

Notes about Configuration of Organizational Justice and Social Capital: Impact on Satisfaction and Commitment

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Abstract

This study is a review of Heru Kurnianto Tjahjono's article, Olivia Fach runnisa, Majang Palupina, Majang runnisa, in the International Journal of Business Excellence journal, Vol.17, No.3, 2019 with the title Configuration of organizational justice and social capital: their impact on satisfaction and commitment. This study argues that the limited information of individuals in responding to organizational policies forces them to judge fairness subjectively. Referring to social identity theory, this study proposes social capital as a key factor in explaining individual behavior in evaluating distributive justice and procedural justice. Individuals with high social capital tend to be group-oriented with different principles of justice. Using an experimental design, this study addresses the controversy over the impact of distributive and procedural justice on job satisfaction and organizational commitment. Substantial findings in this study explain that contextual aspects, such as distributive justice, procedural justice, and social capital, play a major role in elaborating organizational satisfaction and commitment.

Keywords

distributive justice; procedural justice; social capital; organizational commitment; experimental design



I. Introduction

Human Resources (HR) is increasingly recognized as a vital and central organizational resource in the future. Human Resources are always attached to any organization's resources as a determining factor for their existence and role in contributing to the achievement of organizational goals effectively and efficiently.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

One important aspect of the aspirations of every HR is related to employee performance. This performance factor can be an indicator of the accuracy of the aspirations of the personnel of an organization as a result of various organizational policy approaches in achieving the goals of an organization.

Efforts to support the expected performance in an institution or organization unit, still have to do with various factors that can have an influence such as organizational culture, organizational commitment, and job satisfaction. One of the factors that can increase employee performance is organizational culture. Every individual is motivated by a culture that influences their behavior. Organizational culture certainly requires individuals to behave and give them instructions on what to follow and learn.

Individual satisfaction also supports the smooth running of the organization, because it needs to be emphasized that job satisfaction is related to individual performance in an organization so that the entire series of organizational activities can run well and smoothly. Individual job satisfaction needs to be maintained and even increased at the desired level. Job satisfaction has a positive effect on improving individual performance in an organization.

Job satisfaction is a collection of employee feelings and assessments of work, and is an important aspect in assessing organizational behavior. Important, because it has the potential to influence employee behavior and has a contribution to the long-term existence of the organization. Job satisfaction is how people feel about their jobs and various aspects of their jobs.

The efficiency of the organization's implementation depends on the management and utilization of people, including job satisfaction. That is why every organization must be able to work effectively with people and must be able to solve various problems related to human resource management to achieve the success of an organization.

The effect of distributive justice is more dominant than procedural justice, because distributive justice tends to have a positive influence on outcomes related to personal evaluations such as individual satisfaction. Employee trust in the organization can be achieved through organizational justice, while fairness has a positive effect on employee job satisfaction. The higher the level of justice in the organization, the higher the results of organizational job satisfaction. It is due to distributive justice, which is related to the results that employees get from the organization.

II. Review of Literature

Social capital means an individual's ability to mobilize potential through a network of friends, groups or organizations (Akdere, 2005). So that social capital is a private property that is determined by a person and not on social interaction because the individual's ability is determined for a long period of time (Nahapiet and Ghoshal, 1998). Social capital will make individuals tend to work harder to maintain social relationships or focus on financial factors (Kostova and Roth, 2003). Those who have low social capital will tend to work on the financial factor. They will be less motivated to get involved in the social system, do not prioritize their social interests and do not identify themselves strongly with their group (Chua, 2002).

Therefore, people with low social capital will be more sensitive than people with high social capital in dealing with financial problems. Individuals with low social capital tend to be more oriented towards economic interests.

According to Bakhshi et al., (2009) that distributive justice is justice in terms of the process of distributing the results of activities (*outcomes*) and rewards (*rewards*) to members of the organization. While procedural justice is justice that is judged based on rules or policies and procedures in decision making in organizations (Saima, 2013). Procedural justice focuses more on the company's operational policies, the level of fairness in the organizational policy process will affect the level of member satisfaction.

Aziri (2011) job satisfaction or employee satisfaction (also called morale) is one of the most widely used variables in organizational behavior. Job satisfaction consists of several components, evaluative - the overall response of workers to the organization (likes and dislikes in the organization).

Tamta and Rao (2017) reveal that distributive, procedural and interactional justice have a positive effect on knowledge sharing behavior. Knowledge sharing behavior is said

to be an organizational tool to increase employee satisfaction. When employees gain insight into new knowledge, they will get a positive feeling about the organization's management practices.

Curry et al., (1986) explained that organizational commitment is an important aspect to explain work in relation to employee behavior in the organization. There are three factors associated with organizational commitment:

- a. Strong belief in the goals and values of the organization
- b. Willingness to exert considerable effort for the organization
- c. Strong desire to maintain membership in the organization

From the point of view of distributive justice, society is capitalized. Low social class focuses more on their short-term needs, namely financial. Changes in the perception of distributive justice tend to be greater when the individual's level of satisfaction changes. In terms of procedural justice, those who have low social capital tend to make policy procedures, such as performance appraisal policies, that protect their interests. This phenomenon is called the individual interest model, where individuals care about procedural justice because the procedure will accommodate their interests. If a procedure is considered unfair, those who have low social capital will be more sensitive to changes in their satisfaction because they are more oriented to economic interests.

