

Organizational Justice Dimensions and Perceived Organizational Support: Preliminary Findings

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ABSTRACT

This study examines the influence of the elements of organizational justice covered by three specific forms of justice. Distributive justice, procedural justice, and mutual justice (POS) based on organizational support. The population for this study is nurses from all private public hospitals in Padang. However, for this preliminary study, we only used 30 respondents as a sample. Use the Likert scale to collect data through questionnaires. In this study, the data was analyzed by multiple linear regression using SPSS 20.0. The results of this study indicate that distributive justice has a positive and significant impact on perceived organizational support. In addition, the results of this study also prove that procedural justice has a positive and significant impact on perceived organizational support. Finally, the results of this study show that interactive justice has a positive and significant impact on perceived organizational support.

Keywords: distributive justice, procedural justice, interactional justice and perceived organizational support.

1. INTRODUCTION

The hospital is one of the organizations engaged in services, which cannot be separated from the age of transformation. At the beginning, the hospital was formerly only public social institutions, but nowadays the existence of private hospital give impact to the development of hospital evolved into an industry that should manage professionally. Therefore, the hospital is required to provide healthcare service with good quality and high value.

To provide an excellent service to patients, nurses are the largest medical workers in the hospital which determine the good or bad quality and image of the hospital. Besides, nurses should have a moral obligation and responsibility to provides health care professionally [1]. The enormity of role and responsibilities of nurses in hospital service are very important for organizations to provide support to nurses.

Perceived organizational support (POS) can be defined as how much the organization values influences their contributions and cares to employees [2]. POS can improve job satisfaction where employees believe that their welfare is supported by the organization will increase employee satisfaction and commitment to the organization [2].

Multiple studies have proved that all aspects of organizational justice have a positive impact on POS [3]; [4]; [5]. The stronger the employee's sense of

justice to the organization, the more the employee can feel the organization's support. Based on the background of the above questions, it is interesting to study the dimensions of organizational justice and the sense of organizational support.

This research is based on the Social Exchange Theory. [6] stated that social exchange theory is the view of employees when they have been treated well by the organization, they will tend to more positively towards the organization. The following describes the theories that support this research model:

1.1. Perceived Organizational Support (POS)

Understandable organizational support is the general belief of employees to the extent to which the organization provides appreciation, contribution and care for the welfare of employees [7]. Organizational Support Theory (OST) suggests that, with the passage of time, employees will develop a certain understanding of how the organization operates, that is, the organization will give adequate care to employees' well-being or care for employees or attach importance to employee input [8]. According to the method of [7], indicators that measure the level of organizational support include superior support, rewards and working conditions.

1.2. Organizational Justice

Organizational justice is the individual's perception of fair treatment given by organizations to employees [9]. Several studies have proven that organizational justice has a positive effect on POS [3]; [4], [5]. The higher the organizational justice perceived by the employees, the higher the employees feel the support from the organization. According to the research of [10], the dimensions of organizational justice are divided into three parts, namely, distribution justice, procedural justice and interaction justice.

1.3. Distributive Justice

Distributive justice is justice regarding the amount and awarding of individuals [11]. The concept of distributive justice has been linked by some researchers to the concept of allocation when some people get it and others don't [12]. The components of distributive justice according to [12] include: (a) Equity: providing compensation to employees based on their respective contributions. (b) Equality: providing equal compensation to every employee. (c) Need: provide allowances based on individual needs.

1.4. Procedural justice

This is a concept of justice that focuses on the method of determining the reward. According to [12], the indicators of procedural justice are: consistency, lack of bias, accuracy, consideration of employee representatives, corrections and ethics.

1.5 Interactional justice

Interactive justice is the value of justice that employees feel due to their interaction with other parties in the organization (including leaders and colleagues). According to [12], the various aspects of mutual justice: a) Interpersonal justice, treating employees with dignity, care and respect. b) Information is fair and relevant information is shared with employees.

1.6. Distributive Justice dan Perceived Organizational Support (POS)

Distribution justice has been shown to have a significant positive correlation with POS [13]. The higher the distribution justice of employees, the higher the employees feel the support of the organization.

H 1: There is a positive correlation between distributive justice and organizational support

1.7. Procedural Justice and Perceived Organizational Support (POS)

Procedural justice is very important to employees because it can lead people to feel that they are supported by the organization [14]. [7] also found that the procedural justice variable is a predictor of perceived organizational support.

H 2: There is a positive correlation between procedural justice and organizational support

1.8. Interactional Justice and Perceived Organizational Support (POS)

[14] and [7] proved that interactive justice is an important predictor of POS

H 3: International justice has a positive relationship with perceived organizational support

2. METHODS

2.1. Sample

In order to find out the influence between the independent variable and the dependent variable in this study, nurses working in a private public hospital in Padang were asked to fill out a questionnaire. In this preliminary study, there were only 30 respondents in the sample. In this study, the data was analyzed by multiple linear regression using SPSS 20.0.

3. RESULTS AND DISCUSSION

3.1. Classical Assumption Test

3.1.1. Normality test

To test if data were normally distributed, the Kolmogorov-Smirnov Test was used. The results of the calculation of the normality test showed that, the data from the four variables are constructed in this study had a normal distributed data.

