

## Critical Review Of: Concepts Of The Study Of Organizational Justice And Social Capital Methodology

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### Abstrak

Penelitian ini merupakan review artikel oleh Heru Kurnianto Tjahjono, Olivia Fachrunnisa, Majang Palupi, dalam jurnal International Journal of Business Excellence, Vol.17, No.3, 2019 dengan judul Konfigurasi keadilan organisasi dan modal sosial: dampaknya terhadap kepuasan dan komitmen. Bahwa dalam penelitian ini berpendapat bahwa keterbatasan informasi individu dalam menanggapi kebijakan organisasi memaksa mereka untuk menilai keadilan secara subjektif. Sehingga seorang reviewer ingin membuat sebuah makalah tinjauan kritis yang mengacu pada penelitian ini dengan membuat kajian kritis yang berjudul: Konsep Metodologi Kajian Keadilan dan Modal Sosial, bahkan mengacu pada teori keadilan sosial dan modal sosial. Sebuah gagasan muncul dalam kajian kritis ini untuk mengusulkan modal sosial sebagai faktor kunci dalam menjelaskan perilaku individu dalam mengevaluasi keadilan distributif dan keadilan prosedural. Bahkan individu dengan modal sosial yang tinggi cenderung berorientasi pada kelompok dengan prinsip-prinsip keadilan yang berbeda sesuai dengan konteks di mana mereka terjadi. Adapun menggunakan metode desain eksperimental, bahkan temuan substansial dalam penelitian ini menjelaskan bahwa aspek kontekstual, seperti keadilan distributif, keadilan prosedural, dan modal sosial diperlukan dalam kegiatan organisasi/perusahaan. Berdasarkan penelitian Tjahjono dkk. (2019) menggunakan metode eksperimen dengan melibatkan 247 responden. Hal yang menarik dari penelitian ini adalah penelitian ini mengkategorikan subjek penelitian menjadi dua kelompok, yaitu: modal sosial dan modal sosial tinggi. Bahkan penelitian Tjahjono et al (2019) menguji empat hipotesis, yaitu: modal sosial memoderasi hubungan antara keadilan distributif dan kepuasan, modal sosial memoderasi hubungan antara keadilan prosedural dan komitmen organisasi, modal sosial memoderasi hubungan antara keadilan distributif dan kepuasan dan modal sosial memoderasi hubungan antara keadilan prosedural dan komitmen organisasi. Hipotesis dalam penelitian Tjahjono et al (2019) dianalisis menggunakan uji ANOVA seperti yang dikemukakan oleh Kuehl (2000). Modal sosial memoderasi hubungan antara keadilan distributif dan kepuasan dan modal sosial memoderasi hubungan antara keadilan prosedural dan komitmen organisasi. Hipotesis dalam penelitian Tjahjono et al (2019) dianalisis menggunakan uji ANOVA seperti yang dikemukakan oleh Kuehl (2000). modal sosial memoderasi hubungan antara keadilan distributif dan kepuasan dan modal sosial memoderasi hubungan antara keadilan prosedural dan komitmen organisasi. Hipotesis dalam penelitian Tjahjono et al (2019) dianalisis menggunakan uji ANOVA seperti yang dikemukakan oleh Kuehl (2000)..

**Kata kunci:** *Studi Keadilan Organisasi, dan Modal Sosial*

### Abstract

This research is a review article by Heru Kurnianto Tjahjono, Olivia Fachrunnisa, Majang Palupi, in the journal International Journal of Business Excellence, Vol.17, No.3, 2019 with the title Configuration of organizational justice and social capital: its impact on satisfaction and commitment. That in this study argues that the limitations of individual information in responding to organizational policies force them to judge fairness subjectively. So that a reviewer wants to make a critical review paper that refers to this research by making a critical

study entitled: The Concept of Methodology for the Study of Justice and Social Capital, even referring to the theory of social justice and social capital. An idea emerged in this critical study to propose social capital as a key factor in explaining individual behavior in evaluating distributive justice and procedural justice. Even individuals with high social capital tend to be group-oriented with different principles of justice according to the context in which they occur. As for using the experimental design method, even the substantial findings in this study explain that contextual aspects, such as distributive justice, procedural justice, and social capital are needed in organizational/company activities. Based on 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: social capital and high social capital. Even 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 hypotheses in the research of Tjahjono et al (2019) were analyzed using the ANOVA test as suggested by Kuehl (2000). Social capital moderates the relationship between distributive justice and satisfaction and social capital moderates the relationship between procedural justice and organizational commitment. The hypotheses in the research of Tjahjono et al (2019) were analyzed using the ANOVA test as suggested by Kuehl (2000). social capital moderates the relationship between distributive justice and satisfaction and social capital moderates the relationship between procedural justice and organizational commitment. The hypotheses in the research of Tjahjono et al (2019) were analyzed using the ANOVA test as suggested by Kuehl (2000)..