Organizational justice is perceived as a determinant of employee happiness. This creates a balance between work and personal life as they have the support of the organization. Bajaj and Krishnan (2016) examined the impact of procedural, distributive, and interactional justice on perceived organizational support (POS) and leader-member exchange. They concluded that fairness plays a role as a positive determinant of job satisfaction while the quality of POS and LMX is a form of organizational capital.

In addition, procedural justice is recognized to be more dominant in organizational commitment than distributive justice. In the two-factor model, (Sweeney and McFarlin, 1993) states that procedural justice is stronger than distributive justice in terms of predicting organizational commitment. Fair systems and procedures reflect the organization's capacity to treat its members. Fair organizational processes encourage people to evaluate the organization as a whole using better judgments in terms of the level of commitment to their organization.

Meyer and Allen (1991) argue that the psychological states reflected in the various definitions of organizational commitment are not mutually exclusive. They call it a component of organizational commitment, which consists of affective (emotional) commitment, sustainability commitment (cost-based), and normative commitment (obligation). Mathieu and Zajac (1990) note that various definitions and actions that share a common theme in organizational commitment are considered to be the bond or link between individuals and the organization.

III. Research Method

This study uses a critical review method whose discussion is based on a number of literatures related to distributive justice; procedural justice; social capital; satisfaction; organizational commitment; experimental design. Palupi statistics show that the research model has become an important reference for organizational studies. This study discusses the controversy over the impact of distributive and procedural justice on job satisfaction and organizational commitment. Substantial findings in this study explain that contextual aspects, such as distributive justice, procedural justice, and social capital, play a major role in elaborating organizational satisfaction and commitment.

IV. Results and Discussion

In the author's opinion, this journal has explained in the pattern of high distributive justice - high procedural justice interactions, there is no difference in attitudes or behavior that distinguishes those who have high social capital or low social capital in explaining satisfaction and commitment. This is because there are no significant equity issues in the two sample groups, and therefore the role of social capital as a moderating variable is not supported.

Then in the interaction pattern of high distributive justice - low procedural justice, the role of social capital as a moderating variable in elaborating individual satisfaction is not supported; In contrast, distributive justice is more dominant in explaining satisfaction. This is not the case when this interaction pattern explains organizational commitment to the role of social capital as a moderating variable. Procedural justice relates to the level of one's organizational commitment. In this case, procedural justice must explain commitment, so that individuals may respond differently to the level of procedural justice depending on their level of social capital.

Furthermore, looking at the interaction pattern of low distributive justice - high procedural justice, the role of social capital as a moderating variable in elaborating individual satisfaction and organizational commitment is supported. This shows that differences in individual characteristics, such as social capital, can lead to different attitudes and behaviors when individuals experience justice problems. Even if they perceive low distributive justice, they will not be satisfied; however, their dissatisfaction will decrease when the process or procedural fairness is perceived as fair. Individuals with high social capital will give a more positive response to organizational satisfaction and commitment than individuals with low social capital because a high perception of procedural justice is related to the continuity of long-term relationships of individuals in a group or organization.

Then the role of social capital is also seen in the interaction pattern of low distributive justice - low procedural justice in elaborating satisfaction and organizational commitment. This shows that individuals with high and low social capital give different responses. Basically they have to achieve prosperity, so they pay more attention to the distributive allocation of goods and services. If the allocation results are unfair, and especially if the process is also unfair, both social capital groups will respond negatively. Individuals with high social capital will still have better organizational commitment than those with low social capital, because they are more oriented towards long-term relationships in the social system. Therefore, individuals with high social capital are not very sensitive to the level of justice in describing their level of commitment.

Some of the explanations above explain how the influence of distributive justice and procedural justice play an important role in explaining satisfaction and commitment. Although distributive justice is more dominant than procedural justice, because distributive justice tends to have a positive influence on outcomes related to personal evaluations such as individual satisfaction. Employee trust in the organization can be achieved through organizational justice, while procedural justice has a positive effect on employee job satisfaction. The higher the level of organizational justice, the higher the results of organizational job satisfaction. This is due to distributive justice related to the results that employees get from the organization.

Furthermore, the effect of procedural justice is related to a person's level of organizational commitment, depending on their level of social capital. The impact of procedural justice on individual organizational commitment and personal satisfaction is

stronger in individuals with low social capital. It can be interpreted that procedural justice is the ability of organizations to accommodate their personal interests.

In the author's opinion, based on the results of an analysis of this journal, it is appropriate for an organization to seek and consider the factors that support the creation of a conducive situation and a sense of comfort in addition to organizational justice and social capital to create job satisfaction and commitment from employees in an organization.