Table 1. The Result of Normality Test

Variable	Kolmogorov - Smirnov		
	K – S	Asymp. Sig (2-tailed)	Test Result
X1	0.113	0.200	Normal
X2	0.159	0.051	Normal
X3	0,147	0,099	Normal
Y	0.117	0.200	Normal

3.1.2. Heteroscedasticity Test

Heteroscedasticity test using a scatter plot image can be seen below:

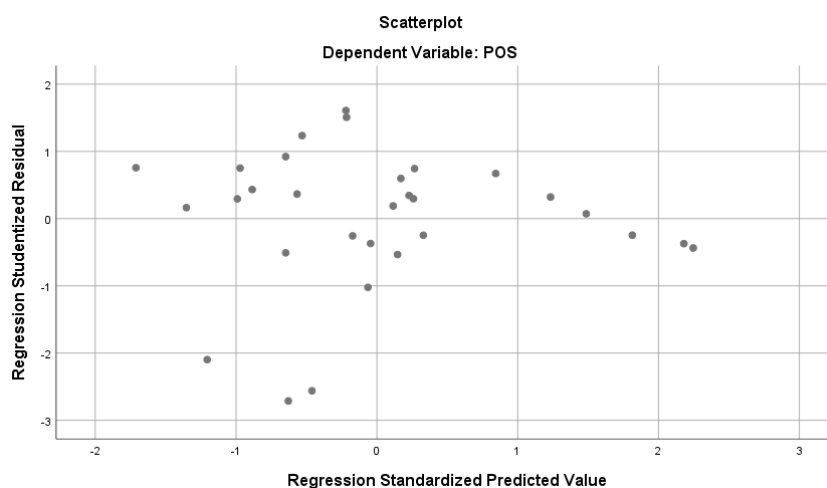


Figure 1: Homogeneity Test

From the figure, it can be seen that the data distribution is randomly distributed, indicating that the data tends to be homogeneous.

3.1.3. Multicollinearity Test

Table 2. The Result of Multicollinearity Test (Correlations)

		DJ	PJ	IJ
DJ	Pearson Correlation	1	.103	.253
	Sig. (2-tailed)		.587	.177
	N	30	30	30
PJ	Pearson Correlation	.103	1	.096
	Sig. (2-tailed)	.587		.614
	N	30	30	30
IJ	Pearson Correlation	.253	.096	1
	Sig. (2-tailed)	.177	.614	
	N	30	30	30

Based on the decision-making provisions listed earlier, the results of this analysis indicate that multi-colinearity does not occur in the regression model above.

3.2. Hypothesis Testing

This study tested three hypotheses, namely (1) distributive justice has a significant impact on perceived organizational support; (2) procedural justice has a significant impact on perceived organizational support; (3) interactive justice has a significant impact on perceived organizational

support. Has a significant impact on organizational support. The F-test results in Table 3 show that distributive justice, procedural justice, and interactive justice can simultaneously affect perceived organizational support because its significance value is 0.00

Table 3. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	466.447	3	155.482	7.753	.001 ^b
	Residual	521.420	26	20.055		
	Total	987.867	29			

a. Dependent Variable: POS

b. Predictors: (Constant), IJ, PJ, DJ

The great influence of distributive justice and procedural justice affects perceived organizational support is 0,626 which means perceived

organizational support can be explained by the distributive justice and procedural justice of 62.6%.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.472	.411	4.47824
a. Predictors: (Constant), IJ, PJ, DJ				
b. Dependent Variable: POS				

The hypothesis test results can be seen in table 5, the results of the T-Test show that the distributive justice has a significant influence on perceived organizational support because it has a significance value of 0.00 with a large influence of 0,421. Procedural Justice also has as significant influence on

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

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.075	6.270		2.086	.047
	DJ	.625	.239	.387	2.620	.014
	PJ	.578	.248	.335	2.334	.028
	IJ	.297	.138	.317	2.147	.041

3.3. Discussions

The results of this study showed that distributive justice had a positive and significant effect

on perceived organizational support. The research findings indicate that distributive justice in the public private hospital in Padang City is good with a TCR

value of 61.82%. Even though it is already good, distributive justice can still be improved. Increasing distributive justice will increase perceived organizational support. The results of this study are supported by previous studies conducted by [3] and [4], which prove that distributive justice has an impact on POS.

In addition, the results of this research also prove that procedural justice has a positive and significant impact on perceived organizational support. The research findings show that procedural justice in the private public hospital in Padang City is good with a TCR value of 72.12%. Even though it is good, procedural justice can still be improved. Increasing procedural justice will increase perceived organizational support. The results of this study are supported by previous studies by [14] and [7] proved that procedural justice has an impact on POS.

Finally, the results of this study show that interactive justice has a positive and significant impact on perceived organizational support. The research findings show that interactional justice in the private public hospital in Padang City is good with a TCR value of 72.21%. Even though it is good, interactional justice is still being improved. Increasing interactional justice will increase perceived organizational support.

The results of this study are supported by previous research conducted by [14] and [7] which proved that interactional justice has an effect on POS.

4. CONCLUSIONS

The research conclusions about the influence of organizational justice dimension on the support of the perceived organization are as follows: (1) Distributive justice has a positive and significant impact on the support of the perceived organization. (2) The higher the procedural justice, the procedural justice will have a positive and significant impact on the perceived organizational support; (3) the higher the interactive justice, the interactive justice will have a positive and significant impact on the perceived organizational support, The higher the sense of organizational support

LIMITATION

The study has limitation. In this study, the sample taken was restricted to nurses employed in private public hospitals with 30 respondents only, which limits the generality the results of study. For further research, sample should be taken not only nurses but also all hospital staff with a larger sample size. The use of larger sample groups for research in different fields is important to improve the generality of the results of this study.

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