Implications of Organizational Justice on Work Motivation in BJA Medan

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ARTICLES INFORMATION	ABSTRACT

This study aims to determine the implications of organisational justice on increasing work motivation in BJA Medan employees with the research subject of BJA Medan employees. The approach used in this research is qualitative and quantitative. The technique used to reveal the research variables with semi-structured interviews with employees from various backgrounds and the provision of work motivation measurement tools to determine the level of employee work motivation. The results of the analysis show that there is a consensus among employees that distributive justice is a key factor affecting work motivation. Employees feel motivated when distributive justice, procedural justice, interactional justice are met in balance. In conclusion, this study illustrates the influence of organisational justice on work motivation. Distributive justice, procedural justice, and interactional justice were identified as factors that influence employees' work motivation. The findings provide valuable insights for organisations in designing policies and practices that promote organisational justice, thereby enhancing employee work motivation and overall performance

A. INTRODUCTION

In the development of the labor industry that is geowing rapidly and accompanied by technological changes, it encourages not only organizations, but also individual within the organization. Individual in the organization ate employee who ate one of the assets in the organizations that must also get attention so that the company can survice in this digital era. Employees are assets in the organisation, if the organisation has employees with high work motivation, then work performance will be good then the company is expected to develop well and can compete at a higher level,

The importance of motivation at work is often ignored by organisations. Organisations only see the work can be completed then motivation is considered not an issue. In the work environment we often find many employees who work just to fulfil their obligations and also because of the need for salaries offered to meet the needs of life. This makes the results of the work given not optimal. Not to mention from the side of the organisation that pays less attention to the needs of these employees. Employees who have high work motivation certainly have the desire to provide their abilities optimally for the organisation. However, if the need for self-actualisation cannot be obtained in the organisation then employees will work accordingly (Warman 2020)

It is important to remember that work motivation is highly individualised and can vary from individual to individual. While organisational justice can be an important factor in influencing work motivation, some people may have a motivational background that is more related to personal or intrinsic factors that drive them to achieve high performance in their work.

Some employees have a strong intrinsic drive to achieve personal satisfaction in their work. They may have a deep passion for the tasks they perform or feel called to make a meaningful contribution in their field of work. This motivation comes from within themselves. Some people may have great ambition to achieve certain career goals or reach high levels of achievement in their work. They may motivate themselves to keep going and overcome challenges to achieve these goals. There are also individuals who have a deep interest and love for their work. They enjoy what they do, feel inspired by their field of work, and feel energised whenever they engage in related tasks. This motivation is fuelled by an intrinsic sense of passion and satisfaction that comes from their relationship with the work. A person can feel motivated by the recognition and rewards they give themselves. They may have high standards for themselves and feel good when they reach or exceed the targets they set. This motivation arises from the desire to reward themselves for their achievements. Some individuals feel motivated by challenges in their work and the opportunity to continue to grow and develop. They may seek opportunities to overcome obstacles, learn new things, and improve their skills. Clarity in the implementation of tasks and other provisions is one of the factors that affect the work motivation of employees.

In previous research, it is known that the feeling of being treated fairly contributes quite high, this is revealed in research on the Effect of Organisational Justice and Work Motivation on Organization Citizenship Behavior (Nazmah, Mariatin, and Supriyantini 2014) then research conducted on the influence of motivation, emotional intelligence and organisational justice on job satisfaction and its implications on employee performance where the study was conducted at PT. BRI Banda Aceh found that organisational justice has a significant effect on job satisfaction (Fonna Mahdani 2017) this is also in line with research conducted by La Ida, et al in

2022 at the Regional Asset and Revenue Financial Management Agency (BPKAPD) of West Muna Regency (La Ida 2022)

PT BJA Medan is a local company located in the city of Medan. The company manages a workforce of 50 people with various sections. The issue of organisational justice is often heard among employees both regarding the provisions of company regulations that may exist but have never been officially informed to employees. In the observations made previously, it was found that employees work only to complete their tasks, they will not ask too far if their superiors give them tasks. This is what makes researchers want to know whether this behaviour is influenced by organisational justice felt by employees. The thing that makes the difference between the author's research and previous research is that he wants to know the implications of organisational justice on work motivation in employees with a company scope that is not too large.

