



THE EFFECT OF DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE AND JOB
SATISFACTION ON NURSE PERFORMANCE

(Survey on the Health Center Subdistrict Lakea Buol of Sulawesi Central Province)

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Abstract

This research was conducted at the Health Center in Lakea Subdistrict, Buol District, Central Sulawesi Province, which is an organizational health facility in the Lakea Subdistrict as an implementing element of the Regional Government in the health sector. The purpose of this study was to analyze the effect of distributive and procedural justice compensation on job satisfaction and nurse performance. The number of population in Lakea District Health Center in Buol District is 38 people. The sampling method in this study uses total sampling. Data collection techniques used were using a questionnaire, and the data analysis technique used was SPSS. The results of this study indicate that distributive justice, procedural compensation, job satisfaction, have a positive and significant effect on the performance of nurses. Job satisfaction proved to have a positive and significant effect on distributive justice, procedural compensation, and the performance of nurses at the Lakea District Health Center, Buol District, Central Sulawesi Province.

Keywords: distributive justice, procedural compensation, job satisfaction, and nurse performance

I. INTRODUCTION

The health center is an organizational health facility in the Lakea Subdistrict of Buol District to carry out the task of implementing health services. Health services are to provide responsibility and authority in the health sector, as is the duty given by Health nurses in the function of developing and fostering public health and providing health services in the form of basic and comprehensive activities and integrated in the area of work.

The Public Health Service of the Community Health Center was established by the local government to provide health services to the community who are required to provide good



services to the community as a duty in the form of service to the government and the community who need treatment and health services as well as affordable costs. Sometimes due to this low cost, it is feared that health center services are not as expected by patients, therefore it is very necessary to have a concept of customer insight or patients where the Puskesmas can focus full attention on the needs and desires of patients. (Sidanty, 2015).

If the efforts made by nurses to achieve better quality of service are not necessarily the same as those desired by the patient and perceived satisfaction depends on the quality of service received, the consumer is not satisfied. If expectations are the same or smaller than the quality of service received, the patient will be more satisfied, which must be considered by the doctor's services such as the responsiveness of the patient's complaints so that they are handled as soon as possible and explain clearer information to the patient.

Service quality is the attitude of desire and excellence that is expected to satisfy customer satisfaction, what is evaluated and perceived expectations can also be interpreted as the level of one's feelings towards performance and procedures with the expectation, satisfaction or dissatisfaction of consumers which are differences or expectations and perceived performance and if the services perceived are in accordance with good expectations, consumers will feel more satisfied.

Motivation is a process that directs and stimulates enthusiasm for work, and achievement of goals on high motivation to develop the efficiency of nurses that justice can improve job satisfaction, because job satisfaction will motivate employees to improve their performance (Handoko, 2008).

II. THEORETICAL FRAMEWORK

1. Distributive justice, job satisfaction and nurse performance

Distributive justice is a person's thinking or individual employee perception and justice such as wages and results that are distributed to the organization (Carrel & Dittrich, 1978; Tjahjono, 2014). Distributive justice as well as consistent and related allocations and results on equity theory explains that employees will always get the results and rewards they give to employees. Distributive justice can also affect employee satisfaction and various work related outcomes such as wages, job duties, and honesty and agree to mutual progress. (Colquitt, 2011).

Distributive justice is where justice related to outcome allocation and performance can be accepted by employees such as satisfaction, and the influence of strength and fair assessment of whether or not the results have been obtained (Folger and Konovsky, 1989; Masterson et al., 2000).

Job satisfaction is a pleasure that a person feels for the work he does in the organization. Job satisfaction is also the level of satisfaction of individuals because they get more wages from various jobs in the organization where they work.

Job satisfaction is where the factors that get results are very important to be optimal and the person will feel satisfied in his work and he will try his best to develop his abilities to be able to



produce better work. Thus, previous research explains that procedural justice has an impact on job satisfaction and performance. (Thibaut & Walker, 1978; Tjahjono, 2011; Tyler & Blader, 2013).

H1 : Distributive justice has a positive effect on nurses' job satisfaction

H2 : Distributive justice has a positive effect on nurse performance.

2. Procedural justice compensation, job satisfaction and nurse performance

Procedural justice is a process used to distribute awards. Procedural justice also has two elements which are very important are process control and explanation. Process control is the availability of space in conveying one's view to achieve the desired goal of the decision-maker explanation which is how the reasons explained by the management are given. Interional justice is the perception of someone who is treated with care and better.