**Keywords :** *Organizational Justice Studies, and Social Capital*

## **INTRODUCTION**

Human Resources (HR) is known as a vital and central organizational resource in the future. In fact, Human Resources are always attached to every organizational resource as a determining factor for their existence and role in contributing to the achievement of organizational goals effectively and efficiently based on the code of ethics that applies in each organization.

Human Resources (HR) is an important component in a company or organization to carry out the business it does in order to realize its vision and mission properly. Organizations must have goals that members of the organization want to achieve (Niati et al., 2021). Event Development is a change towards improvement for the better. Looking from change to improvement requires the mobilization of all human and resourceful resources to realize what is aspired to (Shah et al, 2020). Even in the process of human resource development is the concept of the process of changing human resources in an organization, from one situation to another for the sake of the strength of all members of the organization, the goal is to better prepare for future responsibilities.

One of the most important aspects that become the aspirations of every HR is related to the performance of employees in an organization. This performance factor can be an indicator of the accuracy of the aspirations of the people of an organization as a result of various organizational policy approaches in achieving the goals of an organization but also seeing the situation and condition of each organization, so that later it can be processed using related disciplines.

Seeing the situation and conditions that occur, with the passage of time various efforts will appear to support the expected performance of an institution or organizational unit but must be done with various influencing factors such as organizational culture, organizational commitment, and job satisfaction. One of the factors that can improve employee performance is organizational culture. Every individual is motivated by a culture

that influences his behavior. Organizational culture certainly demands individuals to behave and gives them instructions on what to follow and learn.

Based on the phenomenon that often occurs in organizations or companies, it is very necessary to examine organizational justice and social capital, because the influence of distributive justice is more dominant than procedural justice, because distributive justice tends to have a positive effect on outcomes related to personal evaluation such as individual satisfaction. Employee trust in the organization can be achieved through organizational justice, and social capital, the goal is to achieve the vision and mission of the company or organization.

## LITERATURE REVIEW

According to Bakhshi et al., (2009) that distributive justice is justice in terms of the process of distributing the results of activities (outcomes) and rewards (rewards) to members of the organization. While procedural justice is justice that is judged based on rules or policies and procedures in making decisions within the organization wisely (Saima, 2013). In order for procedural justice to focus more on the company's operational policies, the level of fairness in the organizational policy process will affect the level of satisfaction of each member of the organization.

The concept of justice is very important because of procedural justice. Even procedural justice is employees' perception of the fairness of the mechanism or process for the number of outcomes they expect (Tibaut and Walker, 1978: Lind and Tyler, 1992: Tyler and Blader, 2003). Even in its development, the two concepts of justice, both distributive justice and procedural justice, are increasingly playing a central role in the study of organizational justice and its consequences (Colquitt, 2001: Tjahjono, 2008: 2010: 2011).

From the point of view of distributive justice, society is capitalized. Low social class focuses more on short-term needs, namely financial. Changes in the perception of distributive justice tend to be greater when the level of individual satisfaction changes. In terms of procedural justice, those who have low social capital tend to make policy procedures, such as performance appraisal policies, that protect their interests. This phenomenon is called the individual interest model, where individuals care about procedural justice because the procedure will accommodate their interests. If a procedure is considered unfair, those who have low social capital will be more sensitive to changes in their satisfaction because they are more oriented to economic interests.

Organizational justice is likened to a determinant of employee happiness. This creates a balance between work and personal life as they have the support of the organization. Bajaj and Krishnan (2016) examined the impact of procedural, distributive, and interactional justice on perceived organizational support (POS) and leader-member exchange. They concluded that fairness plays a role as a positive determinant of job satisfaction while the quality of POS and LMX is a form of organizational capital.

In addition, procedural justice is recognized to be more dominant in organizational commitment than distributive justice. In the two-factor model, (Sweeney and McFarlin, 1993) states that procedural justice is stronger than distributive justice in terms of predicting organizational commitment. Fair systems and procedures reflect the capacity of the organization to treat its members. Fair organizational processes encourage people to evaluate the organization as a whole using a better judgment in terms of the level of commitment to their organization.

