

Organizational Justice and Social Capital in Increasing Satisfaction and Commitment: Notes and Reviews

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Abstract

Among several literatures that discuss organizational justice, research by Tjahjono et al. (2019) is a quite interesting study because it analyzes individual factors, namely social capital in the relationship between organizational justice and satisfaction and commitment. Based on a search through the publish or perish software, the Scopus-indexed research linking organizational justice and social capital from 2019 to 2020 is only research by Tjahjono (2019). Therefore, research related to organizational justice and social capital needs to be developed and explored again. This research is a critical review that specifically provides notes and reviews in articles written by Tjahjono (2019). The results of this study provide several notes that include recommendations for measuring variables that can be carried out by further researchers in discussing organizational justice, social capital and satisfaction. Furthermore, this study provides notes on research methods to be more in-depth as well as notes related to research results. It is hoped that this research can deepen discussions related to organizational justice, social capital and satisfaction and commitment. This research is also expected to be a reference in further research related to organizational justice and social capital.

Keywords

organizational justice;
distributive justice; procedural
justice; social capital;
satisfaction



I. Introduction

Organizational justice will always be an interesting topic to be discussed in various literatures. This is because humans always seek justice and justice is a shared task that must always be upheld (Jang et al. 2021). The topic of justice in organizations began to develop along with the development of organizational management. We are currently entering industry 4.0 and digitalization is a catalyst for organizational management change. With different management, of course it will create different justice, company management should think about justice in modern organizations where humans and technology must work together and go hand in hand (Ozel & Bayraktar, 2018).

Among several literatures that discuss organizational justice, research by Tjahjono et al. (2019) is a quite interesting study because it analyzes individual factors, namely social capital in the relationship between organizational justice and satisfaction and commitment. The moderating role of social capital in the context of organizational justice is still very rarely discussed, trying to only analyze mediation (Darvishi, 2019) and direct influence (Hosseini,

2021). Therefore, this study is a critical review study to provide notes on the research by Tjahjono (2019).

Based on a search through the publish or perish software, the Scopus-indexed research linking organizational justice and social capital from 2019 to 2020 is only research by Tjahjono (2019). Therefore, research related to organizational justice and social capital needs to be developed and explored again. Research related to organizational justice and satisfaction has been widely carried out in the last 3 years, such as research by Chegini (2019) in the Health industry, Cugueró-Escofet (2019) which links organizational justice, satisfaction and knowledge sharing and Kim (2019) who analyzes companies transportation.

There have also been many studies analyzing the effect of organizational justice and commitment in the last 3 years, such as research by Imamogln (2019) which also analyzed its relationship with knowledge sharing. Then another study by Khaola (2021) which combines analysis of organizational justice commitment and organizational citizenship behavior. As for Boateng (2019), he analyzed organizational justice and commitment to the prison office.

From the literature published in the last 3 years, it is known that Tjahjono's research (2019) is interesting because it analyzes social capital, especially the moderating role of social capital. Tjahjono (2019) mentions 3 main reasons why it is important to analyze the moderating role of social capital, namely inadequate information about the process and allocation of outcomes in the concept of organizational justice then the motives of individuals with high social capital tend to be based on social exchange theory and do not emphasize the economic and social aspects too much. Finally, individual differences in social capital will distinguish the principles of justice they use, such as the concepts of equality and equality.

This study provides notes and reviews of articles by Tjahjono (2019) in several aspects, namely theory, methodology and research results. A review is aresearch that is still rarely done even though it can provide corrections, recommendations to research mapping that can be utilized by further researchers. The results of this study are expected to deepen discussions related to organizational justice, social capital and satisfaction and commitment. This research is also expected to be a reference in further research related to organizational justice and social capital.

II. Review of Literature

2.1 Organizational Justice

Organizational justice is divided into several types of justice including distributive justice, procedural justice, interactional justice and functional justice. Tjahjono (2019) uses two types of justice, namely distributive justice and procedural justice. It is stated that there is a difference in treatment between distributive justice and procedural justice based on the level of social capital. From the point of view of distributive justice, people with low social capitalization are more focused on their short-term needs, namely financial. They will get angry easily if the immediate results are not as good as they expected. Thus, changes in the perception of distributive justice will receive a more sensitive response in the form of changes in satisfaction.

Likewise, in procedural justice, people with low social capital will try to protect their interests by the procedures of a policy, such as a performance appraisal policy. This phenomenon is described in the self-interest model that people will be more concerned with procedural justice because the procedure accommodates their interests. If the procedure is considered unfair, people with low social capital will be more sensitive in terms of changes in satisfaction levels because they focus on the financial aspect.

Rokhman & Hassan (2012) in their research explains that organizational justice consists of three sub-domains in organizational justice, namely: distributive justice, which is interpreted as justice for the rewards received by employees, procedural justice, namely justice in determining rewards and interactional justice, namely shows the quality of interpersonal interactions between individuals in an organization. Paolillo et al. (2015) revealed that the effect of organizational justice is reduced when a mediator, namely optimism is introduced.

