

The Influence of Fairness in Distribution, Procedural and Interactional Justice on Employee Performance in Contractor Company

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Abstract

A competent workforce is needed to achieve the company's goals and mission. Companies need to create responses to foster and improve employee performance. Based on the phenomenon in the field, there is a distributive justice gap in the contractor company environment, precisely in the Manyar Maju Refinery (MMR) project. The research is based on the comparison of salaries and benefits received by employees at the same grade. In addition, the balance of procedural justice and interactional justice is also questioned. The purpose of the study is to explain the effect of organizational justice on employee performance. This research design is causal research. Research variables include independent variables and dependent variables. The independent variables are distributive justice, procedural justice, and interactional justice. While the dependent variable is employee performance. The research population is all employees of the contractor company who work on the MMR project as many as 986 employees. The number of research samples was 285 samples and the sampling technique used quota sampling. Data collection techniques using questionnaires, and variable measurements using questionnaire measuring instruments. Data analysis techniques using multiple linear regression analysis. The results of this study indicate that distributive justice does not affect employee performance. Procedural justice has a positive effect on employee performance. Interactional justice has a positive effect on employee performance. Distributive justice, procedural justice, and interactional justice are jointly proven to affect employee performance in MMR projects.

Keywords: *Distributive Justice, Employee Performance, Interactional Justice, Procedural Justice*

INTRODUCTION

A company's success is not solely reliant on modern equipment, facilities, and infrastructure, but also heavily relies on its human resources. Therefore, the company needs to consider employees as a valuable asset that requires maintenance, as the company's smooth and efficient operation relies on having employees. Performance is the result of work related to organizational goals, including quality, efficiency, and other criteria related to effectiveness (Gibson et al., 2012). Workplace justice involves fair treatment or supporting a balanced relationship between management and employees. The link between employees and company management can be maintained well through a good relationship. One of them is to provide aspects of justice for both parties involved, namely justice for company management is as important as justice for employees.

Justice in the company as argued by Robbins and Judge (2013) includes three dimensions, namely: distributive justice, procedural justice, and interactional justice. Distributive justice relates to salaries, wages, bonuses, and facilities provided to employees. Procedural justice relates to decision procedures made by management that prioritize the interests of employees, and interactional justice is related to fairness in the interactions between leaders and employees as a whole. Fair treatment from management to employees is very important because it is related to positive employee behavior in the workplace, as stated by Akram, et al (2017), "Perceived fairness in organizations affects the behavior of the employees utmost".

According to the theoretical perspective, justice in organizations should always exist in the workplace. However, realizing justice in organizations is not an easy task as justice is something that has to be done. In terms of the relationship between management and employees, this relationship can be subjective, which means that management has standards of behavior that are fairly acceptable to the management but also employees may have different perspectives regarding fair treatment of employees.

An explanation of distributive justice is stated by Gibson, et al. (2012), distributive justice is justice based on the balance (appropriateness) between employee sacrifices (use of resources) and the rewards received by employees. balance (suitability) between employee sacrifices (use of resources) and rewards received by employees. Rewards or awards are based more on salaries, allowances, and or other facilities received by employees. The second perspective of justice in organizations is procedural justice. The definition of procedural justice is stated by Gibson, et al(2012) "Procedural justice is explained as a form of justice related to the process used to determine rewards". The third perspective of justice in the corporate environment is interactional justice. According to Robbins and Judge (2013), Interactional justice in a corporate environment is a description of justice based on management's treatment of employees with dignity, care, and respect". is a description of justice based on management's treatment of employees with dignity, care, and respect. Interactional justice is more directed at evaluating the fairness of the interaction relationship between management and employees.

Based on the gap of organizational justice in Manyar Maju Rery (MMR) project environment, this research will examine the impact of organizational justice in MMR project environment. The research focus is directed to explain the influence of: distributive justice, procedural justice, and interactional justice on employee performance.

Problem Formulation

Based on the background of the research problem above, the problem formulations in this study are: 1). Does distributive justice affect the performance of MMR employees? 2). Does procedural justice affect the performance of MMR employees? 3). Does interactional justice affect the performance of MMR employees? 4). Does distributive justice, procedural justice, and interactional justice simultaneously affect MMR employees performance?

Research Objectives

Based on the problem formulated above, the objectives to be achieved are as follows: 1). Explaining the effect of distributive justice on MMR employee performance. 2). Explaining the effect of procedural justice on MMR employee performance. 3). Explaining the effect of interactional justice on MMR employee performance. 4). Explaining the effect of distributive justice, procedural justice, and interactional justice on MMR employee performance.

Benefit and Used Study

1. Practical Benefits Provide input to MMR management in creating higher organizational justice in the company environment. 2. Academic Benefits Provide input to the preparation of further final assignments related to efforts to improve employee performance from efforts to create organizational justice.

