



## **Constructive Justice Organization at The Republic of Indonesia Police Institution**

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### **ABSTRACT**

*This study aimed to determine the perceptions of members of the Indonesian Republic Police towards organizational justice. This research was conducted in April 2018 to June 2019 at the Metrojaya Regional Police, South Sulawesi Regional Police, and Bengkulu Regional Police. The population was members of the National Police at the Metrojaya Regional Police, South Sulawesi Regional Police, and Bengkulu Regional Police. The sample included members of the National Police representing the three Regional Police totaling 800 people. Data sources were primary data and secondary data. Descriptive data analysis was performed using a Likert scale. The results of the study indicated that organizational justice, especially respect, is very important for members of the National Police.*

**Keywords:** Justice, Organization, Institutions, Police.

### **INTRODUCTION**

The organization is a complex whole that seeks to allocate human resources fully in order to achieve goals. If an organization is able to achieve the goals set it can be said that the organization is effective. Superior performance can be seen in HR behavior that shows professionalism and maximum oriented results. Obtaining an optimal performance depends on a number of factors. Organizational justice is one element of an organizational system that can affect an employee's performance. Organizational justice is the overall perception of what is felt in the workplace. In its measurement, justice is observed in terms of distributive, procedural, and interactional justice. Distributive justice is associated with the issue of the number of awards, procedural justice is associated with how the award is distributed, and interactional justice is associated with the treatment of employees.

Gibson et al. (2012) described organizational justice as a level where an individual feels treated equally in the organization where he works. Another description says that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt et al. 2009). Moorman (quoted by Miller et al. 2012) in 1991 divided organizational justice into three parts, namely distributive justice, procedural justice, and interactional justice. Colquitt et al. (quoted by Miller et al. 2012) in 2001 suggested that organizational justice has four types, namely distributive justice, procedural justice, interpersonal justice, and informational justice. Types of organizational justice according to Moorman (quoted by Miller et al. 2012) and Colquitt et al.

(quoted by Miller et al. 2012) each have their respective advantages. Colquitt's theory of justice is now more often used than other organizational justice theories (Li & Cropanzano, 2009) According to Dyna and Graham (2005) (in Carlis, 2011), organizational justice can be known by measuring three things, namely, 1) Justice related to the reasonableness of resource allocation. Organizations can be said to be fair by employees if they provide salaries in accordance with the work done by employees. If the comparison between the salary received and the work done by the employee is considered not comparable, then the employee will feel that there is no justice; 2) Justice in the decision-making process. Organizations can be said to be fair by employees if, in decision-making, employees are given the opportunity to voice their opinions and views. In addition, after the decision is made, if the implementation of the decision is considered the same for each employee, then the employee will feel that there is justice. 3) Fairness in maintaining interpersonal relationships. The organization can be said to be fair by employees if the relationship between superiors and subordinates is good, such as getting good and reasonable treatment. In addition, the honesty and correctness of information obtained from superiors also affect the perception of organizational justice from employees. With this much needed organizational justice, it is necessary to know the organizational justice of the Republic of Indonesia's Police institution in terms of the responses of the Employees and members of the National Police

## RESEARCH METHODS

This research was conducted in April 2018 until June 2018 in the Metrojaya Regional Police, South Sulawesi Regional Police, and Bengkulu Regional Police. The entire population was spread over three regions. In order to provide a description of all the research variables in detail and accurately, the researchers used a representative sampling method. The samples in this study were 800 people. Data analysis was performed using a Likert scale method.

## RESULT AND DISCUSSION

Organizational justice is a level that an individual feels treated equally in the organization where he works. Another definition says that organizational justice is a fair perception of a person towards decisions taken by his/her superiors. Therefore, the response of members of the National Police to organizational justice can be seen in Table 1.

