

ORGANIZATIONAL JUSTICE WORK ENVIRONMENT AND MOTIVATION

Eddy Madiono Sutanto*

Petra Christian University

Jean Scheller-Sampson

McKendree University of USA

Florensia Mulyono

Petra Christian University

ABSTRACT

Work motivation is a concern of all organizations. Many variables influence it. This research aims to find the influence of organizational justice and work environment on work motivation. The method used is census, which takes all of the population as respondents. The number of the population is 100 people. The researchers distributed questionnaires with closed statements and open questions, and the collected data was processed and analysed using the SPSS program. The research results show that organizational justice and work environment have a positive and significant influence on the work motivation of employees, both individually and collectively. Employees who have worked in a company for a long time continue to stay in the company because of good treatment they receive from the company, good relationships with other employees and management, and a feeling of security the company gives them.

Keywords: Organizational justice; work environment; work motivation.

1. INTRODUCTION

Motivation is a very important thing for all workers. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve. Therefore, he directs his efforts in that direction. This research also reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. So it is essential for organizations to persuade motivation of their employees (Manzoor, 2018). But in Indonesia, many workers have low motivation. Many research said that many employees are not satisfied with their work. JobStreet.com conducted a two-month research on the motivation of happiness at work stating that only 33.4% are satisfied with their work. The total respondents are 27,000 people (Khoiri, 2016). Other research also has same result. 73% of Indonesian employees are unhappy and 26% felt very unhappy about their work (Ramdania, 2015). Gallup Worldwide (an international research institute) also has same results. Even they said that only 8% of Indonesian employees really have a high level of engagement, commitment, and strong

*Corresponding author: Eddy Madiono Sutanto, School of Business Management, Petra Christian University, 60236, Surabaya, East Java, Indonesia. Tel: +62818391691. Email: esutanto@petra.ac.id

motivation with their works. The rest or 92% just do the job with so-so: depart, finish the job, and go home. Then, receive a salary at the end of the month (Antariksa, 2015).

The question is: Are everyone motivated just by salary, money, and bonus? The answer is not always like that. For example, the proofs are about 13.7% of English employees state that salary influences work motivation. That percentage was found in research carried out by 'Event' magazine in cooperation with ESP Recruitment and Zing Insights. The research used more than 1350 professional employees in England as respondents (Benjamin, 2014). These findings show that only a small part of the employees think that money influences work motivation. Other research done in other countries also had similar findings but money is not the main factor that motivates employees to work (Riyadi, 2011; Wu, Sturman, & Wang, 2013; Yuan *et al.*, 2013). The findings prove that money, salary or bonus just have small influence to work motivation.

Most research tried to analyze the effect of financial variables to employees' motivation. Other variables such as organizational justice and work environment are analyzed frequently separately. There is a need to find effects of those variables to work motivation simultaneously. Our research utilized employees of a manufacturing company in East Java province of Indonesia. The greater part of the company's employees work inside. The researchers' visit to the company found that many employees of the production department were often absent from work. This was also confirmed by the Human Resources Development Manager. Furthermore, some employees that were at the job were relaxing and chatting with their coworkers. The researchers also obtained information that the wages of employees who have worked in the company for a long time are the same as the wages of new employees. Employee recruitment and removal was carried out subjectively by each department head. Finally, the researchers found that the condition of the workplace of the production department was not good; the work place was hot, dirty, and filled with a strong odour of plastic. Despite many problems in the company, many workers still do their jobs. This proves that their work motivation is high. It becomes an interesting thing to be studied.

2. LITERATURE REVIEW

The other factors which motivate employees to work are organizational justice (Katzenbach & Khan, 2010; Gomes, Vanda, & Neuza, 2013) and work environment (Deil, 2013; Lipman, 2013; Kusmayadi, 2014). Organizational justice is an employee's perception concerning all that he/she receives from the company compared to all that is received by fellow employees. The indicators of organizational justice are company's partiality, the appropriateness of employees' compensation, and company's objectivity (Phillips & Stanley, 2012). Organizational justice has a positive influence on employees' work motivation (Bell, Darin, & Ann, 2006; Mitchell, Marylene, Anne, & Linda, 2012; Manzoor, Ahmer, & Syed, 2012). Organizational justice raises employees' work motivation in South Korea and Iran (Kang, 2007; Hariri & Rohollah, 2014). Another surprising fact is found in North America: organizational justice has become an important approach towards employees' work motivation for the last 30 years (Latham & Craig, 2005). Employees who do not find organizational justice will lose their work motivation. This happens in Kenya: when the company does not provide organizational justice for employees, the employees will lose their work motivation (Misuko, 2012).