Individuals within the organization need to pay attention to how to make decisions fairly so that they feel that the organization and employees will both feel benefited if the organization carries out procedures fairly, (Colquitt et al., 2013).

Means that procedural justice has a very positive effect on outcome (Palupi, 2013; Tjahjono & Palupi, 2017; Palupi & Tjahjono, 2016) such as job satisfaction which includes the reaction or attitude of someone to obey the work and interact with fellow colleagues or leaders and comply with the rules in various organizations provided by the company.

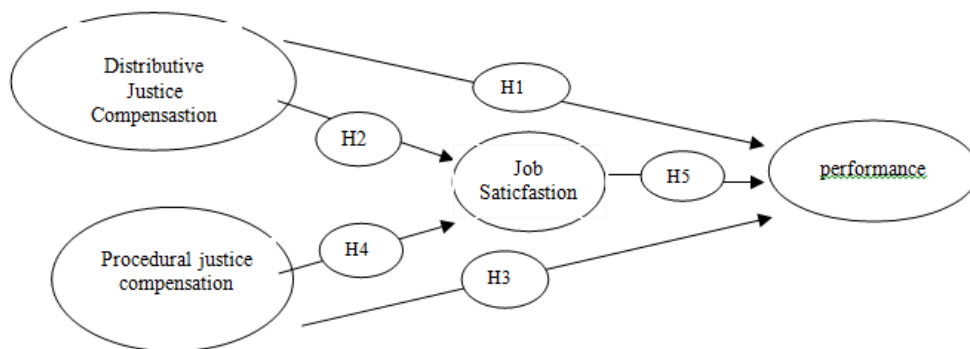
H3 : Procedural justice compensation has a positive effect on job satisfaction

H4 : Procedural justice compensation has a positive effect on performance.

In the above theories the fulfillment of job satisfaction and performance can encourage and motivate better in individuals that job satisfaction is the behavior that becomes the main reference or key in doing work to be able to improve better performance through job satisfaction. (Hidayat et al., 2017).

H5 : Job satisfaction has a positive effect on performance.

III. RESEARCH METHODS





IV. RESULT AND DISCUSSION

A. RESULT

1. Respondent Profile

It can be seen that the majority of respondents are 19 female nurses (50%) and the remaining 19 men (50%). Respondents based on age were dominated by respondents aged 21-30 years as many as 31 people (81.5%). Based on educational background, the majority of nurses have a S-1 background of 29 people (76.3%). Respondents with a working period of 1-5 years occupy the highest number of 34 people (89.4%).

2. Validity Testing

Things that were done before showing that all statement indicators deserved to be used as research instruments were conducting a large sample test of 38 respondents. 5% significance level if the probability is < 0.05 then the statement is valid. Whereas if the probability value is > 0.05 , the statement is invalid (Ghozali, 2013).

Table 1. Validity Test Results Items Variable of Distributive Compensation Justice (X1) and procedural justice compensation (X2)

Indicator	Rxy	r-tabel	Sig.	A	Information
X1.1	0.944	0,320	0,000	0,05	Valid
X1.2	0.955	0,320	0,000	0,05	Valid
X1.3	0.941	0,320	0,000	0,05	Valid
X1.4	0.930	0,320	0,000	0,05	Valid
X2.1	0.859	0,320	0,000	0,05	Valid
X2.2	0.847	0,320	0,000	0,05	Valid
X2.3	0.907	0,320	0,000	0,05	Valid
X2.4	0.785	0,320	0,000	0,05	Valid
X2.5	0.874	0,320	0,000	0,05	Valid
X2.6	0.889	0,320	0,000	0,05	Valid
X2.7	0.833	0,320	0,000	0,05	Valid

source: results of data processing 2018

From Table 1. above it can be seen that the value of $r_{xy} > r\text{-table}$ is 0.320 (sig. < 0.05), so that all questions in the questionnaire on the items questions on the variable Distributive Compensation Justice and Procedural Justice Compensation are valid. While the validity test of Employee Satisfaction and Performance variables can be seen in Table 1. below.