LITERATURE REVIEW

Employee Performance

The definition of employee performance is also explained by Robbins and Judge (2013), “Performance can be expressed as: performance = ability × motivation”. This statement also describes the understanding of performance, where performance is understood as a combination of ability and motivation. Ability is the ability to understand and complete various jobs and abilities related to other aspects of the job, while motivation is the drive from within the employee. Strong motivation gives birth to strong efforts to get the job done better. For this reason, the combination of ability and motivation is understood as a combination to describe employee performance.

According to the opinion of Hellriegel, et al (1999) in Pradhan and Jena (2017), “The term ‘employee performance’ signifies an individual's work achievement after exerting the required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around. around.” Based on this opinion, it can be understood that employee performance shows work achievement based on the strength of effort on the job associated with meaningful work, being able to work in accordance with their position (engaged profile, and compassionate colleagues/employers around). work in accordance with its position (engaged profile) and have concern with other coworkers. In simple terms, it can be explained that employee performance is basically the seriousness of employees at work followed by the ability to fulfill tasks according to their position, and care about helping other employees who are having problems with their work

Aspects of Employee Performance

According to Robbins and Judge (2013) that employee performance is based on three aspects, including based on three aspects, including: the ability to complete work (task performance), behavior (citizenship), and the level of deviant behavior (counterproductivity).

Pradhan and Jena (2017) summarized various sources to explain the aspects of employee performance, as shown in Table 1.

Table 1. Employee Performance Aspect

Source	Employee Performance Aspects	Description
Kennedy, Laskk, & Burns (2001)	Work role empowerment, Behavior toward customers, and Teamwork	Aspects of employee performance include: ability ability to delegate work, behavior towards customers, and cooperation skills
Borman et al. (2001)	Conscientious initiative and Personal and organizational support	Aspects of performance are based on factors that influence it: the presence of initiative. Personal and organizational support organization
McCook (2002)	Perceived effort, Satisfaction with coworkers, and Opportunity for reward	Aspects of performance are based on factors that influence it: effort at work, satisfaction with fellow workers, and the opportunity to to get rewards
Johnson (2003)	Job performance and Contextual performance	Aspects of performance: work results and behavior in the work environment
Parker, Williams, & Turner (2006)	Proactive work behavior, Problemsolving, and Idea implementation	Performance aspects: behavior proactive behavior, ability to problem solving, and implementation of ideas
Griffin et al. (2007)	Individual/team/organizational: proficiency, adaptivity, proactivity	Aspects of performance: proficiency of individual work, adaptability, and ability to work in team or organization
Schepers (2003)	Work performance and Disciplined effort	Aspects of performance: work output and work discipline
Charbonnier-Voirin & Roussel (2012)	Creativity, Reactivity in the face of difficulties, Interpersonal adaptableness, Training efforts, and Handling work related stress	The performance aspect is seen from: creativity, reaction to difficulties, interpersonal interpersonal adaptability, effort training, and ability to ability to handle work stress
Koopmans et al., 2014	Task performance, Contextual performance, and Counterproductive work behavior	Aspects of performance are seen from: work results, workplace behavior workplace behavior, and counterproductive counterproductive behavior

Source: Pradhan & Jena (2017)

Tabel 1. above proves that there are many views on aspects of employee performance. So in essence, aspects of employee performance include the ability to complete work and the ability of employees to behave positively at work to support the organization in achieving its goals.

Organizational Justice

Organizational justice can take the form of justice that employees feel in an organization. According to Champoux (2011), "Fairness in exchange relationships within organizations is part of a larger concern about organizational justice." This opinion focuses primarily on organizational justice, where the balance and exchange relationships of organizations. Organizational justice is understood as an expression of employees' feelings about the treatment received in the organization based on what employees do. This opinion emphasizes the concept of balance between organizational justice and the contributions made by employees to the organization and the treatment employees receive from the organization.

Research on organizational justice involves three aspects, as stated by Robbins and Judge (2013), that organizational justice includes three aspects, namely: distributive justice, procedural justice, and interactional justice. The three aspects of organizational justice with the main benchmark on the balance between inputs and outputs, but the focus of the assessment of each aspect of organizational justice is different.

Distributive Justice

Champoux (2011) states that distributive justice explains the balance between sacrifice and gain. In the perspective of the organizational environment, it is said that distributive justice is understood as the level of balance between the sacrifices that employees have made during work and the results felt by employees. The benefits that are considered commensurate with employee sacrifices illustrate that employees get fair treatment in the organization.