The important role of organizational justice is also proven by Lambert et al. (2019) which states that distributive justice, procedural justice and perceptions of quality training have a positive effect on job performance, while role overload has a negative effect. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). For organizational commitment, perceptions of training and procedural fairness have a positive and significant effect. Lambert et al. (2019) explains about organizational justice in two dimensions, namely distributive justice and procedural justice. The implication is that organizational justice is an important workplace concept for staff to traverse through correctional facilities. Shan et al. (2015) found that all three types of organizational justice (distributive justice, procedural justice and interactional justice) predict job performance but interactional justice along with leader exchange has a stronger impact on job performance.

Furthermore, Dundar & Tabancali (2012) found that organizational justice perceptions did not differ according to gender, marital status, professional seniority and age. Perception of organizational justice shows the difference between the length of work in the same school. However, job performance shows differences between age, marital status and professional seniority; does not show duration of work in the same school and gender differences.

In addition, Ibrahim et al. (2016) and connecting with motivation later found that first, motivational motives were significantly correlated with feelings of distributive justice. Second, the motive for punishment is significantly correlated with feelings of distributive justice. Third, motivational motives are significantly correlated with job satisfaction. Fourth, the punishment motive is not significantly correlated with job satisfaction. The results confirm that managers' political interests act as important determinants of feelings of distributive justice and employee motivational motives act as important determinants of employee job satisfaction in the organizations studied. In addition, this study offers discussion, implications, and conclusions.

2.2 Social Capital

Social capital is the ability of individuals to mobilize their potential through a network of groups or organizations. In this sense, individual abilities are inherent in the long term (Kostova & Roth, 2003). Tjahjono (2011) also explains that social capital reflects whether individual tendencies will be more oriented towards social relations or economic relations. Individuals with low social capital tend to be more oriented towards economic interests. They are less motivated to be involved in the social system, are not oriented towards social interests, and are not strong in identifying themselves in a group (Tjahjono, 2011, 2014). Thus, those with low social capital tend to be more sensitive than those with high social capital in economic and transactional terms.

Tjahjono (2019) analyzes social capital as a moderating variable in the relationship between distributive justice and procedural justice on satisfaction and commitment. Tjahjono (2019) mentions 3 main reasons why it is important to analyze the moderating role of social

capital, namely inadequate information about the process and allocation of outcomes in the concept of organizational justice then the motives of individuals with high social capital tend to be based on social exchange theory and do not emphasize the economic and social aspects too much. Finally, individual differences in social capital will distinguish the principles of justice they use, such as the concepts of equality and equity.

2.3 Satisfaction

The definition of job satisfaction according to Spector (1997) is the extent to which a person likes (satisfied) or dislikes (dissatisfied) in their work. While Locke et al. (1976) consider job satisfaction as a pleasant or positive emotional state resulting from the appraisal of one's/individual's job or work experience. Luthans (1998) considers that job satisfaction is an emotional response to a job situation, which is only inferred and is often determined by how well the results meet or exceed expectations. Armstrong (2006) in depth examines job satisfaction that this term refers to a feeling that a person has regarding their work, someone who gives a positive attitude towards work indicates that the person has job satisfaction, and vice versa, a negative and unfavorable attitude towards the job. job indicates that they have job dissatisfaction.

In a study it was said that job satisfaction is one of the main factors in terms of efficiency and effectiveness of business organizations, this has become a new managerial paradigm which emphasizes that employees must be treated and considered as human beings who have personal desires, needs, desires that must be supported by very good as a form of the importance of job satisfaction in contemporary organizations/companies (Aziri, 2011). This means that satisfied employees are happy employees and happy employees are successful employees (Aziri, 2011). This is in line with what was conveyed by Crossman & Abou-Zaki (2003) who considers that job satisfaction is one of the criteria for assessing a healthy organization or not. Several studies also prove that the creation of job satisfaction will increase the company's job performance (Jin et al. 2016; Hendri, 2019; Valaei & Jiroudi, 2016).

2.4 Organizational Commitment

Organizational commitment is an important aspect to explain work in relation to employee behavior in the organization. Several definitions of organizational commitment indicate the extent to which members identify with the organizations involved (Tjahjono, 2019). For example, Steers & Spencer (1977) defined organizational commitment as an individual's relative strength towards identification and involvement in a particular organization.

Mowday et al. (1979) defines organizational commitment as an affective response which is indicated by a person's level of loyalty in the organization. Porter et al. (1974) suggested three factors related to organizational commitment, namely a strong belief in the goals and values of the organization, a willingness to exert considerable effort for the organization and a strong desire to maintain membership in the organization.

III. Research Method

This study provides notes and reviews of articles by Tjahjono (2019) in several aspects, namely theory, methodology and research results. Research by Tjahjono et al. (2019) using an experimental method involving 247 respondents. The interesting thing about this research is that it categorizes research subjects into two groups, namely low social capital and high social capital. Research by Tjahjono et al. (2019) tested four hypotheses, namely social

capital moderates the relationship between distributive justice and satisfaction, social capital moderates the relationship between procedural justice and organizational commitment, social capital moderates the relationship between distributive justice and satisfaction and social capital moderates the relationship between procedural justice and organizational commitment. The hypothesis in the research of Tjahjono et al. (2019) was analyzed using the ANOVA test as suggested by Kuehl (2000).