Table 2. Validity Test Results of Satisfaction Variable Items (Z) and Performance (Y)

Indicator	rxy	r-tabel	Sig.	A	Information
Z1.1	0.703	0,320	0,000	0,05	Valid
Z1.2	0.795	0,320	0,000	0,05	Valid
Z1.3	0.778	0,320	0,000	0,05	Valid
Z1.4	0.720	0,320	0,000	0,05	Valid
Z1.5	0.757	0,320	0,000	0,05	Valid
Z1.6	0.843	0,320	0,000	0,05	Valid
Z1.7	0.827	0,320	0,000	0,05	Valid
Y1.1	0.657	0,320	0,000	0,05	Valid
Y1.2	0.744	0,320	0,000	0,05	Valid
Y1.3	0.782	0,320	0,000	0,05	Valid
Y1.4	0.832	0,320	0,000	0,05	Valid
Y1.5	0.721	0,320	0,000	0,05	Valid
Y1.6	0.801	0,320	0,000	0,05	Valid
Y1.7	0.772	0,320	0,000	0,05	Valid

From Table 2. above it can be seen that the value of $rx_y > r\text{-table}$ is 0.320 (sig. < 0.05), so that all questions in the questionnaire on the items of questions on the variable Employee Satisfaction and Performance are valid.

Reliability Testing

Validity test is done to ascertain how well an instrument means to be able to measure the concept of the questionnaire that should be measured. Between the item score and the total score, to reveal something that will be measured by the questionnaire (Ghozali, 2013).

Table 3. Reliability Test Results

Variable	Cronbach Alpha	Critical Value	Information
Distributive Justice Compensation	0,958	$\geq 0,60$	Reliable
Procedural Justice Compensation	0,939	$\geq 0,60$	Reliable
Job Satisfaction	0,889	$\geq 0,60$	Reliable
Employee performance	0,877	$\geq 0,60$	Reliable

source: results of data processing 2018

From Table 3. above it can be seen that the Cronbach's Alpha coefficient > 0.60 , so that all questions in the questionnaire on the items questions on the variable Distributive Compensation Justice, Procedural Justice Compensation, Satisfaction, and Employee Performance are reliable.



Hypothesis Testing 1 and 2

The normality test is to test whether the dependent variable and independent variables have normal distribution or not. Regression model is having normal and near normal data distribution (Ghozali, 2013). In using the normality test, and analyzing the value if the probability value is > 0.05 , the regression model meets the assumption of normality.

**Tabel 4. Hasil Uji Normalitas
One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.09514148
Most Extreme Differences	Absolute	.134
	Positive	.134
	Negative	-.081
Kolmogorov-Smirnov Z		.828
Asymp. Sig. (2-tailed)		.499

a. Test distribution is Normal.

b. Calculated from data.

Based on the results of the above normality test with the Kolmogorov Smirnov Test that the probability value is > 0.05 , the regression model meets the assumption of normality.

Multicollinearity test is to test the assumptions in the analysis of regression models and found a correlation that the independent variables must be free from the symptoms of multicollinearity and the symptoms of correlation between independent variables. This test aims for a regression model to find a correlation between independent variables and non-independent variables. As a result it will be difficult to see the effect of individual independent variables on non-independent variables, the detection of multicollinearity in this study was carried out using the VIF method.

Table 5. Multicollinearity Test Results

Variable	VIF	Critical Value	Information
Distributive Justice compensation (X_1)	1.676	10	There is no multicollinearity
Procedural justice compensation (X_2)	1.676	10	There is no multicollinearity

Source: Primary Data is Processed 2018

Based on the table above the results of the multicollinearity test in the VIF method, VIF value < 10 , which means that all independent variables do not occur multicollinearity, so it does not bias interpretation of regression analysis results.



Heteroscedasticity test aims to examine the occurrence of residual variance differences in other observation periods, ways to detect whether there are symptoms of heteroscedasticity and by using the Glejser test by regressing the absolute residual value to the independent variable with a confidence level of 0.05 if significant value is greater than value ($\alpha = 0.05$) the regression model has no symptoms of heteroscedasticity.

Table 6. Heteroscedasticity Test Results

Variable	Sig.	Critical Value	Information
Distributive justice compensation (X_1)	0.450	0,05	There is no heteroscedasticity
Procedural justice compensation (X_2)	0.087	0,05	There is no heteroscedasticity

Source: Primary Data is Processed 2018

Based on the results of the heteroscedasticity test, it can be seen that the probability value is > 0.05 . This means that the estimated model is free from heteroscedasticity.