Mahmoudi, et al (2017) state, "Distributive justice refers to the employees' perception of consequences which are consistent with the implicit norms needed for resource allocation." Distributive justice in this opinion is based on an evaluation of balance and consistency. Balance leads to the equivalence between input (sacrifice) and output (results received by employees). Meanwhile, consistency leads to unchanging (consistent) provisions related to the comparison between sacrifices and results received by employees.

Procedural Justice

The definition of procedural justice by Gibson, et al. (2012) procedural justice is the level of justice based on the process or procedure used to determine the rewards received by employees. A clear process, standardized procedures used by management in determining the rewards received by employees are a form of procedural justice. Procedural justice is based on the level of fairness of the processes that apply in the organization, especially processes related to determining policies or rules in the organization that relate to the interests of employees in the organization.

Interactional Justice

The definition of interactional justice is stated by Robbins and Judge (2013), "Interactional justice describes an individual's perception of the degree to which she is treated with dignity, concern, and respect." Interactional justice is based on the fairness measured by management's treatment of employees. There are three measurement components of interactional justice. There are three measurement components of interactional justice, namely: dignity (employees are treated well or humanely), concern (employees are treated sincerely, honestly), and respect (employees are treated with respect).

RESEARCH METHODS

Research Design

The research design is causal research, according to Field (2017) that causal design is a research design that explains the relationship between independent variables and dependent variables where the dependent variable is influenced by the independent variable (the dependent variable depends on the independent variable). The dependent variable in this study is employee performance while the independent variables are distributive justice, procedural justice, and interactional justice. The relationship pattern between variables as shown in the figure below :

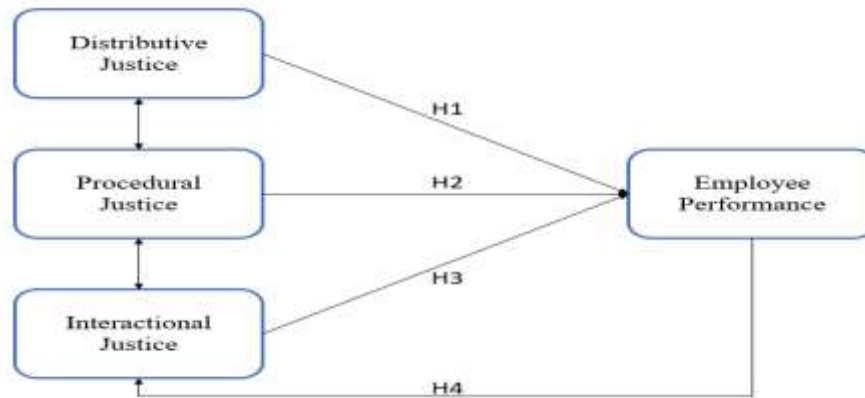


Figure 1. Framework Research Design

Based on figure 1, the hypothesis can be seen as follows: H1 = Distributive justice affects employee performance. H2 = Procedural justice affects employee performance. H3 = Interactional justice affects employee performance. H4 = Distributive justice, procedural justice, and interactional justice simultaneously (together) affect employee performance.

Research Variables

This study uses independent variables and dependent variables. Variable independent variables with the symbol X, namely distributive justice (X1), procedural justice (X2), and interactional justice (X3). While the dependent variable with the symbol Y, namely employee performance (Y). The measurement of each research variable is explained as follows as follows:

Table 2. Definition Independent Variables and Dependent Variables

Variable	Definition Operational	Indicator	Meaning
Justice distributive (X1)	Justice distributive is justice the amount of reward that is perceived among individuals. The reward is not only the financial aspect but also opportunities promotion opportunities. (Robbins, 2012)	Equality	Indicates an assessment of the equivalence between the effort given in the job with the rewards received
		Eligibility	Shows an assessment of the feasibility rewards provided by the company based on job completion
		Contribution	Shows an assessment of the suitability of between rewards and contributions made to the company given to the company
		Performance	Addresses the assessment of the suitability between the performance produced and the rewards received
Justice procedural (X2)	Justice procedural justice is justice that is perceived of the process that used to determine distribution rewards. (Robbins, 2012)	Process control	Indicates an assessment of the the opportunity given to express views during the time the rules implemented
		Control decision	Indicates judgment regarding opportunities provided and represented by the employee union to participate in oversee the application of regulations
		Consistency	Indicates an assessment of the consistency application of regulations Free of prejudice Indicates an assessment of the absence of discrimination of treatment
		Accuracy Information	Indicates an assessment of the accuracy of information used to make decisions
		Able to correction	Demonstrate judgment regarding the appeals process appeals process or other mechanisms that can be used to correct mistakes
		Ethics and morals	Demonstrate judgment about the norms professional guidelines in the application of regulations
Justice	Justice Interactional is the	Politeness	Indicates an assessment of the politeness