A. LITERATION OBJECTIVITY

B.1. Organization Justice

Exposure from Robbins and Judge (2015) The term "organisational justice" refers to the main justice in the workplace and justice that focuses on individual perspectives on actions taken by others. Moorhead (2018) also explains that organisational justice is a benchmark for companies to carry out efficient and effective decision treatment on employees (V.A.R.Barao et al. 2022) (Kurniawan and Nurohmah 2022) explains that organisational justice is a fair treatment carried out by the organisation or supervisor to each employee who creates a good work situation, so that employees feel at home and work comfortably in the company. One of the efforts that organisations can make is to compensate employees. Compensation is one of the things that can be pursued and related to job satisfaction. Employees' satisfaction or dissatisfaction with the compensation they receive will affect the results of their work. Another view from Gibson et al. (Pardamean 2022) define organisational justice as an opinion where an employee feels treated equally in a company where he works. In assessing organisational justice, there are three areas that must be evaluated, namely, rewards, processes, and interpersonal relationships.

According to (Mahayana and Ardi 2022) the indicators (Organizational Justice) are:
a) Distibutive justice. Employees will see the company as fair if it compensates them in proportion to the work they do.
b) Procedural Justice. An organisation can be said to be fair by its employees if they have the opportunity to express their opinions and views when making decisions.
c) Interactional Justice. An organisation can be said to be fair by its employees if the relationship between superiors and subordinates is good if they receive proper and respectful treatment.

According to Colquitt (2001) in (Yulianingsih 2013) namely:
a. Distributive justice is the perception of fairness regarding the results or rewards that individuals receive, such as salary, recognition, and appreciation. This form of justice is related to allocating results and comparing them with the results of others.
b. Procedural justice is the individual's perception regarding the steps used to make decisions.
c. Interpersonal justice is the employee's perception of how the employee is treated with dignity, respect, and consideration by others in the organisation.
d. Informational justice is the employee's perception of the honesty and clear information provided to employees.

Hwei and Santosa (2012) in (Bisnis et al. 2015) explain the three dimensions of organisational justice, namely:

1. Distributive justice is perceived justice in terms of distributing resources and rewards. Example: employee salary increases that match the level of appropriateness that employees deserve.
2. Procedural justice is perceived justice in terms of the processes and procedures used to make distribution decisions. Example: clarity of procedures that determine promotions or salaries given by the company.
3. Interactional justice has to do with the quality of interpersonal treatment people receive when procedures are implemented. Example: praise of an employee when the employee creates a feat or achieves a certain milestone.

While the indicators of organisational justice according to Lambert and Hogan (2008: 115) in (Sari et al. 2022)are

a) Recognition of hard work

b) Fair performance appraisal procedures

c) Fair attitude of superiors

d) Awards based on skills and education

e) Awards based on responsibility.

B.2. Work Motivation

(Kerja and Dan 2021)provides a definition, that Work Motivation can generally be identified as a series of driving forces that arise from within and outside each individual. Both forces generate work interest and are related to behaviour and determine the direction, intensity and duration of individual behaviour or habits. Mangkunegara also provides a definition Motivation is a condition or energy that moves employees who are directed or agree to achieve agency organisational goals.

According to Robbins & Timothy, another important thing in managing human resources in the organisation is through work motivation. Motivation is a process that explains the strength, direction and perseverance of a person in an effort to achieve goals. According to Yudha & Hasib, work motivation has a strong relationship with organisational commitment. The higher the motivation employees feel to work, the more employees feel reluctant to leave the company. (Pratiwi and Dewi 2020).

