

Organizational justice perception of Indonesia civil servants, does it matter?

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ARTICLE INFO

Article history:

Received 29-06-2018

Revised 27-11-2018

Accepted 11-12-2018

Kata Kunci:

keadilan organisasional, emosi positif, kepuasan kerja, SEM

Keywords:

organizational justice, emotion, job satisfaction, SEM

ABSTRACT

Penelitian ini bertujuan untuk menguji pengaruh keadilan organisasi terhadap emosi positif pegawai negeri sipil di Provinsi Sulawesi Selatan dan Provinsi Sulawesi Tengah yang berdampak pada kepuasan kerja. Keadilan organisasi meliputi keadilan distributif, keadilan presedural, dan keadilan interaksional. Kontribusi penelitian ini adalah memberikan petunjuk kepada para pegawai negeri sipil di tingkat pimpinan dalam merancang suatu bentuk keadilan yang mampu membentuk emosi positif yang berdampak pada kepuasan kerja bawahannya. Responden dalam penelitian ini adalah pegawai negeri sipil yang berada di lingkungan pemerintah daerah Provinsi Sulawesi Selatan dan Provinsi Sulawesi Tengah. Teknik penarikan sampel menggunakan penyampelan purposif. Besaran sampel yang ditetapkan dalam penelitian adalah 400 orang dan diperoleh 350 kuesioner yang dikembalikan sehingga tingkat tanggapannya adalah 87,5%. Analisis data menggunakan SEM dengan pendekatan secara dua tahap, yaitu: model pengukuran dan model struktural. Hasil penelitian menunjukkan bahwa keadilan organisasional dapat menjelaskan dan memprediksi emosi positif. Selanjutnya, emosi positif dapat menjelaskan dan memprediksi kepuasan kerja para pegawai negeri sipil di Provinsi Sulawesi Selatan dan Tengah. Keadilan interaksional dan prosedural mempengaruhi emosi positif secara signifikan dimana keadilan interaksional memiliki pengaruh terbesar atas emosi positif. Sementara keadilan distributif tidak memiliki pengaruh yang signifikan terhadap emosi positif.

ABSTRACT

The purpose of this research is to examine the influence of organizational justice to positive emotion of civil servants in south and central Sulawesi Province which impact their job satisfaction. Organizational justice consists of distributive justice, procedural

justice, and interactional justice. We propose that the perception of organizational justice by civil servants on these two provinces will influence the formation of positive emotion which will impact their job satisfaction. This study provides a guidance to civil servants at leadership level to design a form of justice which influence positive emotions that have an impact on the work satisfaction of their subordinates. The subject on this research are civil servants employees in South and Central Sulawesi Province area. Purposive sampling method is employ with 400 respondents as sample requirement and 350 questionnaires were returned which made the response rate of 87.5 percent. Data is analyze using Structural Equation Modelling (SEM) with two phase approaches, namely: calculation model and structural model. The results demonstrate that organizational justice has the ability to explain and predict positive emotion. Furthermore, positive emotion has the ability to explain and predict job satisfaction for civil servants employees in South and Central Sulawesi Province. Interactional and procedural justice are significantly influencing positive emotion with interactional justice has the largest influence in positive emotion. While distributional justice has no significant influence on positive emotion.

INTRODUCTION

Judgement about what is fair or what should have been fair has been recognized as a fundamental cognition that affects people's attitudes and behaviours (Chun, Brockner, & Cremer, 2018). The judgement of fairness in the workplace is known as organizational justice (Ambrose & Cropanzano, 2003; Cropanzano & Stein, 2009; Zhang, Nie, & Luo, 2009). Numerous studies agree that the attitudes and behaviors of employees are affected by organizational justice. In the workplace is often find differences between one worker to another, whether in the form of leader's treatment, salary and bonus receive, or other policies made by organization leaders. Organizational justice is related to how a worker feel about incentif/reward distribution, its alocation process, and the treatment they acquired inside an organization (Colquitt et al., 2013; Cropanzano, Stein, & Nadisic, 2011).

Some scholars have examined the effect of various organizational attributes on justice perception formation (Cropanzano, Paddock, Rupp, Bagger, & Baldwin, 2008; Roberson & Colquitt, 2005; Tziner & Sharoni, 2014). In addition, a growing number of organizational justice studies have shown that employees' perceptions of fairness in the workplace lead to a wide range of work-related outcomes (Dzansi, 2016; Ouyang, Sang, Li, & Peng, 2015; Skarlicki, Van Jaarsveld, & Walker, 2008). These outcomes include job attitudes (e.g., organizational outcomes, job involvement, trust in management, and job satisfaction), emotional reactions (e.g., depression and anger), and behaviors (e.g., turnover, performance, and organizational citizenship behavior).

In general, at the government organization, civil servant workers often compare outcome they receive with their colleagues' as a base to form fairness perception. According to Cohen-Charash and Spector (2002) that individual will compare the outcomes he/she receives with those received by their colleagues in one organization, thus it will form his perception of justice that is related to the outcome of the distribution. Furthermore, this applied to all types of organizations, both profit and non-profit organizations. Therefore, it is necessary to implement a policy perceived to serve fairness between these workers. According to preliminary observation conducted by interviewing 100 civil servants at government organization in South Sulawesi Province, 55 percent of the workers admitted they perceived organizational injustice in their workplace, such as the publication of new rules concerning pay cut from their insentif payment when a worker unable to attend work even when he/she is sick/ill. See table 1.