Work environment is everything that exists around employees in the work place (either physically or nonphysically) that has an impact on the employees. The indicators of work environment are air circulation in the work place, lighting in the work place, noise in the work place, odour in the work

place, relationship among employees, and relationship between employee and manager (Sedarmayanti, 2011; Wursanto, 2009). Work environment has a positive influence on employees' work motivation (Clark, 2003; Sudirman, 2007; Ajala, 2012; Kusmayadi, 2014). Work environment has even become an important factor in promoting employees' work motivation in a company (Chandrasekar, 2011).

Blanchard's Employee Work Passion Survey proposes that employees' work motivation is influenced by an employee's relationship to other employees and to his/her manager (Edmons, 2011). Other research finds that employees' work motivation is influenced by the ability of an employee to adapt to his/her work environment (Fernet, 2012). Herzberg's research also confirms that a good working condition motivates employees to work (Musselwhite, 2007). World Health Organization (WHO) states that when a company cannot provide a good work environment for employees, the employees will feel distressed (Semmer, 2007). Work motivation is an urge both from inside and outside self which causes an employee to be willing to work to achieve a certain goal. The indicators of work motivation are direction of behavior, level of effort, and level of persistence (George & Gareth, 2005).

3. METHODOLOGY

The research method used by the researchers is quantitative research, which tries to explain the positions of the observed variables and the relationship between one variable and other variables (Siregar, 2012). This method is used because the researchers wish to find out the influence of the independent variables (organizational justice and work environment) on the dependent variable (work motivation), and the position of each variable.

The population of this research is the production department employees, which amounts to 100 people. There are so many loyal workers who join in the company for long time. The sampling technique used is the census technique, namely taking all of the population to be used as a sample. The researchers use the census technique so the result of this research can represent the entire production department. The data collecting technique used is through a questionnaire about respondents' characteristics, a questionnaire about researched variables, and an open question questionnaire.

4. THE EMPIRICAL RESULTS

The total average of organizational justice is 4.182. This means that employees perceive that the company acts fairly towards them. Those results confirm that the company is fair. The company is fair in its partiality to employees, in the appropriateness of employees' compensation, and in the company's objectivity. The fairness that employees perceive in those three aspects will cause them to work better. Fairness is an important factor for employees. Fairness becomes an essential issue for employees because many employees will leave the company if they perceive that the company does not act fairly to them. Thus, the company should understand and take care of employees' sense of justice.

The average value of work environment is 3.94. This means that employees feel that the work environment of the production department is comfortable. A cozy work environment will cause employees to feel at home in their work place, and help employees be more focused on their job. Both employees and the organization should look after their work environment. An uncomfortable work environment will make it difficult for employees to focus on their job and will increase employees' complaints.

The average value of the work motivation variable is 4.18. This indicates that the work motivation of the employees is high. The employees' high work motivation is very beneficial for the company. The high work motivation of the employees will cause the employees to work well, and produce good products, which in turn will benefit the company.

4.1. Multiple linear regression analysis

Table 1: Multiple Linear Regression Analysis

Variable	Unstandardized Coefficient (<i>b</i>)
Constant	17.172
Organizational Justice	0.277
Work Environment	0.325

The multiple linear regression analysis is used to find out the influence of two or more independent variables on one dependent variable. The results shown in Table 1 are from the equation of the three variables: $Y = 17,172 + 0,277 X_1 + 0,325 X_2$. The value 17.172 is a constant which shows the magnitude of work motivation (*Y*) when organizational justice (X_1) and work environment (X_2) are constant. It means that if the influence of the independent variable remains the same, the magnitude of employees' work motivation is 17.172. The regression coefficient of the organizational justice variable (X_1) is 0.277. The coefficient has a positive value which means that organizational justice has a positive influence on work motivation. The coefficient also indicates that if the other independent variable remains the same and the organizational justice variable raises, work motivation will raise as much as 0.277. The regression coefficient of work environment variable (X_2) is 0.325. This coefficient has a positive value, which means that work environment has a positive influence on work motivation. This coefficient also indicates that if the other independent variable remains the same and work environment variable raises, work motivation will raise as much as 0.325.