The analysis in this study is the Linear Model Linear Regression analysis. This analysis is used to determine the effect of Distributive Justice Compensation and Procedural Justice Compensation on Employee Performance with Satisfaction as an intervening variable.

Table 7. Linear Regression Results Model Equation I

Variable	Beta Coefficient	t-hitung	Sig
Distributive Justice Compensation (X_1)	0.479	3.868	0.000
Procedural Justice Compensation (X_2)	0.433	3.498	0.001
R ² : 0,680			
Adjusted R ² : 0,662			
F-statistik : 37,182 Sig. = 0,000			
N : 38			
Dependent Variable (Z) : satisfaction			

Source: Primary Data is Processed 2018

Hypothesis Testing 3,4 and 5

The normality test is to test whether the dependent variable and independent variables have normal distribution or not. Regression model is having normal and near normal data distribution (Ghozali, 2013). In using the normality test, and analyzing the value if the probability value is > 0.05 , the regression model meets the assumption of normality.



Table 8. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.38486311
Most Extreme Differences	Absolute	.132
	Positive	.088
	Negative	-.132
Kolmogorov-Smirnov Z		.816
Asymp. Sig. (2-tailed)		.518

a. Test distribution is Normal.

b. Calculated from data.

Multicollinearity test is to test the assumptions in the analysis of regression models and found a correlation that the independent variables must be free from the symptoms of multicollinearity and the symptoms of correlation between independent variables. This test aims for a regression model to find a correlation between independent variables and non-independent variables. As a result it will be difficult to see the effect of individual independent variables on non-independent variables, the detection of multicollinearity in this study was carried out using the VIF method.

Table 9. Multicollinearity Test Results

Variable	VIF	Critical Value	Information
Distributive Justice Compensation (X_1)	2.392	10	Tidak ada multikolinearitas
Procedural Justice Compensation (X_2)	2.261	10	Tidak ada multikolinearitas
Satisfaction (Z)	3.125	10	Tidak ada multikolinearitas

Source: Primary Data is Processed 2018

Heteroscedasticity test aims to examine the occurrence of residual variance differences in other observation periods, ways to detect whether there are symptoms of heteroscedasticity and by using the Glejser test by regressing the absolute residual value to the independent variable with a confidence level of 0.05 if significant value is greater than value ($\alpha = 0.05$) the regression model has no symptoms of heteroscedasticity.



Table 10. Heteroscedasticity Test Results

Variable	Sig.	Critical Value	Information
Distributive Justice Compensation (X_1)	0.583	0,05	There is no heteroscedasticity
Procedural Justice Compensation (X_2)	0.128	0,05	There is no heteroscedasticity
Satisfaction (Z)	0.158	0,05	There is no heteroscedasticity

Source: Primary Data is Processed 2018

The analysis in this study is the Linear Model Linear Regression analysis. This analysis is used to determine the effect of Distributive Justice Compensation and Procedural Justice Compensation on Employee Performance with Satisfaction as an intervening variable. The following is Table 10 of Linear Regression:

Table 11. Linear Regression Results Model Equation II

Variable	Beta Coefficient	t-hitung	Sig
Distributive Justice Compensation (X_1)	0.227	2.040	0.049
Procedural Justice Compensation (X_2)	0.225	2.076	0.046
Satisfaction (Z)	0.541	4.254	0.000
R ² : 0,824			
Adjusted R ² : 0,808			
F-statistik : 53,040 Sig. = 0,000			
N : 38			
dependent variable (Y) : Employee Performance			

Source: Primary Data is Processed 2018

Linear regression analysis

The analysis in this study is the Linear Regression Model Pathway analysis. This analysis is used to determine the effect of distributive compensation and procedural compensation on nurse performance and job satisfaction.

Variables are partially frozen. The description of the regression coefficient results in the following table.