Table 1
Percentage of Perceive Organizational Justice/Injustice by Civil Servant Workers in South Sulawesi Province

Perceive organizational justice	Perceive organizational injustice	No opinon	Total Civil Servants Worker (Number of people)
55 (55%)	33 (33%)	12 (12%)	100 (100%)

Source: Data Process by researchers, 2017

According to the preliminary interviews from the civil servant workers, we conclude that perceive organizational justice will influence their emotion (Barclay & Skarlicki, 2009) and in turn will impact their job satisfaction (Croppanzano et al., 2008; Robbins & Judge, 2013). In their book, Robbins and Judge (2013), stated that job satisfaction is formed when employees feel that they play a part in sharing their opinions related to the achievement of organization's goals. They will feel that they receive appropriate appreciation and satisfaction from playing part in organization's goals achievement. The satisfaction acquired is a positive emotional form from the achievement of perceived values related with their job and these values are in line with their needs (Cassar & Buttigieg, 2015). Moreover, we could say that positive emotion will impact civil servants job satisfaction as proposed by Barclay and Skarlicki (2009).

Although emotion has been discussed extensively in organizational justice theory, yet only few researches in organizational justice consider emotion in their researches (Kaplan, Cortina, Ruark, Laport, & Nicolaides, 2014; Weiss, Suckow, & Cropanzano, 1999). Furthermore, organizational justice research in government organization setting has never been conducted with civil servants as research subjects in Indonesia, despite early evidences we have collected concerning the important of perceive organizational justice in civil servants employees which will affect their

emotion, attitude and behavior in the workplace. Based on the literature review, there were several studies in Indonesia in the last ten years, Hwei and Santosa (2012); Palupi, Tjahjono, and Nuri (2014) who examined the effect of career distributive justice and career procedural justice on retaliation behavior of private employees with career satisfaction as mediating variables; and Januriastuti (2017) which examines the effect of personality and procedural justice on organizational commitment.

In order to fill this gap, we propose a study to investigate how organizational justice perception will influence positive emotion of civil servant workers in South and Central Sulawesi Province which in turn will impact their job satisfaction. Researchers in the organizational justice area have identified three dimensions of organizational justice: distributive, procedural, and interactional (e.g. Cohen-Charash & Spector, 2002; Virgolino, Coelho, & Ribeiro, 2017). These all three dimensions of organizational justice will be included in this study. We also conduct Social Desirability Response (SDR) test to test all indicators use in measuring constructs of organizational justice, positive emotion, and job satisfaction in this research to make our constructs more valid and robust.

Theoretical benefit of this study is to reveal the role of organizational justice towards emotion which will impact job satisfaction. As for practitioner, the result of this study is expected to give knowledge regarding factors influencing employees' job satisfaction in an organization, thus directors and managers of companies could design a suitable justice or fairness for the formation of positive emotion that will impact employees' job satisfaction.

LITERATURE REVIEW

The equity theory proposed by Adams (1965) is based on social exchange theory and extends the concept of organizational justice. Equity theory has been applied widely in the field of organizational behavior. Colquitt et al. (2013) defined organizational justice as the degree to which workers are cognizant that they are treated fairly in their workplace. Greenberg in Colquitt (2017) asserted that organizational justice is the fairness of the treatment received by employees in their workplace. This treatment can serve to describe a working environment in terms of whether it is fair to employees.

However, models of equity theory and distributive justice cannot entirely predict how employees react to perceived unfairness in the workplace. Studies of procedural factors that affect reward distribution have gradually increased. These studies indicate that the perceived fairness of a reward distribution is less important than the perceived procedural fairness. Therefore, studies of organizational justice have begun to shift

their focus from distributive justice to procedural, i.e., the perceived justice of processes. Procedural justice is an extension of the concept of distributive justice and originates in the fields of law and politics. Thibaut and Walker (1975) were the first sociologists to perform systematic studies of procedural fairness, particularly in dispute resolution. In their study of court proceedings, they defined procedural justice as the opportunity to express opinions and to participate in process control. According to the perceived procedural justice theory proposed by the authors in that study, the fairness of a legal proceeding as perceived by the participants is just as important as the actual outcome.

Greenberg (1987) categorized organizational justice as distributive justice (the perceived fairness of the reward allocation) and procedural justice (the perceived fairness of the decision-making process applied by the organization). However, Bies and Moag (1986) argued that the concepts of distributive justice and procedural justice do not adequately explain organizational justice because they do not consider the interpersonal interactions perceived by employees during procedures. Thus, they proposed the concept of interactional justice. Since then, this concept has been applied in studies of how employees in organizations perceive the fairness of their treatment and the fairness of their interpersonal communications.

Organizational Justice and Emotion

Research investigating the relationship between fairness and discrete emotions is lacking (Cropanzano, Weiss, Hale, & Reb, 2003; Kaplan et al., 2014), and most of the empirical work that does exist is relatively recent (e.g., Wolfe, Manjarrez, & Rojek 2018; Barclay, Skarlicki, & Pugh, 2005; Krehbiel & Cropanzano, 2000). As Cropanzano and Wright (2003) review, the relative absence of research on discrete emotions in the justice literature is surprising for three reasons: (1) classic discussions of injustice, including the work of Adams (1965) describe injustice as leading to the discrete emotions of anger or guilt, depending on whom the situation benefits; (2) theoretical models of justice often assume, but do not test for, emotions as mediators; (3) the importance of emotion is apparent in qualitative and quantitative studies of injustice. Research on fairness and discrete emotions suggests a basic model of the relationships among events, justice perceptions and emotions: events lead to justice perceptions and justice perceptions to emotions. Existing research on emotions and fairness relates mainly to outcomes (e.g., Virgolino et al., 2017) or events with both distributive and procedural aspects (e.g., Budiyanti & Patiro, 2018; Yadav & Yadav, 2016). Despite the paucity and limitations of existing research, it provides a foundation for predicting the relationship between emotions and fairness. In these studies discrete emotions vary. Emotions including anger, happiness, and self-related emotions such as guilt are used as dependent variables in multiple studies.