Variable	Definition Operational	Indicator	Meaning
interactional (X3)	perception individuals about the level of to which which an employee treated with full dignity, attention, respect respect. (Robbins, 2012)		shown by superiors to their employees.
		Dignity	Indicates an assessment of the treatment superiors with dignity
		Respect	Shows an assessment of the attitude respect shown by superiors to subordinates
		Appropriateness words	Shows an assessment of appropriateness of the words used by superiors in communication
		Honesty	Indicates an assessment of the honesty supervisor in communication
		Justification	Indicates an assessment of how superiors explain company rules/procedures company
		Plausibility	Indicates an assessment of the plausibility whether the explanation given is reasonable or not
		On time	Indicates an assessment of the readiness of supervisor's readiness to communicate at all times
Performance Employees (Y)	Performance Employee is the result of work a employee during period compared with various possibilities, for example standards, targets or criteria predetermined in advance and have been agreed together (Sumarwinati & Ratnasari, 2019)	Specific	Indicates an assessment of how supervisor adjusts to the specific communication needs of their subordinates
		Loyalty	Performance can be measured by loyalty to his duties and responsibilities in the company
		Achievement Work	The results of employee work performance, both quality and quantity can be a performance benchmark
		Discipline	Employee discipline in complying with existing regulations and carry out the instructions given can be a measure of performance
		Creativity	Employee's ability to develop creativity and unleash the potential they have in complete their work so that work more successfully and useful
		Cooperation	Measured by employees' willingness to participate and cooperate with other employees so that the results of his work will be better.
		Proficiency	Employee skills in completing work that has been assigned to him is also a benchmark in improving performance
		Responsibility	Responsibility Employee performance can be measured from employee's willingness to accountability for work and the results of his work

Source: Processed data, 2023

Types and Sources of Data

The types of data in this study include qualitative data and quantitative data with the following description: 1). Qualitative data, including: the results of interviews with employees and leaders regarding the perspective of organizational justice and employee performance in the MMR project. 2). Quantitative data, including: data from the answers of research respondents in the form of scoring respondents' answers to each questionnaire question.

The data sources in this study are primary data sources and secondary data sources. Data from the answers of research respondents in the form of scoring respondents' answers to each questionnaire question is data sourced from primary data sources, and secondary data sources are data that is documented. documented.

Population and Research Sample

The definition of population stated by Bungin (2004) is the whole of the object of research which can be in the form of humans, animals, plants, air, symptoms, values, events, life attitudes, and so on so that these objects can be a source of research. The population in this study were all employees in three contractors in the MMR project, namely: PT Petrosea Tbk (876 employees), PT Prima Unggul Persada (78 employees), and PT Lintech Duta Pratama (32 employees). Total The total population is 986 employees. Based on the formula above, the determination of the number of research samples is as follows:

$$n = \frac{N}{1 + Na^2} = \frac{986}{1 + 986(0,05)^2} = 285$$

Based on the sample calculation, the number of research samples obtained was 285 employees.

Data Collection Methods

Data collection methods in this study include documentary, interviews, and questionnaire distribution. Documentary is a method used to trace historical data by collecting and searching for documents owned by the company collected for review and analysis by researchers. The questionnaire is a series or list of questions that are arranged systematically, then sent to be filled in by respondents. The questions in the questionnaire which include: distributive justice, procedural justice, interactional justice, and performance were measured with the following variables distributive justice, procedural justice, interactional justice, and performance are measured using a Likert scale with a range of 5 question answers: very using a Likert scale, which is a range of 5 question answer options: strongly disagree with a score of 1 (one), disagree answer with a score of 2 (two), mediocre answer with a score of 3 (three), agree answer with a score of 4 (four), and answers strongly agree with a score of 5 (five).

Data Analysis Technique

Data analysis techniques in this study include several data analysis techniques data analysis techniques as follows:

Classical Assumptions of Regression

The classical assumptions of regression include four tests, namely: normality test, multicollinearity test, autocorrelation test, and heteroscedasticity test.

1. Normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution. Normality test using the Kolmogorov Smirnov Test. The test conditions are if the test value asymp. sig (2-tailed) is higher than 0.05, the data is declared normally distributed (Ghozali, 2018).

2. Multicollinearity Test Multicollinearity assumption testing aims to test whether the regression model found a correlation between the independent variables regression model found a correlation between independent variables. Provisions in multicollinearity testing, namely that the research independent variables are not infected with multicollinearity if the VIF value is below 10 (Ghozali, 2018)..

3. Heteroscedasticity Test The heteroscedasticity test aims to test whether in the regression model the regression model there is an unequal variance from the residuals of one observation to another. other observations. To test this heteroscedasticity can be done using the absolute residual value (abs_res). If the sig. t-count level of each variable research above 0.05 then the heteroscedasticity assumption is met (Ghozali, 2018).

