

EFFECTS OF ORGANIZATIONAL JUSTICE, INTERPERSONAL COMMUNICATION AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE

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Abstract— This research aims to determine and analyze the effects of organizational justice, interpersonal communication and work discipline on employee performance in Regional Secretariat Office Bombana Regency. These research samples are all employees in Regional Secretariat Office Bombana Regency, namely 83 employees. This research used multiple linear regression analysis. Results of the research show that: (1) Organizational justice, interpersonal communication and work discipline have positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. (2) Organizational justice has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. (3) Interpersonal communication has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. (4) Work discipline has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency.

Index Terms— Organizational Justice, Interpersonal Communication, Discipline and Performance

1 INTRODUCTION

Human resources serve as an essential factor in a company or organization since a company or organization success and effectiveness depends on performance and quality of the human resources in the company or organization (Darmawati, Arum, Lina, & Dyna, 2013). In achieving organizational goals, human resources serve greatly essential role apart from other resources owned by the organization. Employee performance is defines as employee abilities in doing certain ability. It is greatly necessary for employee performance, since by this performance, it can be determined a level of employee ability in carrying tasks given to them. Thus, it is also necessary for clear, measurable and shared criteria determination as the reference (Sinambela, 2012).

An organizational operational will be completed properly by considering appropriate employee needs. There may be some harmful events for the organization if it can successfully meet appropriate employee needs. Phenomena such as absenteeism, low level of productivity, arising anxiety, demands leading to strike, reflect low level of employee commitment level to the organization which also show employee satisfaction. Work dissatisfaction will then obstruct overall organizational performance. Work satisfaction absolutely must be owned by an employee as an obligation for a leader to present it.

Wang, Liao, Xia, & Chang (2010), Al Rawashdeh (2013), Nasurdin & Lay Khuan, (2011) and Kalay (2016) stated that employee performance will reach maximum results if it is supported by organizational justice. Organizational justice is also an important factor since rewards given by the company to the employees are based on individual performance. Colquitt (2001) divided organizational justice into three parts namely distributive justice, procedural justice and interactional justice. Organizational ability in creating a sense of justice for each organizational member seems as a complicated issue so it requires strategy in realizing the sense. Creating organi-

zational justice is an absolute issue to be done by an organizational which can imply directly to improvement of employee performance.

Apart from organizational justice, interpersonal communication also serves as one of the factors leading to company ability to improve employee performance. Communication basically is a needs, both for themselves or the wider community. Effective communication will have a good effect on social life. Social life is full of dynamics, sometime leading to sense of security, peaceful, but sometime leading to conflicts and disputes. That is a nature thing considering the community consists of various tribes.

Agus M. Hardjana (2003: 85) stated that interpersonal communication is a face-to-face interaction between two people or several people, where the message sender can convey the message directly and the message recipient can also receive and respond to the message directly as well. Communication carried out by the leadership serves as an important thing in government organizations as state service institutions. Researchers view the implementation of interpersonal communication of leaders in fostering employee work discipline as a requirement. Furthermore, work discipline is something that must be instilled in every employee. It is necessary for employee awareness by complying with applicable regulations. It requires regulations to provide guidance and counseling for employees in creating good order in the company. In addition, the company itself must strive so that the regulations are clear, easy to understand and apply to all employees Hasibuan (2008: 194).

Based on the pre-research, it was found that the Regional Secretariat Office in Bombana Regency had 83 employees. Researchers analyzed some employees in the Regional Secretariat Office in Bombana Regency who came and went home not according to working hours, there were also employees who did not carry out their duties during office hours, and there

were employees who were not disciplined in terms of wearing official uniforms. Based on the description above, the writers are interested in conducting research. The purpose of this research is to analyze and explain: (1) the effects of organizational justice, interpersonal communication and work discipline, (2). the effects of organizational justice on employee performance, (3). the effects of interpersonal communication on employee performance and (4). the effects of work discipline on employee performance at the Regional Secretariat Office in Bombana Regency.

2 LITERATURE REVIEW

2.1 Organizational Justice

Luthans (2006) described that concept of organizational justice is based on three main aspects namely process, results and interpersonal relations. Based on the organizational justice theory, employees keep measuring and comparing input and outputs. In previous study, organizational justice is divided into four sub-types such as distributive, informational, procedural, and interpersonal. Organizational justice is a concept showing employee perception on how they are treated fairly in the organizational. Organizational justice is conceptualized as a combination of various dimensions. According to Robbins and Judge (2008), it is defined as individual perception on the level of an employee is treated with full of dignity, attention and respects. According to Usmani and Jamal (2013), there are three main dimensions of organizational justice, namely: (a). distributive justice, (b) procedural justice and (c). interactional justice. The factors giving effects on organizational justice can be seen from the characteristics of the task, the level of trust of subordinates, the frequency of feedback, managerial performance, and the state of the organizational climate in the company.