In assessing discrete emotions and fairness, Weiss et al. (1999) added happiness as a positive emotion to negative emotions for several reasons. First, happiness is related to one's overall life adjustment (Moliner, Cropanzano, & Martinez-tur, 2017), organizational life (Colquitt & Rodell, 2015), and important work outcomes (e.g., job performance, Meisler (2013); Cropanzano & Wright (2003). Further, happiness is clearly distinguished in the emotions literature from anger and embarrassment. These reasons all support the inclusion of happiness in the current study. Additionally, happiness is included in other studies of emotion and fairness (Belén, Vázquez-casielles, & Díaz-martín, 2009; Krehbiel & Cropanzano, 2000). Fairness and justice study in restaurant context also showed the importance of distributive, procedural, and interactional justice for customers in assessing their needs and satisfaction (Budiyanti & Patiro, 2018). In this study we use happiness as one of the discrete positive emotion.

Other studies investigated emotion, such, Ledimo (2015) proposed that procedural and interactional justice are interacting in predicting individual's emotion. Emotion is mediating the relationship between perceived organizational justice and revenge act. Cassar and Buttigieg (2015) found that violation in psychological contract breach is mediating the relationship organizational justice and emotion. Dzansi (2016) demonstrated that perceived organizational justice concerning human resource management in the workplace is affecting the quality of service rendered by the employees. Moon (2017) showed that there is a negative relation between distributive and interpersonal justice with employees' turnover. On the other hand, he also showed that there is a positive relation between distributive, procedural, and interpersonal justice with organization's performance. Accordingly, the following hypotheses are proposed:

H1: Procedural justice will positively influence the positive emotion.

H2: Distributive justice will positively influence the positive emotion.

H3: Interactional Justice will positively influence the positive emotion.

Positive Emotion and Job Satisfaction

Begin with a simple question, what determine job satisfaction of an employee? This question has long been a main concern of academics (Tziner & Sharoni 2014; Spector, 1997). Job satisfaction has been defined as "feelings or affective responses to facets of the (workplace) situation" (Smith et al 1969 in Al-Zu'bi, 2010). More recently, researchers have acknowledged that job satisfaction is a phenomenon best described as having both cognitive (thoughts) and affective (feelings) character.

Furthermore, some studies demonstrated that job satisfaction is influenced by confidence about the job (cognition) as well as feelings and emotion (Fisher, 2000; Ilies & Judge, 2004). In line with these studies, Gotlib (2011) showed that organizational justice positively related to organizational behaviour moderated by employees' emotion.

Accordingly, the following hypotheses are proposed:

H4: Positive emotion will positively influence job satisfaction.

Therefore the theoretical model in this study is as follows:

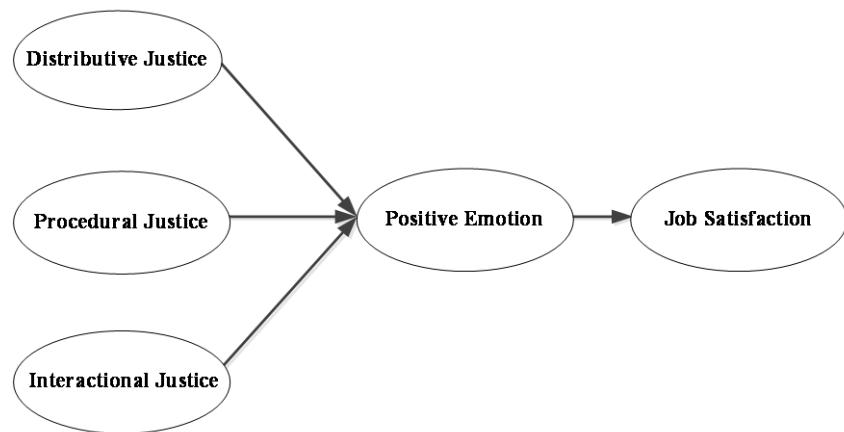


Figure 1
Theoretical Model

RESEARCH METHOD

In the preliminary interviews phase, interviews with 100 respondents as key informant to explore organizational justice (distributive, procedural, and interactional justice) phenomenon in the workplace, were conducted. Exploring on how organizational justice relate with emotion and job satisfaction of civil servant workers are performed subsequently. Afterwards, a questionnaire to be used as a measurement tool of the research based on the preliminary interviews with 100 key informants are built. Next, face validity, social desirability response, and construct validity (convergent and discriminant), are conducted. After an adequate validity result is acquired, measurement of the impact of organizational justice on job satisfaction mediated by positive emotion will be required.