Regarding the measurement of variables, research by Tjahjono et al. (2019) used several references, namely on the distributive justice variable, the measurement was carried out by modifying the four items developed by Lavenenthal (1980) which were also used (Colquitt, 2001) after exploring it. For procedural justice variables, the measurement is carried out using seven items developed by (Colquitt, 2001). The measurement of social capital is based on Chua (2002) who developed a measurement of social capital at the individual level. Measurement of satisfaction is carried out using eight items developed by Robert and Reed (1996) and measurement of organizational commitment developed by Meyer and Allen (1991) and then modified by Al-Kilani Hani (2017). This measurement consists of six items.

IV. Discussion

In general, Tjahjono's research (2019) found that distributive justice, procedural justice, and social capital have an important role in elaborating employee satisfaction and organizational commitment. Specifically, Tjahjono's research found that someone who has high social capital will grow high distributive justice and high procedural justice. Furthermore, if you have low social capital, distributive justice and procedural justice will also be low. Furthermore, related to the effect of distributive justice and procedural justice on satisfaction and commitment to social capital as a moderating variable, it was found that social capital is able to moderate the relationship between distributive justice and procedural justice to satisfaction. As for the relationship to commitment, it was found that social capital had a positive moderating effect.

The results of the analysis show how social capital has an important role in increasing the influence of distributive justice and procedural justice on satisfaction and commitment. Social capital is the ability of individuals to mobilize their potential through a network of groups or organizations. In this sense, individual abilities are inherent in the long term (Kostova & Roth, 2003). Tjahjono (2011) also explains that social capital reflects whether individual tendencies will be more oriented towards social relations or economic relations. Individuals with low social capital tend to be more oriented towards economic interests. They are less motivated to be involved in the social system, are not socially oriented, and are not strong in identifying themselves in a group (Tjahjono, 2011, 2014). Thus, those with low social capital tend to be more sensitive than those with high social capital in economic and transactional terms.

The findings by Tjahjono (2019) are quite interesting and provide new insights and literacy in the development of organizational satisfaction and commitment through organizational justice and social capital. This research will complement the findings of Tjahjono (2019) with several notes. First, regarding the results of the study, this study underscores that what needs to be added is a detailed classification related to low social capital and high social capital. It is necessary to add in further research the detailed measurement and criteria of employees with low social capital and high social capital. On the other hand, this research also needs to add a deeper analysis related to the results of the

second hypothesis which is not supported, so that it is clear why social capital has an impact on the effect of distributive justice on satisfaction but does not have an impact on the effect of procedural justice on satisfaction.

As for the theory and literature that strengthens Tjahjono's research (2019). Theoretically, organizational justice has various forms including distributive justice and procedural justice as the analysis conducted by Tjahjono (2019). However, in essence organizational justice has several other aspects such as functional justice (Okayke, 2007) and interactional justice (Charoensap, 2019) and informational justice (Badawi et al. 2021). Even Akram et al. (2016) use five types of organizational justice including distributive justice, procedural justice, interactional justice, temporal justice and spatial justice.

Furthermore, regarding the measurement of variables, there are many alternative measurements that can be used, such as the measurement of distributive justice by which mentions 5 measurements, namely appropriate remuneration, appropriate salary, appropriate compensation, appropriate work and appropriate responsibilities. As for procedural justice, it is also measured by 5 aspects, namely procedures for providing appropriate work, management information that is in accordance with facts, information transparency, fair decision making and accepting employee opinions. Furthermore, it can be considered the measurement of satisfaction by Madera et al. (2016) which states that employee satisfaction includes 3 aspects, namely satisfaction in the organization, satisfaction at work and satisfaction with leaders.

Regarding the research method, Tjahjono et al. (2019) conducted an analysis using the ANOVA test as suggested by Kuehl (2000). The results presented are also very informative and provide a fairly complete explanation. However, these results will be deeper if qualitative analysis is added so as to be able to explore more in-depth information as research by Berthelsen et al. (2016). Quantitative research can also be done using the structural equation model method as done by Badawi et al. (2019).

V. Conclusion

This study provides notes and reviews of articles by Tjahjono (2019) in several aspects, namely theory, methodology and research results. A review is research that is still rarely done even though it can provide corrections, recommendations to research mapping that can be utilized by further researchers. The results of this study provide several notes that include recommendations for measuring variables that can be carried out by further researchers in discussing organizational justice, social capital and satisfaction. Furthermore, this study provides notes on research methods to be more in-depth as well as notes related to research results. It is hoped that this research can deepen discussions related to organizational justice, social capital and satisfaction and commitment. This research is also expected to be a reference in further research related to organizational justice and social capital.

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