2.2 Interpersonal Communication

Widjaja (2008), communication is contact relationship between humans both as individual or group. In daily life, realized or not, communication is a part of the human life. Since birth, humans have communicate with environment. According to Ruslan (2008), communication is seen as an important tool in public relation function. Public respect and protect good performance in effective communication activity as well as good performance is used to attract public attention and also other important function of public relations. According to Suprpto (2011:6) communication is: "a process of interaction having meaning between humans. According to Hutapea and Nurianna (2008:28) indicators of interpersonal communication includes: (a). knowledge, (b). skills, and (c). Attitude.

2.3 Work Discipline

Prijodarminto in Riesky (2018) stated that work discipline is a condition created and formed through the process of a series of behaviors that show values of obedience, obedience, loyalty, regularity and or order. In this case, such attitudes and behaviors are created through the process fostered by the family, education and experience or introduction of exemplary from the environment. Discipline will give ability for a person to

distinguish what things should be done, what must be done, what can be done and what should not be done (because they are prohibited things). Gibson, Ivancevich, and Donnelly in Dewi (2019) defined discipline as the use of some forms of punishment or sanction for any deviations by employees. The use of punishment is when managers are faced with problems of subordinate behavior which are not in accordance with regulations and work performance is below company standards. Hasibuan (2010) described the indicators of discipline as follows: (a). Complying with all company regulations, (b). using time effectively, (c). Responsibilities in work and duties, and (d). The level of absenteeism is seen as a perception of employee concerning discipline to comply with applicable working hours.

2.4 Concept of Employee Performance

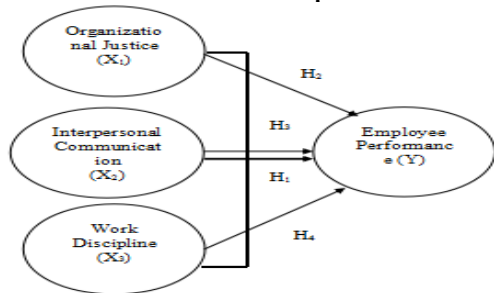
Mangkunegara (2015) stated that performance is work result in terms of quality and quantity achieved by an employee in completing the task based on the responsibility given to him or her. Then, Hasibuan (2017) stated that assessment of work achievement is to assess actual work result ration with quality or quantity standard created by each employee. According to Mangkunegara (2015), assessment of employee work achievement is a process of assessing employee work achievement conducted by company leaders in systematic manner based on tasks given. Schuler and Jackson in Bustam (2018) expressed that indicators of measuring performance is based on: (a) Work quality; (b). Work quantity; (c). Attendance and Punctuality; (d). Responsibility; and e. Cooperation with co-workers.

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Research Conceptual Framework

This research is initiated by a theoretical study, namely examining any relevant theories to this research. The study of the theory guides thinking from the general aspects to the specific ones. The preparation of the thesis is not only based on the results of theoretical studies, but also empirical studies that are sourced from previous relevant studies to this research. Empirical studies in this research lead to thinking from the specific aspects to the general ones. Therefore, the line of thought in this thesis is not only based on deductive or inductive thinking, but a combination of deductive and inductive thinking lines because both are interconnected and mutually support each other. Based on the explanation above, the conceptual framework in this study is as presented in Scheme 3.1. as the following:

Scheme 3.1. Research Conceptual Framework



Notes:

————▶ = Direct Effects

.....▶ = Indirect Effects

3.2 Research Hypotheses

Based on the problem formulation, research objectives, theoretical studies and empirical studies, the research hypotheses are as follows:

1. Organizational justice, interpersonal communication, work discipline have positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency.
2. Organizational justice has positive and significant effects on employee performance at the Regency Regional Secretariat Office, Bombana Regency.
3. Interpersonal communication has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency.
4. Work discipline has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency.