Sampling Design

Population in this study is civil servant employees and unit analysis is civil servant employees based in Makassar (South Sulawesi Province) and Palu (Central

Sulawesi Province). Purposive sampling method is applied. Respondents use in this study must fullfill three necessary requirements, as follow: (1) Man or Woman; (2) Civil servant employees based in Makassar and Palu, (3) Willing to be involved in the study. Hair et al. (2010) proposed that minimum magnitude of sample in a study using SEM is five up to ten times indicators use. In this study, 25 indicators are used, therefore minimum sample required is $25 \times 10 = 250$ (two hundred and fifty) respondents. According to Aeker, Kumar, Day, and Leone (2007) the bigger the sample size employed, the more accurate is the result of the study to reduce sampling error. Therefore, 400 (four hundred) is selected as the sample size in this study.

Operational definition and measurement

Distibutive justice is the fairness of perceived rewards between individuals (Cohen-Charash & Spector, 2002; Cropanzano et al., 2011). Rewards included here is not only limited in financial aspect but also comprise promotion opportunity Individuals (Cohen-Charash & Spector, 2002; Colquitt et al., 2013). Measurement items to assess given rewards are: P1 (Pay for person), P2 (Pay for posititon), P3 (Pay for Performance), overtime, special compensation for position, premium, and promotion opportunity.

Prosedural justice is perceived justice from the process use to define rewards distribution (Colquitt, 2017). Interactional justice is individual perception considering how far an employee is being treated with dignity, respect, and consideration, as well as other information relevant for employees (Colquitt, 2017). Morris and Keltner (2000) define positive emotion as an aroused circumstance from organism comprising realised changes and behaviour changes. Job satisfaction is a pleasant emotional statement from individual assessment related to his/her work or work experiences (Judge, Heller, & Mount, 2002). Job satisfaction is measure using measurement established by Judge and Ilies (2004) validated by Rafferty and Griffin (2009). All of the variables comprising of five item iquiries on 5 likert scale, which are; 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree.

Instrument testing

Instrument testing is perform to test whether the research intrument use in this study has the capability to measure needed research constructs. This study uses face validity, content validity, convergent validity (Hair et al., 2010). The purpose of conducting pilot test in this study is to test social desirability response (SDR) and construct test (Validity and Reliability). Next phase is to perform construct realibility. This test is rendered to test the consistensy of indicators use in this study. In collecting data neccesary in this study to be analyze quantitatively, this study use survey method.

Data Analysis Method

This study use Structural Equation Modelling (SEM) technique with the help of AMOS program software. SEM has the ability to analyse latent variables (Hair et al., 2010). This study use two phase SEM approach, which are: measurement model and structural model. Measurement model is conducted to confirm a dimension or factor based on its empirical indicators. While structural model is related to correlation structure establishing or explaining causality between factors.

Model testing

See table 2 for model testing details.

Table 2
Indicator of Goodness of Fit model

Goodness of Fit Index	Description	Cut Off Value
χ^2 chi-square	To test whether population covariance estimates is equal to sample covariance (is model fit with the data). Very sensitive to big sample size.	Expected to be small
Probability	Significance test for the difference in data covariance matrix and estimate covariance matrix.	≥ 0.05
RMSEA	Compensating the weakness of chi-square in big size sample.	≤ 0.08
GFI	Calculate weighted proportion variance in sample matrix explain by the estimate population matrix covariance.	≥ 0.90
AGFI	GFI adjusted to <i>Degree of Freedom</i> (DF)	≥ 0.90
CMIN/DF	Goodness of fit between data and model.	$1 \leq \text{normed } \chi^2 \leq 5$
CFI	Significance test for model insensitive with the size of the sample and the model complication.	≥ 0.94

Source: Hair et al. (2010)

RESULTS AND DISCUSSION

Sample Characteristics

Table 3 presents the demographic characteristics. Descriptive information shows that 57.14 percent of the respondents ($n = 350$) were male, and 42.86 percent were female. The majority of respondents (78.86 percent) were married. Regarding their education levels, 4.28 percent of the respondents have at least a senior high school degree, 29.43 percent, 37.71 percent, and 28.57 percent hold bachelor, master's and doctoral degrees, respectively. The respondents aged between 41 and 45 formed the largest group (26.86 percent). The majority of job tenure respondents was more than 10 years (76.57 percent). Sixty-two point twenty nine percent of the respondents have monthly expenses which range between Rp 2,500,001 – Rp 5,000,000.

Table 3
Sample Characteristics

Variables	Categories	Sum	Percentage
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Gender	Male	200	57.14
	Female	150	42.86
Age	25-30 years	30	8.57
	31-35 years	86	24.57
	36-40 years	50	14.26
	41-45 years	94	26.86
	46-50 years	90	25.71
Marital status	Single	74	21.14
	Married	276	78.86
Job tenure	Less than 1 year	0	0
	1-5 years	0	0
	5-10 years	82	23.43
	More than 10 years	268	76.57
Education	Senior High School	15	4.28
	Bachelor	103	29.43
	Master	132	37.71
	Doctor	100	28.57
Monthly expenses	IDR 0 – IDR 1.000.000	0	0
	IDR 1.000.001 – IDR 2.500.000	126	36
	IDR 2.500.001 – IDR 5.000.000	218	62.29
	IDR 5.000.001 – IDR 10.000.000	6	1.71
	More than IDR 10.000.000	0	0