The reference from within a person to consciously carry out a job that is being carried out according to Danim is the concept of work motivation. Rivai also suggests that motivation is a condition or behaviour that influences an employee to achieve goals from various other specifics. In addition, Bangun states that motivation is a desire from within a person that causes an employee to carry out a job (Djendoko 2003) According to (Pardamean 2022) are:

a) Driving force. A kind of instinct, but only a broad push of strength in a general direction.
b) Will. The urge to do something because of external influences.
c) Willingness. It is a request that has been agreed by someone without coercion from anyone.
d) Expertise. Is proficiency in a science (cleverness).
e) Skills perform complex and well-organised patterns of behaviour seamlessly and in accordance with the circumstances to achieve certain results.

f) Responsibility. A further result of the implementation of the role, whether the role is a right or obligation or power.
g) Obligation is something that must be carried out for something that is imposed on him.
h) Purpose is the direction or direction or direction that is aimed at and intended or required.

While referring to the explanation of (Sudibjo and Ananta 2021), namely:

1. feel fair by getting adequate rewards. Feelings of fairness arise when physiological needs are fulfilled.
2. Achieving achievement in achieving assignment targets. Self-actualisation to achieve company targets is one of the triggers for motivation at work.
3. Using power to organise members. The need for self-esteem and feeling respected by other individuals can be one of the motivating factors for working to accentuate this element of power more as a self-actualisation in motivating himself.
4. building harmonious relationships in the environment. Togetherness, social, and love, as the need to make friends, interact, and feel loved by colleagues can be a factor in working as a sense of belonging in social togetherness. This form of togetherness takes the form of co-operation.
5. Creating conducive conditions. Motivation can be formed when employees feel safe and secure, that is, free from threats in their work environment. For this reason, it is important for an organisation to maintain a safe and conducive work environment.

Another view from (Fahmi, Wibisono, and Satriawan 2021) work motivation consists of 3, namely:

1. Intensity is the reality of motivation in order to achieve the expected goal, namely increasing achievement, because someone makes an effort with enthusiasm because of motivation as a driver of achievement.
2. direction, what is meant here is various work motivations and forming a stable condition and situation.
3. Perseverance is the ability to persevere in the midst of pressure and difficulty.

So, a diligent person is very important in the process of achieving dreams. It may be a little

difficult and emotionally draining at first, but impressive results will be waiting for you after all the

hard work and patience are perfected with perseverance.

C. METHODE

This research was conducted at BJA Medan to look at the implementation of organisational justice on work motivation in employees adopting a qualitative and quantitative approach that is descriptive and exploratory. focus on in-depth data collection to gain a holistic understanding of employee experiences related to organisational justice and work motivation. The research subjects are BJA Medan employees from various levels, and backgrounds. The mixed method strategy used is Explanatory sequential design This design is the use of two research methods (quantitative and qualitative) in order (sequence) so that each method will be implemented one by one (not simultaneously) in two different research phases. This phase is also known as a two-phase design (Vebrianto et al. 2020)

The technique used to reveal data with in-depth interviews to research subjects and the provision of measuring instruments to reveal employee work motivation that has been developed by the Institute for the Development of Measurement Suggestions and Psychological Education, Faculty of Psychology, University of Indonesia (LPSP3 UI) to measure employee work motivation. The questions asked or interview guidelines are based on indicators of

organisational justice variables and work motivation variables. Recording important information for further analysis.

D. RESULT AND DISCUSSION

D.1. Result

In analysing the interview results, an inductive approach was used to develop concepts and understand the relationship between organisational justice and work motivation. Noting differences or discrepancies in the findings to test the reliability of the data. Before the collection was carried out, the researcher requested permission from the relevant institutions after obtaining approval, the researcher collected data both observations and interviews.

Table 1: Analysis of interview results

VARIABEL	High	Average	Low
Distributive Justice	44,4 %	11,1 %	44,4 %
Procedural Justice	-	56 %	44 %
Interactional Justice	-	22 %	78%

In the table above, it can be explained in the results of the analysis of the interviews conducted, it is known that the largest contribution is distributive justice which responds with high and low scores at the same level, namely 44.4% while 11.1% is sufficient, for procedural justice in general getting a score with a sufficient level of 56% and for interactional justice getting a score with a low level of 78%. While the description of employee work motivation through measuring instruments that have been given is known as described in the table below:

Table 2: Recap Of Work Motivation Respondents

Persentase skor	Interpretasi
11%	Motivasi kerja "High"
22%	Motivasi kerja " Average "
56%	Motivasi kerja " Low"
11%	Motivasi kerja " Very Low"

In the table above, it is known that the work motivation of BJA employees is in a fairly low level with a contribution of 56%, for work motivation with a sufficient level of 22%, while the level of high and very low contribution has the same amount of 11%.