4 RESEARCH METHODE

The research location is the Regional Secretariat Office, Bombana Regency which is located at the Office Complex of Lameroro Sub-district, Rumbia District, Bombana Regency. The population in this study were all employees at the Regional Secretariat Office, Bombana Regency. The total number of employees at the Bombana Regency Regional Secretariat is 83 employees. This study used the census method which the number of samples is the same as the total population, namely 83 employees, not including the leadership. The types of data collected in this study are qualitative data, namely data in the form of respondents' perceptions of organizational justice, interpersonal communication, work discipline and employee performance variables as well as quantitative data, namely data in the form of numbers such as respondents' age, years of service, gender and education level. The method used in data collection was questionnaires and documentation. This study used two analytical methods, namely descriptive statistical analysis and inferential statistical analysis of the data obtained

in the field. Descriptive analysis is used to describe each research variable in more depth manner. While quantitative techniques are used to see the effects of the independent variable and the dependent variable with multiple linear regression analysis using Microsoft Excel and SPSS to analyze the data based on a predetermined measurement range.

5 RESULTS AND DISCUSSION

5.1 Analyzing Results and Hypotheses Equation

5.1.1 Analyzing Results and Hypotheses Equation

The results of multiple linear regression analysis in this study can be seen in table 5.11. as follows:

Table 5.11. Multiple Linear Regression Analysis Results

Independent Variables (X)	Regression Coefficient	Significance	Notes
Organizational Justice (X ₁)	0,497	0,000	Significant
Interpersonal Communication (X ₂)	0,298	0,022	Significant
Work Discipline (X ₃)	0,184	0,050	Significant
β ₀ = 0,959			N = 83 α = 0,05
R Square = 0,926			
R = 0,963			
Significance = 0,000			
Error Standard = 4,676			

Source: Primary Data Processed in 2022

Based on the results of multiple linear regression analysis in table 5.11, the resulting regression model as an explanatory model for the effects of organizational justice, interpersonal communication and work discipline on employee performance at the Regional Secretariat Office, Bombana Regency can be stated as follows:

$$Y = 0,959 + 0,497 X_1 + 0,298 X_2 + 0,184 X_3 + 4,676$$

Which : Y = Employee Performance β₁ = 0,497

$$X_1 = \text{Organizational Justice } \beta_2 = 0,298$$

$$X_2 = \text{Interpersonal Communication } \beta_3 = 0,184$$

$$X_3 = \text{Work Discipline } \epsilon (\text{error standard}) = 4,676$$

$$\beta_0 = 0,959$$

Based on the equation of multiple linear regression analysis above, it can be seen that:

1. The regression coefficient for the organizational justice variable (X₁) is 0.497, indicating that there is a positive effect of organizational justice on employee performance by assuming other factors (interpersonal communication and work discipline) are considered constant (Ceteris Paribus).
2. The regression coefficient for the interpersonal communication variable (X₂) is 0.298, indicating that there is a positive effect of interpersonal communication on employee performance by assuming that other factors (organizational justice and work discipline) are considered constant (Ceteris Paribus).
3. The regression coefficient for the work discipline variable (X₃) is 0.184, indicating that there is a positive effect of work discipline on employee performance by assuming that other factors (organizational justice and interpersonal communication) are considered constant (Ceteris Paribus).

5.1.2 Correlation Coefficient (R)

The correlation coefficient of organizational justice, interpersonal communication and work discipline on employee performance at the Regional Secretariat Office, Bombana Regency is 0.963 which can be concluded that there is a very strong relationship. Therefore, by good organizational justice, interpersonal communication and work discipline, it can improve employee performance at the Regional Secretariat Office, Bombana Regency.

5.1.3 Determination Coefficient (R Square)

Based on the calculation of the determination coefficient, it obtained 0.926 score, it means that the contribution of organizational justice, interpersonal communication and work discipline to the employee performance at the Regional Secretariat Office, Bombana Regency is 92.6%. While the remaining of 7.4% is explained by other variables excluded in this research model.

5.1.4 Hypotheses Testing

a) F-test

- The first hypothesis proposed in this study is organizational justice, interpersonal communication and work discipline have positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. To prove this hypothesis, there is simultaneous regression testing using a significance value of 0.000 which means it is smaller than the value of $= 0.05$. Thus, simultaneously the organizational justice, interpersonal communication and work discipline variables have positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency.

b) t-test

- The second hypothesis proposed in this study is: organizational justice has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. To prove the hypothesis, there is a partial regression test using a significance value of 0.000 which means it is smaller than the value of $= 0.05$. Thus, partially the organizational justice variable has positive and significant effects on employee performance.

- The third hypothesis proposed in this study is: interpersonal communication has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. To prove the hypothesis, there is a partial regression test using a significance value of 0.022 which means it is smaller than the value of $= 0.05$. Thus, partially interpersonal communication variable has positive and significant effects on employee performance.