Measurement model

On the basis of Anderson and Gerbing (1988) two-step approach, first, this study conduct a confirmatory factor analysis (CFA) with a maximum likelihood to estimate the measurement model by verifying the underlying structure of constructs. This study also check unidimensionality, reliabilities, and validities of the seven-factor measurement model before testing the structural model (Table 4). As illustrated in Table 4, the level for internal consistency in each construct is acceptable with Cronbach's estimate ranging from 0.88 to 0.96. Composite reliabilities estimates, ranging from 0.87 to 0.98, are considered acceptable (Hair et al., 2010). In addition, all variance extracted estimates (distributive justice = 0.67; procedural justice = 0.60; interactional justice = 0.63; positive emotion = 0.73; job satisfaction = 0.70) exceed the recommended 0.50 threshold (Fornell & Larcker, 1981). Convergent validity is first observed since all confirmatory factor loadings exceed 0.70, and all are significant, with t-values ranging from a low of 9.49 to a high of 15.37 at the a level of 0.001 (Anderson & Gerbing, 1988). Thus, these results show evidence of the convergent validity of the measures.

Discriminant validity assess by comparing the average variance extracted (AVE) with the squared correlation between constructs (Fornell & Larcker, 1981). The inter-factor correlations between the five constructs, estimated by the ϕ coefficient, ranged from 0.50 to 0.85. Discriminant validity is evident since the variance extracted

estimates, ranging from 0.74 to 0.85, exceed all squared correlations of each pair of constructs, ranging from 0.35 to 0.66. These results suggest that the five factors are distinct and unidimensional. Also, confirmatory measurement models demonstrated the soundness of measurement properties ($\chi^2_{(268)} = 693.836$; $\rho < 0.05$; $\chi^2/\text{df} = 2.589$; NFI = 0.868; TLI = 0.823; CFI = 0.942; IFI = 0.844; RMSEA = 0.060). Table 5 presents the intercorrelations among the five constructs in this study. The shared correlations, representing the shared variance among the constructs, were found not to exceed the average variance explained. Thus, the result suggests that measures employed in this study are distinct and unidimensional measures.

Table 4
Reliabilities and confirmatory factor analysis properties

Construct (Cronbach's α)	Standardized factor loadings	Composite reliabilities	AVE
Distributive Justice (0.90)		0.88	0.67
DJ1	0.936		
DJ2	0.865		
DJ3	0.789		
DJ4	0.788		
Procedural Justice (0.88)		0.92	0.60
PJ1	0.732		
PJ2	0.734		
PJ3	0.799		
PJ4	0.840		
PJ5	0.887		
PJ6	0.761		
Interactional Justice (0.96)		0.98	0.63
IJ1	0.744		
IJ2	0.747		
IJ3	0.760		
IJ4	0.767		
IJ5	0.759		
IJ6	0.799		
Positive Emotion (0.94)		0.87	0.73
PE1	0.990		
PE2	0.826		
PE3	0.962		
PE4	0.957		
Job Satisfaction (0.92)		0.94	0.70
JS1	0.722		
JS2	0.772		
JS3	0.827		
JS4	0.794		
JS5	0.891		

Table 5
Correlations among the latent constructs

Constructs	1	2	3	4	5
Distributive Justice	1				
Procedural Justice	0.63	1			
Interactional Justice	0.50	0.47	1		
Positive Emotion	0.72	0.55	0.58	1	
Job Satisfaction	0.61	0.67	0.56	0.71	1

Structural equation modeling (SEM)

Structural equation modeling is performed to test the validity of the proposed model and the hypotheses. The results of the standardized parameter estimates and t-values are presented in Table 6. Figure 2 presents the estimated model, illustrating the direction and magnitude of the impact of the standardized path coefficients. The χ^2 statistic indicate that the overall model did not fit the data well ($\chi^2_{(268)} = 693.836$; $p < 0.05$). Given the sensitivity of the χ^2 statistics to sample size (Hair et al., 2010), other fit indexes are also examined. First, normed χ^2 (χ^2 /degrees of freedom) is considered to reduce the sensitivity of the χ^2 statistic. The value of the normed χ^2 was 2.589, which is below the cut-off criterion of 3 (Hair et al., 2010), and show that the model fit the data well ($\chi^2/\text{df} = 2.589$). Other goodness-of-fit indices proof that the structural model fit the data reasonably (NFI = 0.868; TLI = 0.823; CFI = 0.942; IFI = 0.844; RMSEA = 0.060; GFI = 0.945 dan AGFI = 0.931). The model's fit as indicated by these indexes is deemed satisfactory; thus, it provide a good basis for testing the hypothesized paths. According to Hu and Bentler (1999) and Hair et al. (2010) that CMIN/DF (χ^2/df), GFI, AGFI, and RMSEA were Goodness of Fit Indices which is often the main reference in SEM analysis. Because of the four indices show that the model analyzed is parsimony and in accordance with the data (Hu & Bentler, 1999). Overall, the four indices values in this study meet the requirements. Indeed, indices such as NFI, TLI, and IFI have to be considered as well where they complement each other, but, these values in this research show an acceptable or moderate level according to Hair et al. (2010). The parameter estimates in a structural model exhibit the direct effects of one construct on the other and thereby a significant coefficient at a certain level of a reveals a significant causal relationship between latent constructs. (Figure 2, Table 4).