As for the magnitude of the influence of organisational justice on work motivation can be seen in the table below:

Table 3: Summary of Results

Variable	Inteprestasi			
	Very Low	Low	Average	High
Distributive Justice	44,4 %	-	11,1%	44,4 %
Procedural Justice	44 %	-	56 %	-
Interactional Justice	78%	-	22 %	-
Work Motivation	11%	56%	22%	11%

From the results of this research it is known that organisational justice affects work motivation in BJA Medan employees. With the largest contribution is interactional justice where the implementation of interactional justice that occurs in the field is indeed low. It can be seen that the rules regarding the organisation have not been distributed properly. Interactional Justice is an indicator that emphasises the importance of the relationship between superiors and employees. Employees feel they are treated with respect, get support, constructive feedback, and have the opportunity to communicate with superiors. Interactive justice creates a positive work environment and motivates employees to actively participate, contribute, and feel valued. This is in line with Kreitner's opinion in (Septyarini et al. 2020) which reveals that the components of organisational justice include interactional justice, procedural justice and distributive justice. Organisational justice itself reflects the extent to which employees feel treated fairly by the company. When a company achieves fairness in these three indicators, employee motivation tends to increase. Employees feel valued, heard and treated fairly, so they feel motivated to make maximum contributions and achieve organisational goals. Organisational justice plays an important role in creating a positive work environment and strengthening employees' intrinsic and extrinsic motivation.

This is in line with (Pamungkas and Sulistyo 2020) also said that when employees are needed fairly, employees will feel bound to the organisation so that they will support the policies carried out by the company, despite the difficult conditions faced by the company. The justice felt by employees in the company can affect the high employee engagement with the company where they work. Motivation Intensity is an indicator

which highlights the level of strength, enthusiasm, and perseverance felt by employees in pursuing their work goals and tasks. Employees with high motivation intensity tend to have high positive energy, enthusiasm, and dedication to achieve the desired results. High motivational intensity often has a positive impact on work productivity and quality. Motivation Direction is an indicator that reflects the employee's goals and orientation in achieving the desired results. Employee motivation can be intrinsic, which comes from internal satisfaction and personal desires such as a sense of achievement, self-development, or satisfaction in the job itself. Motivation can also be extrinsic, stemming from external factors such as financial rewards, recognition, or promotion. Understanding the direction of employees' motivation helps organisations provide appropriate support and incentives to maintain and increase their motivation.

Motivational Perseverance is an indicator that describes the endurance and persistence of employees in the face of challenges, obstacles, and failures in achieving their goals. Employees with high levels of motivational perseverance have a strong will and grit to keep learning,

growing and facing obstacles positively. Motivational perseverance is a key factor in achieving high results and overcoming obstacles in the workplace.

By understanding the intensity, direction and persistence of employee motivation, organisations can design appropriate strategies to build and sustain high motivation among their employees. This can include providing appropriate recognition and rewards, creating a supportive work environment, and providing adequate development and growth opportunities. This is in line with the opinion (Fahmi, Wibisono, and Satriawan 2021) that work motivation consists of 3 aspects, namely intensity, direction, and persistence. Based on observations made by researchers, many employees work as needed, not contributing more, this is because work motivation has a significant influence on employee performance and with an increase in work motivation, it will also be followed by a significant increase in work productivity (Miranti, Herkulana, and Yacoub 2016) in addition to the working period in the same position will make an employee bored. In addition, within the company it is not well conveyed regarding clear soup. By not knowing clear rules, this will make employees work improperly. If in general, motivation is described as quite good, because basically it could be influenced by other factors such as financial needs because most employees are married. But if from organisational justice, there is a lack of clear sop determination, lack of appreciation by superiors for the work given by employees, lack of forms of attachment such as ghatering or socialisation, every time there is a new form of work or a new way of working employees are trained to find out for themselves. From the results of motivation, it is known that work motivation is good, but this happens because of the researcher's observation because of the inner motivation in the form of motivation with oneself. A long period of service and a monotonous placement can affect a person's motivation at work.