Social capital means an individual's ability to mobilize potential through a network of friends, groups or organizations (Akdere, 2005). So that social capital is a privately owned asset that is determined by a person and not on social interaction because the individual's ability is determined over a long period of time (Nahaphiet and Ghoshal, 1998). Social capital will make individuals tend to work harder to maintain social relationships or focus on financial factors (Kostova and Roth, 2003). Those who have low social capital will tend

to work on financial factors. They will be less motivated to be involved in the social system, do not prioritize their social interests and do not identify themselves strongly with the group (Chua, 2002).

Therefore, people who have low social capital will be more sensitive than people who have high social capital in dealing with financial problems. Individuals with low social capital tend to be more oriented towards economic interests.

In addition, procedural justice is recognized to be more dominant in organizational commitment than distributive justice. In the two-factor model, (Sweeney and McFarlin, 1993) states that procedural justice is stronger than distributive justice in terms of predicting organizational commitment. Fair systems and procedures reflect the capacity of the organization to treat its members. Fair organizational processes encourage people to evaluate the organization as a whole using a better judgment in terms of the level of commitment to their organization.

## RESEARCH METHODS

Critical analysis in this study uses a critical review method whose discussion is based on a number of literatures related to distributive justice, procedural justice, and social capital. Even the discussion in the Palupi Journal shows that the research model has become an important reference for reviewing organizational knowledge. In fact, this study also discusses distributive justice and social capital so that the substantial findings in this study explain that contextual aspects, such as distributive justice, procedural justice, and social capital, play an important role in organizations or companies.

Experimental method is a systematic literature review and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables. It has a control group, the subjects have been randomly assigned between the groups, and the researcher only test one effect at a time. Usually, it is conducted to be able to predict the phenomenon. It is also constructed to be able to explain some kind of causation.

Based on 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: social capital and high social capital. Even 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 hypotheses in the research of Tjahjono et al (2019) were analyzed using the ANOVA test as suggested by Kuehl (2000).

### Design and Procedure

The selections of the respondents were carried out two weeks before the experiment was executed. The lecture of management subject asked the respondents to fill in a form. The form contained indicators which described their social capital used for respondent classification. In this research, the variables of social capital were self-selected. The respondents' average scores were then used to classify them into groups.

The respondents were taken to the classrooms set by the lecture of financial management and hidden team. There were six classrooms designed which described four configurations or interaction patterns of distributive and procedural justice, ie

1. high distributive justice – high procedural justice ( HDJ – HPJ )
2. high distributive justice – low procedural justice ( HDJ – LPJ )
3. low distributive justice – high procedural justice ( LDJ – HPJ )
4. low distributive justice - low procedural justice ( LDJ – LPJ )

After all respondents were in the configured classrooms, eight groups were obtained. Each group consists of.

### **Measures**

#### **1. *Distributive Justice***

The measurement of distributive justice was carried out by modifying four items developed by Laventhal (1980) which were also used (Colquitt, 2001) after exploring them. Configuration of organizational justice and social capital.

#### **2. *Procedural justice***

The measurement of procedural justice was conducted by using seven items developed by (Colquitt, 2001).

#### **3. *Social Capital***

The measurement of social capital was based on Cua (2002) who developed the measurement of social capital on individual level. The researcher used 12 items.

#### **4. *Individual Satisfaction***

The measurement was done using the eight items developed by Robert and Reed (1996).

#### **5. *Organizational Commitment***

The measurement was developed by Meyer and Allen (1991) and was later modified by Al-Kilani Hani (2017), This measurement consists of six items.

### **Research Result**

#### **1. *Manipulation Check***

The result show that low and high distributive justice is significantly different depending on the manipulation. Hence, low and high procedural justice are significantly different.

#### **2. *Individual satisfaction as dependent variable***

Descriptive data of individual satisfaction addressing distributive justice, procedural justice, and social capital.

#### **3. *Examination of Satisfaction***

The empirical results of the examination of satisfaction are generated using Levene's test, which shows  $F = 5.589$  and  $p = 0.05$ . This shows that the social capital of variant homogeneity is not fulfilled; however, this is not a problem as long as the sample measurement is proportional. This research also concerns the second social capital addressing random assessment on each group. Likewise, social capital normality does not impact the ANOVA results, which remain robust (Ghozali, 2005).

#### **4. *Organizational justice and job satisfaction***

This discussion is about shows that distributive justice and procedural justice play a significant role in elaborating individual satisfaction. The results show that distributive justice has more a configuration of organizational justice and social capital.

#### **5. *Moderation of social capital on individual satisfaction***

This discussion shows H1 is supported. The interaction of procedural justice and social capital is not significant, however, so H2 IS NOT SUPPORTED. Further investigation is conducted using plots and descriptive statistics to investigate significant interactions (distributive justice and social capital) by separating the into sub samples (Gibson, 2001) over the social capital value.