H1, which hypothesized a positive relationship between distributive justice and positive emotion, was supported ($\gamma_{11} = 0.160$, $t = 2.229$, $p < 0.05$). The result of the first hypothesis demonstrate that when public servant evaluate the money they receive as fair, they tended to have more positive emotion. H2, which hypothesized a positive relationship between procedural justice and positive emotion, is supported ($\gamma_{12} = 0.162$, $t = 2.247$, $p < 0.05$). This result indicate that in terms of the process used to create allocation of sources, as public servant's perceived level of justice increased they were more likely to experience positive emotions. As expected in H3, interactional justice

has a significant impact on positive emotion ($\gamma_{13} = 0.154$, $t = 1.974$, $p < 0.05$). This result indicate that public servant perceived the fairness of the interpersonal treatment they received during the enactment of procedures (Bies & Saphiro, 1987). With regard to the relationships between the positive emotions and job satisfaction, H4, is supported ($\gamma_{14} = 0.167$, $t = 3.689$, $p < 0.001$). These findings suggest the possibility that positive emotion may be a better indicator for predicting job satisfaction of public servant. Since procedural fairness is the most important criteria for generating positive emotions, the head office should seriously consider the importance of that justice aspects and their potential to elicit positive emotions.

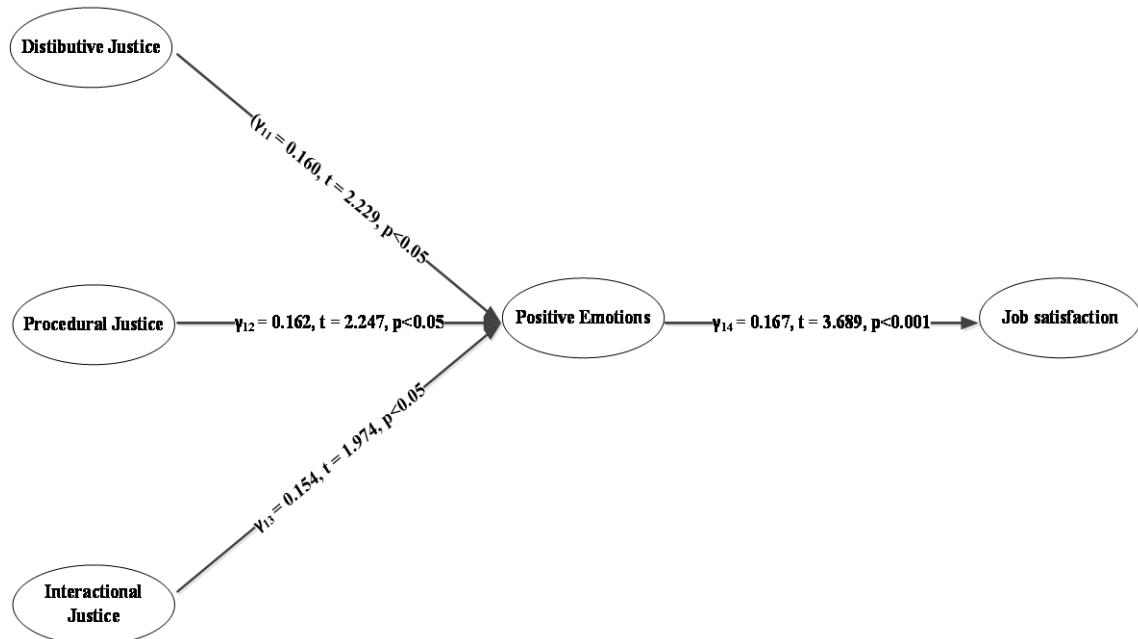


Figure 2
Structural equation model with parameter estimates

Table 6
Structural parameter estimates

Hypothesized path (stated as alternative hypothesis)	Standardized path coefficients	t-value	Results
H1: distributive justice → positive emotions	0.160	2.229	Supported
H2: procedural justice → positive emotions	0.162	2.247	Supported
H3: interactional justice → positive emotions	0.154	1.974	Supported
H4: positive emotions → job satisfaction	0.167	3.689	Supported

CONCLUSION

This study investigates the usefulness of justice concepts in evaluating public servant experiences in Indonesia context and examined the relationship among organizational justice, emotions, and job satisfaction based on the Mehrabian-Russell

model. Results show different roles for each justice dimension in relation to emotions and job satisfaction. Procedural justice has the greatest effect on positive emotions compared to distributive justice and interactional justice. This can be seen from the beta coefficient value, which is 0.162 (procedural justice); 0.160 (distributive justice); and 0.154 (interactional justice) (Table 6). Thus, according to this study procedural justice has the greatest and most significant effect on positive emotion in the context of public services which are nuanced by bureaucracy.

As Leventhal (1980) argued that procedural justice refers to the individual's perception of fairness of procedural elements within a social system regulates allocation of resources. In line with Leventhal (1980); Zapata, Colquitt, Scott, and Livingston (2008) stated, it fits with the final outcomes that are equitably deal with methods, mechanisms, and processes. Thus, it is considered to exist when procedures embody certain types of normatively accepted principles. Specifically, Indonesia public servant would see the fairness of the procedures, if they shall meet the following criteria, according to Leventhal (1980) the extent to which they suppress bias, create consistent allocations, rely on accurate information, are correctable, represent the concerns of all the recipients, and are based on the prevailing moral and ethical standards. As another aspect of public servant's justice perception, procedural justice seems to act as a basic requirement. The violation of procedural fairness wouldn't elicit positive emotions.