Validity Test

The first test is the validity test. The validity test is carried out to ensure that the statements in the questionnaire can be understood by the respondents. respondents. Validity testing uses pearson correlation and the statement is valid if the correlation of each indicator with the total correlation (corrected). declared valid if the correlation of each indicator with the total correlation (corrected item-total correlation) above the rtable value. The rtable value based on the provisions is of 0.138 (Mandey & Lengkong, 2015).

Reliability Test

The second test is the reliability test. Reliability test is carried out to ensure that respondents' answers are reliable (consistent, not wishy-washy). plan). Reliability testing using reliability test statistics, namely cronbach alpha, the respondent's answer is declared reliable if the value of the statistics are higher than 0.6 (Mandey & Lengkong, 2015).

Multiple Linear Regression Analysis

Based on the formulation of research problems regarding the effect of independent variables independent variable on the dependent variable, the statistical analysis used is multiple linear regression. According to Widarjono (2010), the formula for multiple linear regression is as follows formula is as follows: $Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$

Hypothesis and Testing

Testing the hypothesis of this study using the F test and t test. Simultaneous Testing (F Test) The F test in research is used to evaluate the effect of all independent variables on the dependent variable (Widarjono, 2015). Rejection of the F test H0 hypothesis by looking at the probability value. If the value of F_{count} is less than the probability then reject H0 while if on the contrary F_{count} is greater than the probability value, then accept H0.

The t test was conducted to determine the effect of distributive justice, procedural justice procedural justice, and interactional justice partially (one by one) on organizational commitment. organizational commitment. If you reject H0 or accept Ha, it means that the independent variable statistically significantly affects the dependent variable and if you accept H0 and reject Ha means that the independent variable is statistically insignificant affect the dependent variable.

RESEARCH RESULTS AND DISCUSSION

Description object study

The Manyar Maju Refinery (MMR) project is located in Manyar, Gresik, East Java under the ownership of PT Freeport Indonesia. The workers in the project are professionals who have experience in carrying out construction tasks. The workers consist of several main contractor companies, namely PT Petrosea Tbk, PT Prima Unggul Persada and PT Lintech Duta Pratama. Workers in the project that took place in mid-2022 continued to grow and there were many sub-contractors in the project.

Characteristics Respondent

Characteristics Respondent By Gender

Table 3. Gender

Gender Respondents	Total Respondents	Percentage (%)
Male	274	96,1%
Female	11	3,9%
Total	285	100%

Source: Processed data, 2023

Characteristics Respondent Age

Table 4. Age

Age Group	Total Respondents	Percentage (%)
18-30	139	47,9%
31-40	89	31,5%
41-50	47	16,9%
>51	10	3,7%
Total	285	100%

Source: Processed data, 2023

Characteristics Respondent Based on Last Education

Table 5. Last Education

Last Education	Total Respondents	Percentage (%)
High School	190	66,6%
DIII	23	8,1%
S1/DIV	60	21,1%
S2	12	4,2%
Total	285	100%

Source: Processed data, 2023

Data Description

Description of Distributive Justice Variable Data

The description of the distributive justice variable is based on an evaluation of the mean and standard deviation. The average value describes the high and low employee assessment on distributive justice in the company environment based on an assessment of each indicator of distributive justice. Description of distributive justice as shown in Table 6.

Table 6. Description of Employee Responses to Distributive Justice in the Company

Indicator	Statement	Mean	Std. Deviation
X1.1	The rewards received reflect my contribution to the company	3,881	0,813
X1.2	The rewards received are in accordance with the performance I produce	3,867	0,810
X1.3	The rewards I receive reflect the effort I put into my work	3,758	0,754
X1.4	The rewards received are in accordance with the work I completed	3,918	0,811
Average Value of Distributive Justice		3,856	0,797

Source: SPSS data processing 2023

Table 6. shows employee responses to distributive justice in the company environment. The average value for each statement ranges from 3.758 to 3.918 with an overall average value of 3.856. The average value of all indicators of distributive justice is equal to 3.856, which means that overall employees assess that distributive justice at the company is classified as good.

Description of Procedural Justice Variable Data

Procedural justice is an employee's perception of the level of justice in the company as measured by the fairness of procedures or policies in the company. The description of the procedural justice variable is based on an evaluation of the mean and standard deviation. Procedural justice consists of six indicators, and the description of procedural justice as shown in Table 7.