- The fourth hypothesis proposed in this study is stating that: work discipline has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. To prove the hypothesis, there is a partial regression test using a significance value of 0.050 which means it is

smaller than the value of $= 0.05$. Thus, partiall

5.2 Results

5.2.1 Effects of Organizational Justice, Interpersonal Communication and Work Discipline on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing positive and significant effects of organizational justice, interpersonal communication and work discipline on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that the organizational justice, interpersonal communication and work discipline will be able to improve employee performance at the Regional Secretariat Office, Bombana Regency. Results of this research are in line with an opinion expressed by Cole, Bernerth, Walter, & Holt (in Sharoni, 2014) stating that organizational justice or injustice serves as a key factor in giving effects on individual attitude and behavior in the organization. Construct of organizational justice generally refers to three certain components, namely distributive justice, procedural justice, and interactional justice. Traditionally, the notion of distributive justice has been based on a general theory of justice, which offers a broad explanation of the motives underlying individual actions.

5.2.2 Effects of Organizational Justice on Employee Performance

Based on the results of data analysis in this study, it obtains the regression coefficient value showing positive and significant effects of organizational justice on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that organizational justice will be able to improve employee performance at the Regional Secretariat Office, Bombana Regency. Results of the research is line with an opinion expressed by Luthans (in Aslam, 2017) stating that the concept of organizational justice is based on three main aspects namely process, results and interpersonal relations. Based on the organizational justice theory, employees keep measuring and comparing input and outputs. In previous study, organizational justice is divided into four sub-types such as distributive, informational, procedural, and interpersonal. However, organizational justice is broadly considered and used into three dimensions, namely distributive, interactional and procedural justice.

5.2.3 Effects of Interpersonal Communication on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing positive and significant effects of interpersonal communication on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that interpersonal communication will be able to improve the employee performance at the Regional Secretariat Office, Bombana Regency. In completing each work division, it should apply interpersonal communication. Communication is actually human basic activity. We cannot deny the importance of communication for human being, also for an organization. By a good communication, an organization can be run smoothly and successfully. Otherwise, less good or even the absence of communication in an organization will

lead to blocked and disorganized company organization. It is necessary for effective communication for all organizations. Thus, it is also required for all organizational leaders and communicators in an organization to understand and complete their communication ability (Muhammad, 2009).

5.2.4 Effect of Work Discipline on Employee Performance

Based on the results of data analysis in this study, it obtained the regression coefficient value showing positive and significant effects between work discipline on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that work discipline will be able to improve employee performance at the Regional Secretariat Office, Bombana Regency. Results of the research can be concluded that changes on work discipline is in line positively and actually with improvement of employee performance at Regional Secretariat Office, Bombana Regency. It means that higher level of work discipline will also lead to higher level of employee performance at the Regional Secretariat Office, Bombana Regency. Changes on improvement of employee work discipline positively and significantly give effects on improvement of employee performance at the Regional Secretariat Office, Bombana Regency. Thus, the key success to be achieved in the future in improving employee performance at the Regional Secretariat Office, Bombana Regency is by improving work discipline.

6 CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Based on the research findings, problem formulation, research objectives, research hypotheses, results of data analysis and discussion of research results, the conclusions of this study can be stated as follows:

1. Organizational justice, interpersonal communication and work discipline have positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that better organizational justice, interpersonal communication and work discipline will lead to higher level of employee performance.
2. Organizational justice has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that better organizational justice will also lead to higher level of the employee performance.
3. Interpersonal communication has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that better interpersonal communication will lead to higher level of the employee performance.
4. Work discipline has positive and significant effects on employee performance at the Regional Secretariat Office, Bombana Regency. This shows that better work discipline will lead to higher level of employee performance.

6.1 Recommendation

Based on the results of data analysis, discussion and conclusions of this study, the recommendations that can be put forward are:

1. For the Bombana Regency Regional Secretariat Office, it is recommended to continue to improve organizational justice, interpersonal communication and work discipline so that it will give effects on improving employee performance.
2. To obtain a more comprehensive explanation of the effect of organizational justice, interpersonal communication and work discipline on employee performance at the Regional Secretariat Office, Bombana Regency, it is recommended to conduct future research so that it can develop other dimensions of variables, namely work environment and work involvement. This is based on this research as a part of the variables that give effects on employee performance.
3. As a reference material for future researchers which are expected to expand further from previous research, it can be done by adding both work environment and work involvement variables as well as the objects under study.

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