Table 12. Regression Results

Independent Variable	Dependent Variable	B	t- hitung	Sig
Distributive Justice	Job satisfaction	0,479	3,868	0,000
Procedural justice		0,433	3,498	0,001
Distributive justice		0,227	2,040	0,049



Procedural justice	Nurse performance	0,225	2,076	0,045
Kepuasan Kerja		0,541	4,254	0,000

Source: Primary Data is Processed 2018

Based on table 4.18 it can be seen from each variable in this study shown the effect of compensation distributive justice and procedural compensation on job satisfaction, namely the distribution of distributive justice regression to job satisfaction of 0.479 and procedural regression compensation for job satisfaction of 0.433, distributive justice compensation for nurse performance of 0.227, procedural fairness on nurses' performance is 0.225 and job satisfaction on nurses' performance gives the greatest value of 0.541.

B. DISCUSSION

Effect of distributive justice, job satisfaction and nurse performance

The results of Linear Regression analysis showed that the variable Distributive Compensation Justice had a significant positive effect on the Nurse Satisfaction of the Health Center in Lakea Subdistrict, Buol Regency, Central Sulawesi Province. This can be interpreted, if Compensative Distributive Justice increases, the Nurse Satisfaction of the Health Center in Lakea District, Buol Regency, Central Sulawesi Province.

The results of this study are in line with the research conducted by Hasrani (2009) entitled "The Influence of Procedural and Distributive Justice Against Job Satisfaction". Means that distributive justice has a positive effect on satisfaction and is proven to have a significant influence. This means that if the employee feels fair to the reward of the company because they already have the satisfaction provided by the company.

The results of this study are in line with research conducted by Hidayat et al. (2017), stating that distributive justice has a positive effect on performance because quality performance can be produced to achieve a goal in organizational decisions and get more fair and responsible results in carrying out the work .

The influence of procedural justice compensation, job satisfaction and nurse performance

The results of Linear Regression analysis indicate that the variable Procedural Justice Compensation has a significant effect on the Performance of Nurses at the Community Health Center in Lakea District, Buol Regency, Central Sulawesi Province. This can be interpreted, if Procedural Justice Compensation increases, then the Nurse Performance of the Health Center in Lakea District, Buol District, Central Sulawesi Province.

The results of this study are in line with the research conducted by Viswesvaran & Ones, (2002); Tjahjono (2011), stating that procedural justice has a positive effect on job satisfaction which includes the reaction or attitude of a person to adhere to work and interact with colleagues or leaders and form regulations in the form of organization provided by the company



The results of this study are in line with the research conducted by Viswesvaran & Ones, (2002); Tjahjono (2011), stating that procedural justice has a positive effect on satisfaction and is proven to have a significant influence. This means that if the employee feels fair to the reward of the company because they already have the satisfaction provided by the company.

V. CONCLUSION

1. Distributive Compensation Justice has a significant positive effect on the Performance of Nurses at the Health Center in Lakea Subdistrict, Buol District, Central Sulawesi Province. The higher distributive justice, the higher the performance.
2. Distributive Justice Compensation has a positive and significant effect on Puskesmas job satisfaction in Lakea Subdistrict, Buol District, Central Sulawesi Province. The more distributive justice increases the higher the job satisfaction.
3. Procedural Compensation has a positive and significant effect on the Performance of Nurses at the Health Center in Lakea District, Buol District, Central Sulawesi Province. The higher the procedural fairness of compensation, the higher the performance.
4. Procedural Justice Compensation has a significant positive effect on Nurse Satisfaction of the Health Center in Lakea District, Buol Regency, Central Sulawesi Province. The increasing procedural fairness of compensation, the higher the job satisfaction.
5. Satisfaction has a significant positive effect on the Nurse Performance of the Health Center in Lakea District, Buol District, Central Sulawesi Province. The higher the satisfaction, the higher the performance.

VI. SUGGESTION

1. For the company
Based on the results of the study indicate that the variables of distributive justice and procedural fairness compensate for work performance and satisfaction. In Lakea Subdistrict Health Center, Buol District, the coefficient is positive, and the coefficient of work satisfaction on performance is greater than the coefficient of distributive justice and procedural justice.
2. For further research
Other studies can confirm the theory of the factors of Distributive Justice Compensation and Procedural Justice Compensation for Employee Performance with Satisfaction as the intervening variable. It is expected that other researchers can add other factors that affect employee performance or this research can be used as a reference in subsequent research.



VII. RESEARCH LIMITATIONS

1. The sample is only 38, it is expected that the next researcher will take more samples so that the generalization can be broader.
2. The questionnaire is closed so that information is limited, so to be able to explore more information, an open / interview questionnaire can be used.

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