Table 7. Description of Employee Responses to Procedural Justice in the Company

Indicator	Statement	Mean	Std. Deviation
X2.1	Company regulations uphold moral and ethical standards. moral and ethical standards	3,857	0,785
X2.2	The employee union can raise objections related to the implementation of company regulations. application of company regulations	3,720	0,747
X2.3	Company regulations are based on accurate information	3,785	0,859
X2.4	I am able to express my views and feelings as long as the company implements regulations	3,679	0,819
X2.5	Employee unity oversees the implementation of regulations	3,816	0,781
X2.6	The company applies the rules consistently	3,683	0,822
X2.7	There are no privileged people or groups in the application of regulations	3,734	0,830
Average Value Procedural Justice		3,753	0,806

Source: SPSS data processing 2023

Table 7. shows employee responses to procedural justice in the company environment with an average value for each statement ranging from 1 to 2 company environment with an average value for each statement ranging from between 3.679 to 3.857. The average value of all indicators of procedural justice is equal to 3.753 can also be interpreted that overall employees assess that procedural justice in the company is good. procedural justice in the company is classified as good.

Description of Interactional Justice Variable Data

Interactional justice is an employee's perception of the level of fairness in the company based on the treatment of employees in the company. The description of the interactional justice variable is based on an evaluation of average value and standard deviation. Interactional justice consists of four indicators, and the description of interactional justice as shown in Table 8.

Table 8. Description of Employee Responses to Interactional Justice in the Company

Indicator	Statement	Mean	Std. Deviation
X3.1	My supervisor adapts his/her communication to individual's specific needs	3,679	0,793
X3.2	My supervisor communicates in detail whenever necessary	3,717	0,793
X3.3	My supervisor's explanation of the rules/procedures makes sense. Reasonable	3,703	0,788
X3.4	My supervisor explains rules/procedures thoroughly	3,676	0,911
X3.5	My supervisor is honest in communication	3,724	0,900
X3.6	My supervisor refrains from saying or making inappropriate comments	3,744	0,844
X3.7	My supervisor treats me in a polite manner	3,887	0,814
X3.8	My supervisor treats me with dignity	3,751	0,889
X3.9	My supervisor treats me with respect	3,904	0,766
	Average Value Interactional justice	3,754	0,833

Source: SPSS data processing 2023

Table 8. shows employee responses to interactional justice in the MMR project environment with an average value for each statement ranging from 3.676 to 3.904. The average value of all interactional justice indicators is 3.754, which also means that overall employees think that interactional justice in the company is good.

Description of Employee Performance Variables Data

Description of employee performance variables is based on an evaluation of the mean value and standard deviation. Employee performance consists of ten indicators, and the description of interactional justice as shown in Table 9.

Table 9. Description of Employee Responses to Employee Performance in the Company

Indicator	Statement	Mean	Std. Deviation
Y1.1	I am always on time at work	3,532	0,825
Y1.2	I look for other ways when experiencing difficulties in completing work	3,703	0,766
Y1.3	I can unleash my potential in completing work	3,669	0,733
Y1.4	I can work well in a team	3,635	0,754
Y1.5	I feel that I can excel in the company	3,635	0,763
Y1.6	I comply with all regulations set by the company	3,601	0,824
Y1.7	I feel the quality of my performance is getting better	3,549	0,760
Y1.8	I feel the work will be better when done together	3,700	0,739
Y1.9	I am responsible for the work that I do. Work	3,751	0,747
Y1.10	I prioritize work that is my priority. are my priorities	3,720	0,714
	Average Value Employee Performance	3,649	0,762

Source: SPSS data processing 2023

Based on table 9, it is known that the level of employee performance in the MMR project is based on the average value of employee answers with an average value ranging from 3.532 to 3.751. The average value of all employee performance indicators of 3.649 can also mean that overall employees assess that their performance in the company is good.

Data Testing

Validity Test

The validity test uses a pearson correlation and the statement is declared valid if the correlation of each indicator with the total correlation (corrected item-total correlation) is above the rtable value. correlation) above the rtable value. The rtable value based on the provisions is 0,138. Testing using SPSS and the validity test output results are summarized in Table 10.

Table 10. Results of Validity Test of Research Variables

Variables	Indicator	<i>corrected item- total correlation</i>	<i>Rtable</i>	Result
Distributive Justice	X1.1	0,836	0,138	Valid
	X1.2	0,878	0,138	Valid