4.2. The *t* test and *F* test

Table 2: *t* Test

Variable	Table <i>t</i>	Calculated <i>t</i>	Standardized Significance	Calculated Significance
Organizational Justice	1.988	2.398	0.050	0.018
Work Environment	1.988	3.973	0.050	0.000

The *t* statistical test is performed to find out the individual influence of organizational justice and work environment on work motivation. The Table 2 shows that the significance of organizational justice is 0.018 which is lower than the standardized significance value which is 0.050. When

observed in calculated t we obtain the value of 2.398. The result of calculated t is certainly larger than Table t which is 1.988.

This confirms that organizational justice has a positive and significant influence on work motivation. Other research has also found that organizational justice has a positive influence on the work motivation of employees in South Korea and Iran (Kang, 2007; Hariri & Rohollah, 2014). Another work motivation survey was performed in the USA on female employees. The survey shows that one aspect which raises employees' work motivation is fair treatment. In this case the company is expected to act fairly by giving appropriate wages and appropriate rewards according to employees' contribution to the company (Saunderson, 2011). This also agrees with the theory which states that to raise employees' work motivation, a company should act fairly towards its employees (Mangkunegara, 2013).

Work environment has a positive and significant influence on the work motivation of the employees. Research on work environment and work motivation have been performed in Canada and Banyuwangi. The research proves that work environment influences employees' work motivation (Clark, 2003; Ajala, 2012; Fernet, 2012; Sudirman, 2007). Herzberg's research also mentions that good working conditions also motivates employees to work well (Musselwhite, 2007). A research study in the USA with 75% of the respondents consisting of females, shows that a nonphysical work environment, such as the relationship between employee and manager, is very important. Managers who are caring and willing to listen to employees and show appreciation to employees' achievements, will raise employees' work motivation (Saunderson, 2011). Another similar survey is performed by Randstad on employees in Singapore. The result of the survey confirms that employees need a conducive atmosphere, good relationships with fellow employees and with managers, and managers' willingness to listen to employees' complaints.

The calculation results also confirm the prevailing theories. Sedarmayanti (2011) and Wursanto (2009) propose that work environment includes everything around the employees in the work place (both physically and nonphysically) which influences their work performance (in Zulkifli, 2014). Phillips & Stanley (2012) also agree that the source of employees' work motivation is a good work environment. The theory proposed by McClelland and Alderfer states that work motivation comes from the need for affiliation and the need for relatedness, which are a humans need to have a relationship with other humans (Greenberg & Robert, 2003). The theory of motivation proposed by Hasibuan (2014) states that managers should maintain a good relationship with their employees. This can enhance employees' zeal for work. Satisfaction with work environment and fellow employees are the essence of employees' work motivation.

Table 3: F Test

Variable	Table F	Calculated F	Standardized Significance	Calculated Significance
Organizational Justice	3.09	25.969	0.050	0.000
Work Environment				

The F test is performed to find if all the observed independent variables have simultaneous influence on the dependent variable. Table 3 shows the significance value of both independent variables, namely organizational justice and work environment, is 0.000. This is lower than the

standardized significance value, which is 0.050. When observed by calculated F we obtain the value of 25.969 which is larger than the Table F which is 3.09. This indicates that organizational justice and work environment, simultaneously, have a positive and significant influence on work motivation. This agrees with the result of previous research by Beheshtifar, Hasan, and Mahmood (2012), which states that good work environment and good organizational justice will raise employees' work motivation. Devadass (2011) in Singapore proposes that managers' justice and work environment will effectively raise employees' work motivation, which will in turn affect employees' work performance. The research of Abbah (2014) in Nigeria shows that factors such as good work environment and broadcasted management decisions to all company members will influence employees' work motivation.

The calculation results also agree with the prevailing theories. According to Phillips and Stanley (2012), the highest source of work motivation comes from work environment and fair treatment by the company. The theory of motivation developed by Claude S. George states that work motivation comes from good work environment and a company's reasonable treatment towards employees (Hasibuan, 2014).