**Table 1. Summary of the results of respondents' answers to the construct of organizational justice**

Justice organizational	STS		TS		CS		S		SS		Score totaly	average	Kategori Jawaban
	F	S (1)	F	S (2)	F	S (3)	F	S (4)	F	S (5)			
$x_1$ Equal rights and obligations	0	0	0	0	94	282	81	324	625	3.125	3.731	4,66	Strongly agree
$x_2$ Appreciation for knowledge	0	0	0	0	132	396	294	1.176	374	1.870	3.442	4,30	Strongly agree



x <sub>3</sub>	Appreciation for skills	0	0	0	0	129	387	259	1.036	412	2.060	3.483	4,35	Strongly agree
x <sub>4</sub>	Fair decision	18	18	47	94	134	402	196	784	405	2.025	3.323	4,15	Agree
x <sub>5</sub>	Procedural consistency	0	0	0	0	123	369	297	1.188	380	1.900	3.457	4,32	Strongly agree
x <sub>6</sub>	The same treatment	0	0	0	0	0	0	356	1.424	444	2.220	3.644	4,56	Strongly agree
x <sub>7</sub>	An honest, transparent and open process	0	0	0	0	0	0	157	628	643	3.215	3.843	4,80	Strongly agree
x <sub>8</sub>	Honest communication	56	56	137	274	186	558	268	1.072	153	765	2.725	3,41	Agree
x <sub>9</sub>	Respect	0	0	0	0	0	0	96	384	704	3.520	3.904	4,88	Strongly agree
x <sub>10</sub>	Courtesy	0	0	0	0	174	522	233	932	393	1.965	3.419	4,27	Strongly agree
	<b>Total</b>	<b>74</b>	<b>74</b>	<b>184</b>	<b>368</b>	<b>972</b>	<b>2.916</b>	<b>2.237</b>	<b>8.948</b>	<b>4.533</b>	<b>22.665</b>	<b>34.671</b>	<b>4,37</b>	<b>Strongly agree</b>

Table 1 shows that the construct of organizational justice in the three Polda with the highest average value of 4.88 was obtained by indicator X9 (respect) with the category of the answer of “strongly agree”. This shows that this indicator is the strongest predictor that forms the construct of organizational justice in the three Polda. The lowest average value of 2.03 is obtained by indicator X8 (honest communication) with the “agreed” category. This shows that this indicator is the weakest predictor but still contributes to the establishment of organizational justice constructs in the three Regional Police.

Overall, the average value obtained was 4.37 (the category of “strongly agree”). Based on these results, it can be concluded that organizational justice in the three Polda is in the “good” category. That is, the existence of the three Polda in carrying out their Tupoksi are each, without exception, supported by various indicators of this construct. The results of this study are in line with the research of Pareke and Suryana (2009), Jawad et al. (2012), and Yazicioglu and Topaloglu (2009) which state that organizational justice has a positive and significant influence on organizational commitment. Fairness is indeed applied to all employees, such as the standardization of salary provision, the equal treatment of the owner to all employees, and the application of rules and instructions for employees in the company. This was also confirmed by several employees, who stated the same thing. The existence of fair treatment for each employee is considered to be the employee can create a good work situation, so that employees feel comfortable working at the company. Yazicioglu and Topaloglu (2009) said that with justice in the organization, employees will feel comfortable when working in the company and work happily. This makes employees have a sense of ownership (sense of purchasing), which has a

close relationship with commitment, such as pride in the company and the desire to survive in the company. The theory proposed by Gibson et al. (2012) also supports the results of the study, because some of the impacts given from organizational justice are increased commitment to the organization, increased employee loyalty to the organization, and employees will trust their supervisors. Organizational justice with organizational commitment as an intervening variable influences employee performance. This is in line with the findings of Suliman and Kathairi (2013), who also stated that organizational justice with organizational commitment as an intervening variable influences employee performance.

## CONCLUSION

The construct of organizational justice is very important for the Indonesian National Police institution with equal rights and obligations variables, respect for knowledge and skills, fair decisions, consistency of procedures, equal treatment, honesty, clear and open processes, open communication, respect, and also politeness.

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