Remuneration" system that fulfills the elements of justice, both distributive and procedural justice, by means of:
  - a) Making regulations and rules of the game which can be in the form of policies, decrees (SK), regulations, work guidelines, procedures and work contracts. Position analysis based on competency level refers to the Minister of Health Regulation No. 40 of 2017 for nurses and composing themselves for other health workers, because no regulations have been issued yet. The job analysis is used as the basis for providing health worker benefits.
  - b) Lowering each level of competence or authority and clinical assignments of nurses and other health workers into the "job description". Lowering targets into Key Performance Indicators for individuals, units and hospitals. Perform evaluation and "continues improvement".
  - c) Integrate performance management results with other HR management systems, namely: training and development, compensation and remuneration, reward systems, punishment systems and others.

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