D.2.   DISCUSSION

The results of this study indicate an influence between organisational justice and the level of employee motivation. This is in line with Sani's research (2013) which also states that organisational justice has a significant positive effect on organisational justice. Employees behave positively to contribute to the development of the organisation and pay attention to their work when they have a positive perception of organisational justice in the company (Santika and Wibawa 2017). The mediation analysis results show that the perception of distributive justice partially mediates the relationship between procedural justice and work motivation. This is in line with Greenberg's opinion that the distributive justice dimension has an important meaning in the workplace and is considered the earliest type of justice that has received the attention of organisational managers and behavioural scientists (Anggoro, Ardiwinata, and Yanuarti 2020). This indicates that when employees feel that a fair allocation of resources and rewards is made, their work motivation tends to increase. (Adrian and Arianto 2022)also said that if employee work motivation increases, then employee satisfaction will also increase. Conversely, if employee work motivation decreases, there will be a decrease in employee satisfaction. In addition, it also found that interactional justice moderates the relationship between distributive justice and work motivation. When employees feel fair and respectful interactions from superiors and co-workers, the positive impact of distributive justice on work motivation becomes stronger. This is also in line with the opinion(Dewi and Sudibya 2016) that interactional justice has a positive and significant effect on job satisfaction.

According to Robbins and Judge, this positive and significant effect means that if employees feel treated with dignity, care, and respect, job satisfaction will increase. The results of this study are in accordance with the theory of interactional justice which states that equal treatment in the workplace is considered one of the most basic rights of employees Svensson and Genugten. Research from Malik et al., there is also a positive and significant relationship between

interactional justice and job satisfaction among employees in universities in Pakistan. Usmani also found the results that interactional justice is positively and significantly related to job satisfaction. The practical implication of this study is the importance of organisations to pay attention to organisational justice as a factor that affects employee motivation. Employers should ensure that fair policies, procedures, and decision-making practices are consistently applied to create a motivating work environment. This is in line with the opinion of (Aw, Rosidah, and Kumoro 2015) The application of rules and instructions for employees in organisational justice companies is applied to all employees, such as the standardisation of salary provision, the same treatment of owners to all employees. The existence of fair treatment for each employee is considered by employees to create a good work situation, so that employees feel at home working in the company Jawad et al. said that with justice in the organisation, employees will feel comfortable when working in the company and work happily.

This makes employees have a sense of belonging, which has a close relationship with commitment, such as pride in the company and the desire to stay in the company. Gibson et al also support the results of the study, because some of the impacts of organisational justice are increased commitment to the organisation, increased employee loyalty to the organisation, and employees will trust their superiors (Aw, Rosidah, and Kumoro 2015)

Overall, this study illustrates the importance of organisational justice in influencing employees' work motivation. Our findings suggest that organisational justice, both in terms of resource allocation and interpersonal interactions, can be an important factor that organisations should consider in an effort to improve employee work motivation and overall organisational performance. Although this study makes an important contribution to understanding the effect of organisational justice on work motivation in employees, there are some limitations. For example, this study was only conducted in one company and involved a limited sample. Therefore, further research with a more representative sample and across sectors would be useful to generalise these findings.

E. CONCLUSION

Based on the results of this study, it can be concluded that organisational justice has an influence on employee work motivation. Distributive justice, procedural justice, and interactional justice each play an important role in influencing the level of work motivation felt by employees. When employees feel that they are treated fairly in terms of reward distribution, transparent decision-making procedures, and good interactions at work, they tend to have higher work motivation. The managerial implications of this study emphasise the importance of attention to organisational justice in human resource management. Management needs to ensure fair policies and practices are in place, and create a work environment that supports good communication and collaboration between management and employees.

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