Distributive justice, has also been found to be a significant determinant of positive emotions. As it deals with the perceived fairness of outcomes, it has the potential to have strong implications in the organizational context, of which distribution of outcomes is an integral part. According to Walster, Walster, and Berscheid (1978), realizing the potential implications of distributive justice on the organizational context, researchers examined the perceived fairness of organizational outcomes (e.g., pay selection, and promotion decisions) and the relations of these justice perceptions to numerous criterion variables, such as quality and quantity of work. Thus, when a particular outcome is perceived to be unfair by the public servant, it should affect their emotions (e.g., experience anger, happiness, pride, or guilt) (Erol-korkmaz, 2012; J. M. George & Dane, 2016; Weiss et al., 1999).

According to Bies and Moag (1986); Cropanzano et al. (2008); and Moliner et al. (2017), interactional justice is determined by the interpersonal behavior of management's representatives, interactional justice is considered to be related to cognitive, affective, and behavioral reactions toward these representatives, that is, the direct supervisor or source of justice. Thus, when public servant perceives interactional injustice, he/she is predicted to negatively react toward his/her supervisor rather than negatively react toward the organization as a whole. Hence, the public servant is

predicted to be dissatisfied with his/her direct supervisor rather than with the organization as a whole. Similarly, the public servant will be predicted to be less committed to his/her supervisor, rather than to the organization, and to develop negative attitudes toward the supervisor, but less so toward the organization.

Organizations have realized that public servant emotions are pervasive in the workplace. The emotions are not only a deep-seated part of work life but have an important role to play in public servant's job performance and satisfaction. According to George and Brief (2008), a public servant's emotions and overall temperament have a significant impact on his/her job performance, decision making skills, team spirit, leadership, turnover and job satisfaction. It is believed that public servant bring their feelings of anger, fear, love and respect with them when they come to work. Emotions of public servant matter because they drive their performance and have influence on job satisfaction. Positive emotions increase creativity, encourage helping behavior and cooperation and reduce aggression both against the organization and against people. This research suggests that positive people have better cognitive abilities and tend to do better in the workplace and with accuracy.

Managerial implications

This study provides several managerial implications. It offers head office a perspective for how public servant evaluate policy from a justice standpoint. Therefore, it can help head office to better understand how each type of organizational justice can contribute to eliciting positive emotion and eventually affect job satisfaction. This information should help head office develop more effective and efficient strategies for ensuring fairness, thus resulting in higher levels of performance retention.

According to affective event theory (Weiss et al., 1999), work events, positive or negative, have an influence on the emotional reactions of public servant, which is also influenced by the personality or mood of these. The positive and negative emotional reactions determine the job satisfaction and job performance of public servant. These positive or negative emotional reactions accompany the public servant the whole day at work and later at home. Consequently, the emotional reactions have an influence on the well-being of a public servant after work at home at his or her family. Therefore, it is all the more important to create positive emotional reactions by the organisations.

Based on the findings of this study, the following recommendations are given: 1) Management should endeavor to organize emotion management programs for their public servant in order to ensure that their job satisfaction is improved upon and also to reduce the occurrence of high negative attitude, 2) The deployment of emotional intelligence strategies should be used in organisations in order to ensure good working

relations between public servant and management and among public servant.

Limitations and futher research

Despite its contributions and managerial implications, several limitations of the study need to be addressed. First, the data were collected from only public service sector. Therefore, generalizing the results to other sector in Indonesia may not work. Future studies should consider organizational justice issues in other sectors and examine the relative importance of each organizational justice dimension among those sectors. The sampling frame of this study was another limitation. A national sample of respondents was not used; the sample was drawn from two cities in two regions in Indonesia. If the survey were expanded to include more regions, the crucial fairness themes may be different.

Furthermore, from a methodological stance, future studies should refine and revalidate the justice measurement items used in this study and test the applicability of the concept of justice in evaluating public services as compared to that of service quality. This study have focused primarily on the effects of individual-level justice perceptions but paid little attention to the unit-level cognition of how a work unit is treated as a whole. Thus, another direction for future research involves organization as unit of analysis. Because of justice perceptions are not formed in isolation but rather in the context of specific relationships with multiple individuals and groups. As Social Information Processing theory asserts that employee attitudes and behaviors are the results of active interaction with each other, which creates a sense of managerial practices and events in their workplace (Salancik & Pfeffer, 1978). That's why justice judgments are likely to be affected by the responses of others in organization.

In addition, given that an employee's fairness perceptions vary over time. This research using the cross sectional analysis. According to Hausknecht, Sturman, and Roberson (2011), cross sectional analysis may reveal a weak predictive validity of organizational justice in explaining work-related outcomes. Therefore, futher studies on justice climate should use longitudinal research designs that will lead to a better understanding of how the shared perceptions about fair treatment are linked to a broad range of work-related outcomes over time.

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APPENDIX 1

Identitas Responden

1. Nama : _____ (boleh tidak diisi)

2. Umur : tahun

3. Status Pegawai : PNS/CPNS (coret yang tidak perlu)

4. Masa Kerja : tahun

5. Status pernikahan : Belum Menikah Menikah

6. Pendidikan terakhir : SD SMP SMA Sarjana
Pascasarjana

7. Pengeluaran per bulan : Rp 0 – Rp 1.000.000
 Rp1.000.001 – Rp2.500.000
 Rp2.500.001 – Rp5.000.000
 Rp5.000.001 – Rp10.000.000
 Di atas Rp10.000.000

I. Untuk Pertanyaan Berikut ini, Saudara Cukup Memberikan Pilihan

Jawaban Berupa Tanda atau X pada kotak yang tersedia.