This research observed factors that cause employees to remain loyal to the company. First, this research found that many of the employees have worked in the company for a considerable length of time. The length of time an employee works at a location has a relationship with employees' work motivation. The results of open questions to the employees show that the chief factor which makes employees like to work in the company is the high solidarity among employees. The employees help one another and are quite harmonious with one another. This is strengthened by the fact that the greater part of the employees (78%) are females. Female employees tend to prioritize relationships with fellow employees. This research found loyal employees since 33% of the employees have worked in the company for 16–20 years. Employees who have worked for such a long duration certainly have a strong tie with the company and are well acquainted with fellow employees, which stimulates high solidarity among employees.

The employees also have a good relationship with their managers, as 42% stated that they had a good relationship with fellow employees and managers. This is also proven by the HRD manager's acknowledgment. He states that the company's owner visits the company twice a week to look at the performances of all employees. This is a kind of appreciation from the company to the employees in the production department who have served the company loyally. This agrees with the research performed by the Samaritans, that found a good relationship with fellow employees and with the managers will influence employees' work performance (Tracey, 2013). Bad relationships will create a work environment that is not conducive, which will make it difficult for employees to feel at home in the company. Employees can leave the company if relationships within the company continue to be bad and provoke conflicts (Prasasty, 2014).

The second factor which makes employees feel at home in the manufacturing company is the close distance between their houses and the work place. The HRD manager declares that all the employees live in the same vicinity of the company. Actually, the location of the company is near a housing area. The close distance between employees' houses and the work place causes the employees to feel secure and happy to work in the company. This is in accordance with the theory proposed by Sedarmayanti (2011) and Wursanto (2009), which states that one of the components of a nonphysical work environment is employees' feeling of security. This feeling will make

employees work with a happy and comfortable feeling. The employees in this study, 78% of which are female, often have to go home late at night because of the large amount of work to be finished. A long distance between the work place and their houses is would be cause for worry. Another reason is because most of the employees in the production department are married. A work place near their houses makes it easier for them to return to their houses when there is an urgent problem at home that must be attended to at once. The time allowance given to employees to attend to an urgent family problem shows that the company gives distributive justice to the employees, namely need (Phillips & Stanley, 2012). This agrees with the statement of Lakshmi (2011) which says that distance between the work place and employees' dwelling place is one of the factors which makes employees stay loyal to a company. The cost of transport and the ease in going to the work place are important for employees. If the distance between the work place and employees' houses is too far, many employees may leave the company. This distance is an important consideration for employees in selecting a work place.

The third factor which makes employees happy to work in the company is the fact that their wages are always given on time. The company very seldom postpones employees' wages. This is a form of appreciation from the company to employees. This punctuality is important since 90% of the employees are married and have families to support. They need their wages to meet their families' needs.

Based on these facts, we can make the fourth hypothesis which proposes that factors such as a company's good treatment towards employees, employees' feeling of security, and a good relationship with fellow employees and managers, make the employees in the production department glad to continue working.

5. CONCLUSION

Organizational justice and work environment are positive and significant influences on the work motivation of the employees in the production department of the manufacturing company. The factors such as a company's good treatment towards employees, employees' feeling of security, and good relationships with fellow employees and managers, make the employees in the production department happy to continue working. The company can improve fairness to employees by making a performance evaluation form which is completed with the help of a department head. It is expected that this will motivate old and new employees to work more actively.

REFERENCES

- Abbah, M. T. (2014). Employee motivation: The key to effective organizational management in Nigeria. *Journal of Business and Management*, 16(4), 1–8.
- Ajala, E. M. (2012). The influence of workplace environment on workers welfare performance and productivity. *The African Symposium: An Online Journal of the African Educational Research Network*, 12(1), 141–149.
- Antariksa, Y. (2015). Kenapa 92% Karyawan Indonesia Tidak Termotivasi dengan Pekerjaannya? Retrieved from <http://strategimanajemen.net/2015/02/02/kenapa-92-persen-karyawan-indonesia-tidak-termotivasi-dengan-pekerjaannya-2/>.