#### **6. *Post Hoc test of individual satisfaction***

#### **7. *Interaction patterns***

#### **8. *Organizational commitment as dependent variable***

#### **9. *Evaluation of Organizational commitment***

#### **10. *The impact of justice on organizational commitment***

#### **11. *The moderation of social capital on organizational commitment***

#### **12. *Past Hoc test of organizational commitment***



### 13. Interaction patterns

## RESULTS AND DISCUSSION

High distributive justice – high procedural justice, there is no difference in attitude or behavior that distinguishes those who have high social capital or low social capital in an organization. This is because there is no significant equity problem in the two sample groups, so the role of social capital as a moderating variable is not supported.

Then on the interaction pattern of high distributive justice – low procedural justice, the role of social capital as a moderating variable in elaborating individual satisfaction is not supported; In contrast, distributive justice is more dominant in explaining satisfaction. This is not the case when this interaction pattern explains organizational commitment to the role of social capital as a moderating variable. Procedural justice relates to the level of one's organizational commitment. In this case, procedural justice must explain commitment, so that individuals can respond differently to the level of procedural justice depending on the level of social capital.

Furthermore, if we look at the interaction pattern of low distributive justice - high procedural justice, the role of social capital as a moderating variable in elaborating individual satisfaction and organizational commitment is supported. This shows that differences in individual characteristics, such as social capital, can lead to different attitudes and behaviors when individuals experience justice problems. Even if they perceive low distributive justice, they will not be satisfied; however, their dissatisfaction will decrease when the process or procedural fairness is considered fair.

Then the role of social capital is also seen in the interaction pattern of low distributive justice – low procedural justice in elaborating satisfaction and organizational commitment. This statement shows that individuals with high and low social capital give different responses. Basically they have to achieve prosperity, so they pay more attention to the distributive allocation of goods and services. If the allocation results are unfair, and especially if the process is also unfair, both social capital groups will respond negatively. Individuals with high social capital will still have better organizational commitment than individuals with low social capital, because they are more oriented towards long-term relationships in the social system. Because of that,

Based on some of the explanations above, it explains how the influence of justice and social capital in an organization. So according to the author's opinion, based on the results of the analysis of this journal, it is appropriate for an organization to seek and consider the factors that support the creation of a conducive situation and a sense of comfort in addition to organizational justice and social capital to create job satisfaction and commitment from employees in an organization.

Based on the author's analysis, employee performance is closely related and closely related to employee job satisfaction and commitment. Someone who is satisfied in his work will have motivation, high commitment to the organization and work participation so that he will continue to improve his performance. In fact, this will also affect their desire to keep working and not leave the company or resign from their jobs.

The weakness of this journal according to the author is that it does not discuss things that can increase employee job satisfaction other than distributive justice and social capital in order to increase employee satisfaction and employee commitment in an organization. In fact, if all this is explained in detail, it can provide additional studies in this journal.

In fact, the general phenomenon of organizations/companies assumes that finances (income or salary) are the main factors that affect employee satisfaction and commitment, so that when employees are given adequate salaries, these conditions will provide strong satisfaction and commitment for employees.

According to the authors, distributive justice, procedural justice and social capital contribute greatly and have an impact on employee satisfaction and commitment. In addition, organizations must realize that the acceleration or retreat of the organization/company rotation wheel cannot be separated from the contribution of employees. Organizations/companies need great employees. The desire to get great employees, organizations also need to provide skills training, so that employees become experts and professionals in their areas of responsibility which in turn will make it easier for employees to do their jobs.

In a pandemic condition like this, organizations/companies can also show a caring attitude towards their employees by providing internet facilities with the aim of making it easier for employees to complete their work. Even if the situation is conducive and democratic, according to the author's light thoughts, it should also be created within the organization/company, such as an organization/company that can accept suggestions, input from employees during the suggestions and how to deliver them. good. and does not harm any organization or company.

In the author's analysis, everyone who is satisfied with the organization/company, but still has to maintain a study of justice and social capital in a company or organization. Based on 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: social capital and high social capital. Even 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.

## CONCLUSION

Based on some of the explanations above, it can be stated:

1. The advantage of this journal is that it provides insight into contextual aspects, such as distributive justice, procedural justice, and social capital that play a very large role in an organization.
2. Weaknesses that are not discussed in this journal include not discussing things that can improve the study of justice, social capital and the factors that support it in order to create a conducive situation and a sense of comfort in addition to organizational justice and social capital in an organization.
3. Based on 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: social capital and high social capital. Even 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 hypotheses in the research of Tjahjono et al (2019) were analyzed using the ANOVA test as suggested by Kuehl (2000).

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