No	Keadilan Distributif	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Kode Kuesioner
		1	2	3	4	5	
1	Menurut saya, imbalan yang diterima mencerminkan usaha yang diberikan dalam pekerjaan.						KD1
2	Menurut saya, imbalan yang diterima sesuai dengan pekerjaan yang saya diselesaikan						KD2
3	Menurut saya, imbalan yang diterima mencerminkan kontribusi kita kepada organisasi.						KD3

4	Menurut saya, imbalan yang diterima sesuai dengan kinerja yang dihasilkan.						KD4
No	Keadilan Prosedural	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Kode Kuesioner
		1	2	3	4	5	
1	Para pegawai dapat menyatakan pandangan dan perasaan selama organisasi menerapkan peraturan.						KP1
2	Organisasi menerapkan peraturan secara konsisten.						KP2
3	Tidak ada pegawai atau kelompok pegawai yang diistimewakan dalam penerapan peraturan.						KP3
4	Peraturan-peraturan organisasi dibuat berdasarkan undang-undang dan peraturan yang berlaku.						KP4
5	Pegawai dapat mengajukan keberatan terkait penerapan peraturan organisasi						KP5
6	Peraturan-peraturan organisasi menjunjung tinggi standar moral dan etika.						KP6

No	Keadilan Interaksional	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Kode Kuesioner
		1	2	3	4	5	
1	Atasan saya memperlakukan bawahan dengan cara yang sopan.						KI1
2	Atasan saya memperlakukan bawahan dengan penuh martabat.						KI2
3	Atasan saya selalu menahan diri untuk tidak berkata-kata atau berkomentar yang tidak pantas.						KI3
4	Atasan saya menjelaskan peraturan/prosedur secara menyeluruh						KI4
5	Atasan saya menjelaskan peraturan/prosedur secara menyeluruh						KI5
6	Atasan berkomunikasi secara rinci kapanpun diperlukan						KI6

No	Kepuasan Kerja	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Kode Kuesioner
		1	2	3	4	5	
1	Saya puas dengan informasi yang saya terima dari atasan saya tentang prestasi kerja saya.						
2	Saya puas dengan pekerjaan saya sekarang.						
3	Saya puas dengan kesempatan yang ada dalam pekerjaan saya untuk berinteraksi dengan orang lain.						
4	Saya puas dengan cara atasan saya menangani bawahan.						
5	Saya puas dengan bayaran yang saya terima untuk pekerjaan saya.						

No	Emosi Positif	Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju	Kode Kuesioner
		1	2	3	4	5	
1	Saya merasa bahagia dengan situasi dan kondisi kerja dalam organisasi.						EP1
2	Saya senang dengan perlakuan pimpinan terhadap stafnya.						EP2
3	Saya selalu antusias dalam menerima semua tugas dan tanggung jawab yang diberikan oleh pimpinan.						EP3
4	Saya merasa bangga menjadi bagian dari organisasi.						EP4

APPENDIX 2**Review Table**

No	Review	Note
A1	Research gap should be put in a very brief. What is the contribution of your research?	Has been fixed in accordance. Please see abstract section, page 1 line 8
A2	Typos; kuesioner	Has been fixed in accordance. Please see abstarc section.
A3	Typos; data is analyze	Has been fixed in accordance. Please see abstarc section
A4	do not use personal pronoun.	Has been fixed in accordance. Please see introduction section, P.2
A5	Justification of this phenomenon gap.	Has been fixed in accordance. Please see bottom of page 2
A6	Research gap? This claim is too strong. Make sure it has never been done before.	Has been fixed in accordance. Please see bottom of page 3
A7	Why does author firmly assign positive emotion rather than emotion itself? Why not using both positive and negative emotion though?	We only focus on the effect of organizational justice on positive emotions in our study. We considered this due to researches conducted previously by Cohen-Charash and Spector (2002); Cropanzano et al (2003); Cassar and Buttigieg (2015); and Budiyanti and Patiro (2018), which show that positive emotion has the greatest impact on satisfaction.
A8	Why don't author test the mediating effect of positive emotion?	Indeed, we didn't do the test of mediating effect of positive emotion in relationship between organizational justice and job satsifaction. It could be done for further research.
A9	Please attach questionnaires.	We provide our questionnaire in separate file.
A10	Citation added.	Has been fixed in accordance. Please see bottom of page 7
A11	Response?	Has been fixed in accordance. Response.
A12	Move this section before operational definition and measurement.	Has been fixed in accordance. Please see page 7 under sampling design section.
A13	What is the justification of the chosen respondents. Why not just focus on sample set?Do you merge two dataset into one dataset?	This study used sample which included public servant as respondents from those 2 regions to increase generalization. We merge two data set into one dataset.
A14	This section should be finding not included in research method	Has been fixed in accordance. This section is under results and discussions section

A15	NFI, TLI, IFI do not meet the requirements. Please justify the results.	we include the other of goodness of fit indices, namely GFI 0.945 and AGFI = 0.931. according to Hu and Bentler (1999) and Hair et al (2010) that CMIN/DF (χ^2/df), GFI, AGFI, and RMSEA were Goodness of Fit Indices which is often the main reference in SEM analysis. For complete analyses, please see page 10.
A16	Discussion?	We already have discussions section on page 9
A17	The first two sentences state that all three organizational justice are significant predictors of positive emotion. However, the last sentence states only one significant predictor, which is procedural justice. There is inconsistency.	Has been fixed in accordance. Please see page 11 under conclusions section.