Variables	Indicator	<i>corrected item- total correlation</i>	<i>Rtabel</i>	Result
Procedural Justice	X1.3	0,887	0,138	Valid
	X1.4	0,883	0,138	Valid
	X2.1	0,661	0,138	Valid
	X2.2	0,714	0,138	Valid
	X2.3	0,649	0,138	Valid
	X2.4	0,712	0,138	Valid
	X2.5	0,759	0,138	Valid
	X2.6	0,679	0,138	Valid
	X2.7	0,749	0,138	Valid
	X3.1	0,639	0,138	Valid
Interactional Justice	X3.2	0,611	0,138	Valid
	X3.3	0,591	0,138	Valid
	X3.4	0,712	0,138	Valid
	X3.5	0,745	0,138	Valid
	X3.6	0,735	0,138	Valid
	X3.7	0,593	0,138	Valid
	X3.8	0,571	0,138	Valid
	X3.9	0,729	0,138	Valid
	Y1.1	0,736	0,138	Valid
Employee Performance	Y1.2	0,696	0,138	Valid
	Y1.3	0,743	0,138	Valid
	Y1.4	0,675	0,138	Valid
	Y1.5	0,748	0,138	Valid
	Y1.6	0,722	0,138	Valid
	Y1.7	0,691	0,138	Valid
	Y1.8	0,728	0,138	Valid
	Y1.9	0,742	0,138	Valid
	Y1.10	0,698	0,138	Valid

Source: SPSS data processing 2023

The validity test results show that the value of the corrected item - total correlation with values ranging from 0.571 - 0.887 and the value is above the the minimum limit of the rtabel value which is 0.1381. This finding shows that all statements on the variables of distributive justice, procedural justice, interactional justice, and performance are valid.

Reliability Test

The reliability test is based on the results of the “reliability scale” test using SPSS. using SPSS. The test provisions are based on the Cronbach alpha value value generated on each research variable. Cronbach alpha value of each research variables as shown in Table 11.

Table 11. Reliability Test Results

Research Variable	Cronbach's Alpha	Terms	Description
Distributive justice	0.946	>0.60	Reliable
Procedural justice	0.898	>0.60	Reliable
Interactional Justice	0.896	>0.60	Reliable
Employee Performance	0.927	>0.60	Reliable

Source: SPSS data processing 2023

The statement is declared reliable if the Cronbach alpha value is above 0.60 and the results of the reliability test of the four research variables with a Cronbach alpha value between 0.60 and 0.60. the results of

the reliability test of the four research variables with a Cronbah alpha value between 0.896 to 0.946. Based on the results of the test provisions, it can be stated that the research questionnaire statements are reliable.

Normality Test

Data normality testing is carried out to ensure that the data research data is normally distributed. The test uses the Kolmogorov smirnov statistics, and in this test the unstandardized residual value is displayed first on the SPSS sheet, and the unstandardized residual value is displayed first. unstandardized residual value on the SPSS sheet, and the unstandardized residual value is processed using the Kolmogorov Smirnov statistic. processed using Kolmogorov Smirnov statistics with the SPSS program. The results of the test results are shown in Table 12.

Table 12. Kolmogorov Smirnov Test

Unstandardized Residual		
N		293
Normal Parameters(a,b)	Mean	0,000
	Std. Deviation	0,410
Most Extreme Differences	Absolute	0,077
	Positive	0,077
	Negative	-0,042
Kolmogorov-Smirnov Z		1,327
Asymp. Sig. (2-tailed)		0.059
A	Test distribution is Normal	
B	Calculated from data	

Source: SPSS data processing 2023

The test results show a Kolmogorov Smirnovtest value of 1.327 with asymp. Sig. (2-tailed) of 0.059. The test conditions are if the value sig (2-tailed) is higher than 0.05, it is stated that the data is normally distributed. The conclusion from the results of this normality test is that the data is normally distributed because the asymp. sig (2-tailed) test value of 0.059 is higher than 0.05. higher than 0.05. Based on the results of the Kolmogorov Smirnov test, it can be it is decided that the data is normally distributed.

Multicollinearity Test

Multiple linear regression analysis considers that among the independent variables independent variables are not interconnected. The test used is the multicollinearity test and becomes one series with data processing using multiple linear regression analysis. The test is based on the value of variance inflation factor (VIF). The results of multicollinearity testing as Table 13

Table 13. Testing for multicollinearity assumptions

Research Variables	VIF
Distributive justice	1,011
Procedural Justice	2,008
Interactional Justice	2,021

Source: SPSS data processing 2023

Based on the test, it is known that the VIF values for distributive justice, procedural justice, and interactional justice are each below 10, meaning that the independent variables are not interrelated.

Heteroskedasticity Test

The heteroskedasticity test is conducted to examine whether the independent variables in the research have a significant effect on the residual variable (the disturbance variable). The testing was conducted by calculating the residual value, which is abs_res (absolute residual). The results of the test results are shown in Table 14.

Table 14. Heteroscedasticity Test

Research Variables	t	Sig.	Description
Distributive justice (X1)	0,218	0,828	No Effect
Procedural Justice (X2)	-1,760	0,079	No Effect
Interactional Justice (X3)	0,231	0,818	No Effect

Source: SPSS data processing 2023

Based on the test results above, the significance level (sig. t) is above 0.05 for all three independent variables, meaning that the independent variables in the study: distributive justice, procedural justice, and interactional justice do not influence the residual values. Therefore, it can be stated that heteroskedasticity does not occur.