Based on the author's analysis, employee performance is closely related and closely related to employee job satisfaction and commitment. Someone who is satisfied in their work will have high motivation, commitment to the organization and work participation so that they will continue to improve their performance. In fact, this will also affect their desire to continue working and not leave the company or resign from their jobs.

The weakness of this journal, according to the author, is that it does not discuss things that can increase employee job satisfaction apart from distributive justice and social capital in order to increase employee satisfaction and employee commitment in an organization. In fact, it will provide a broad range of studies in this journal.

In general, employee job satisfaction is an important thing that needs to be considered. Because employees who work in the company are human resources that are very important to support the achievement of the company's vision and mission. Many efforts can be made by an organization or company that must be considered so that good employee performance is realized in the organization.

In general, organizations/companies assume that finances (income or salary) are the main factors that affect employee satisfaction and commitment, so that when employees are given a sufficient salary, these conditions will provide strong satisfaction and commitment for employees.

Meanwhile, according to As'ad (2004) that many factors can affect job satisfaction, namely: (1) opportunities for advancement, (2) job security, (3) salary, (4) company and management, (5) intrinsic and work factors, (6) working conditions, (7) social aspects of work, (8) communication, and (10) facilities. This is the weakness of the journal that the author is discussing because there are nine other factors that are not discussed in order to create employee satisfaction and commitment.

Then in the opinion of the author, in this journal also the behavior of employees in an organization/company is not discussed if they are satisfied or dissatisfied with employees and committed or uncommitted employees. As Yosep Guntur Gathut Sujati explains in his research "that satisfied workers tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce the workload and stress levels of members in the organization. Dissatisfied workers tend to be defiant in relation to leadership and engage in a variety of counterproductive behaviors. When an employee's commitment is high, the effectiveness of organizational resources in general will be more guaranteed.

The same thing was conveyed by Robbins (2008: 67), regarding organizational commitment (*organizational commitment*) is a condition where an employee sides with the goals of the organization and has a desire to maintain membership in the organization. *Organizational Commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization.*

Then Prayitno in Sagala, (2013: 22) suggests that commitment is a person's decision with himself, whether he will do something or not. Ethically, commitment shows the strength of will, firmness of attitude, sincerity, and determination to do better. Commitment relates to a person's decision with himself, whether he will do an activity. Someone who has committed will not hesitate to determine his attitude and be responsible

for the decisions taken. Therefore, in the author's opinion, someone who has committed will certainly not hesitate to do something because that person feels close and has trust and closeness.

In the author's analysis, the trust and closeness of employees in the organization/company does not appear to be discussed even though the commitment of members to the organization and the trust of the organization to members will make the relationship between the two harmonious.

As Richard's view (1995: 136-137) suggests several characteristics of people who have a commitment to the organization, namely:

- a. Trust and support for high organizational values and goals
- b. A genuine desire to do business on behalf of the organization
- c. A desire to maintain organizational membership
- d. A strong desire to remain be a member
- e. Willingness to keep trying their best for the benefit of the organization
- f. Strong belief in and acceptance of the organization's values and goals.

According to the author's opinion, distributive justice, procedural justice and social capital do contribute greatly and have an impact on employee satisfaction and commitment. In addition, organizations should be aware that the acceleration or retreat of the organization/company's wheels of rotation cannot be separated from the contribution of employees. Organizations/companies need great employees. To get great employees, organizations also need to provide skills training, so that employees are experts and professionals in the fields they are responsible for which in turn will make it easier for employees to do their jobs.

In this pandemic condition, organizations/companies can also show a caring attitude to their employees by providing internet facilities with the aim of facilitating the work of employees in completing their work. A conducive and democratic situation according to the author's opinion also needs to be created within the organization/company environment, such as the organization/company being able to receive suggestions, input from employees as long as the suggestions and delivery methods are classified as good.

In the author's analysis, everyone who is satisfied in his organization/company is immediately committed to every performance in the organization/company. It's different with commitment, not necessarily people who are committed will definitely feel satisfied. Because the factors that can affect commitment are many and complex.

V. Conclusion

Based on some of the explanations above, it can be stated:

1. The advantages of this journal have been to provide insight into contextual aspects, such as distributive justice, procedural justice, and social capital which play a very large role in elaborating organizational satisfaction and commitment. Then the impact of procedural justice on individual organizational commitment and personal satisfaction is stronger in individuals with low social capital.
2. Weaknesses that are not discussed in this journal include not discussing things that can increase employee job satisfaction and the factors that support it. the creation of a conducive situation and a sense of comfort in addition to organizational justice and social capital in an organization. Even the behaviors of employees who are dissatisfied with the organization/company are also not exposed.
3. To get great employees, organizations also need to pay attention to their employees, for example making skills training, providing employees with facilities to facilitate their

work, as well as sharing opinions from employees about the implementation of their work.

4. Every organization/company needs great employees, satisfaction and commitment do greatly affect the quality of an employee's performance, satisfied employees tend to engage in organizational behavior that goes beyond their job descriptions and roles. However, it is better for the organization/company not only to demand that its employees have good performance but also to always pay attention to welfare and foster a sense of trust in members, this will make the relationship between the two harmonious.

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