Data Analysis

Summary of Multiple Linear Regression Results

To explain the direct influence of distributive justice, procedural justice, and interactional justice on employee performance using multiple linear regression analysis. The results of the analysis using SPSS yielded the following values:

Table 15. Output of Multiple Linear Regression Statistics

Research Variables		Value Coefficient	t _{count}	Sig.
Constant (a)		0,769	3,969	0,000
Distributive justice		0,032	0,963	0,336
Procedural Justice		0,347	6,462	0,000
Interactional Justice		0,388	6,993	0,000
R	R Square	F _{Count}	Sig. F _{Count}	
0,723	0,522	105,243	0,00	

Source: SPSS data processing 2023

The values shown in Table 15 above are the results of a summary of multiple linear regression analysis using SPSS. The values summarized in the table above are those that can explain the influence of distributive justice, procedural justice, and interactional justice on employee performance.

Based on the summary of the regression results shown in Table 15, the multiple linear regression equation for the influence of distributive justice, procedural justice, and interactional justice on employee performance can be expressed in the following equation:

$$Y = 0.769 + 0.032X_1 + 0.347X_2 + 0.388X_3$$

The value of the constant coefficient is 0.769, meaning that when the values of distributive justice (X₁), procedural justice (X₂), and interactional justice (X₃) are zero, the employee performance statistically equals the constant value of 0.769. The value of the regression coefficient for the variable of distributive justice is 0.032, which means that higher employee assessments of distributive justice lead to stronger employee performance, while lower assessments of distributive justice result in weaker employee performance within the company. The regression coefficient for procedural justice is 0.347, which means that higher employee assessments of procedural justice lead to stronger employee performance, while lower assessments of procedural justice result in weaker employee performance within the company. The value of the interactional justice regression coefficient of 0.388 means that higher employee assessments of interactional justice lead to stronger employee performance, while lower assessments of interactional justice result in weaker employee performance within the company.

Correlation Coefficient (R) and Coefficient of Determination (R²)

In multiple linear regression analysis, the strength of the relationship between the independent variables being studied and the dependent variable is also explained. The strength of the relationship is explained by the correlation coefficient, commonly referred to as "R." A correlation coefficient value of 0.723 indicates that there is a relationship between distributive justice, procedural justice, and interactional justice with employee performance.

Meanwhile, the coefficient of determination (R Square) indicates the extent of the overall influence of the independent variables on the dependent variable. The coefficient of determination of 0.522 means that 52.2% of the variation in performance increase or decrease can be explained by the variation in changes in distributive justice, procedural justice, and interactional justice.

Research Hypothesis Testing

This research hypothesis testing aims to examine the influence of distributive justice, procedural justice, and interactional justice both collectively and individually (partially) on performance.

Simultaneous Testing (F Test)

The F test is a statistical testing method used to examine the effect of all independent variables simultaneously on the dependent variable. In this test, the F count value = 105.243 (SPSS result) and the F table value = 2.76 (Widarjono, 2015). The F count value is higher than the F critical value, thus distributive

justice, procedural justice, and interactional justice are collectively stated to have a significant impact on employee performance.

Partial Testing (t-test)

To address the research hypothesis regarding the partial influence of each independent variable on performance, a partial test was conducted. (uji t).

Calculating the t-statistic values (tcount) for β_1 , β_2 , β_3 .

- The tcount value for distributive justice = 0.963
- The tcount value for procedural justice = 6.462
- The thitung value for interactional justice = 6.993

The table value is 2.000 (Widarjono, 2015). The variables of procedural justice and interactional justice have been shown to influence employee performance, while the variable of distributive justice does not affect employee performance.

CONCLUSION

Based on the results of the hypothesis testing and discussion, the conclusions of this research are as follows:

- Distributive justice has no significant effect on employee performance, meaning that the level of distributive justice in the MMR project does not influence the high or low performance of employees.
- Procedural justice positively affects employee performance, meaning that the level of procedural justice in the MMR project influences level of employee performance.
- Interactional justice has a positive effect on employee performance, meaning that the level of interactional justice in the MMR project influences the level of employee performance.
- Distributive justice, procedural justice, and interactional justice collectively have been shown to influence employee performance in the MMR Project. The level of organizational justice perceived by employees affects their performance.

For future research, it would be advisable to conduct qualitative research on the influence of interactional justice on employee performance. This qualitative study should be carried out through interviews to gain a deeper understanding of the reasons why distributive justice does not affect employee performance.

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