- Beheshtifar, M., Hasan, A. N., & Mahmood, N. M. (2012). Investigation of perceived organizational support on employees' positive attitudes toward work. *Interdisciplinary Journal of Contemporary Research in Business*, 4(8), 432–442.
- Bell, B. S., Darin, W., & Ann, M. R. (2006). Consequences of organizational justice expectations in a selection system. *Journal of Applied Psychology*, 91(2), 455–466.
- Benjamin, K. (2014). Salary survey: Money is not top work motivating factor, say event professionals. Retrieved from <http://www.eventmagazine.co.uk/Business/article/122974-3/Salary-Survey-Money-not-top-work-motivating-factor-say-event-professionals/>.
- Chandrasekar, K. (2011). Workplace environment and its impact on organisational performance in public sector organisations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1–19.
- Clark, R. E. (2003). Fostering the work motivation of individuals and teams. *Performance improvement*, 42(3), 21–29.
- Deil, S. A. F. (2013). Motif Karyawan Rela Bekerja Keras, Uang atau Cinta Pekerjaan. Retrieved from <http://bisnis.liputan6.com/read/657593/motif-karyawan-rela-bekerja-keras-uang-atau-cinta-pekerjaan>.
- Devadass, R. (2011). Employees' motivation in organizations: An integrative literature review. *International Conference on Sociality and Economics Development*, 10, 566–570.
- Edmons, S. C. (2011). Creating a motivating work environment. Retrieved from <http://drivingresultsthroughculture.com/creating-a-motivating-work-environment/>.
- Fernet, C. (2012). The role of work motivation in psychological health. *Canadian Psychological Association*, 54(1), 72–74.
- George, J. M., & Gareth, R. J. (2005). *Understanding and managing organizational behavior*. New Jersey: Upper Saddle River.
- Gomes, D. R., Vanda, A., & Neuza, R. (2013). Triggering employee motivation in adverse organizational contexts: “Going the extra mile” while holding hands with uncertainty. *Business and Management Research*, 2(1), 41–54.
- Greenberg, J., & Robert, A. B. (2003). *Behaviour in organizations*. 8th Edition. New Jersey: Prentice Hall.
- Hariri, M. H., & Rohollah, Z. R. (2014). Developing a model to evaluate strategies influential in developing career achievement motivation in employees of Isfahan's municipality. *International Journal Of Management And Humanity Sciences*, 3(1), 1214–1221.
- Hasibuan, M. S. P. (2014). *Organisasi dan motivasi*. Cetakan ke-8. Jakarta: PT Bumi Aksara.
- Kang, D. (2007). Perceived organisational justice as a predictor of employees' motivation to participate in training. *Research and Practice in Human Resource Management*, 15(1), 89–107.
- Katzenbach, J. R., & Khan, Z. (2010). Money is not the best motivator. Retrieved from <http://www.forbes.com/2010/04/06/money-motivation-pay-leadership-managing-employees.html>.
- Khoiri, A. (2016). 33 Persen Pekerja Indonesia Tidak Bahagia. Retrieved from <https://www.cnnindonesia.com/gaya-hidup/20160722101825-277-146292/33-persen-pekerja-indonesia-tidak-bahagia>
- Kusmayadi, A. W. (2014). Pengaruh karakteristik individu, lingkungan kerja dan motivasi terhadap kinerja karyawan (Sensus pada PT. Indomarco Prismaatama wilayah kota Cirebon). *LP2M Universitas Siliwangi*, 1(1), 1–18.

- Lakshmi, N (2011). Beberapa Alasan Bertahan dan Mengundurkan Diri? Retrieved from <http://ekonomi.kompasiana.com/manajemen/2011/03/28/beberapa-alasan-bertahan-dan-mengundurkan-diri-350238.html>.
- Latham, G. P., & Craig, C. P. (2005). Work motivation theory and research the dawn of the twenty-first century. *Annu. Rev. Psychol*, 56, 485–516.
- Lipman, V. (2013). New Employee Study Shows Recognition Matters More Than Money. Retrieved from <http://www.psychologytoday.com/blog/mind-the-manager/201306/new-employee-study-shows-recognition-matters-more-money>.
- Mangkunegara, A. P. (2013). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya.
- Manzoor, Q. A. (2018). Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management*, 3(3), 1
- Manzoor, S. R., Ahmer, N., & Syed, H. S. (2012). Arising sales force motivation due to organizational justice. *International Journal of Learning & Development*, 2(3), 270–282.
- Misuko, N. (2012). Employees' perception on positive and negative factors influencing procedural justice in making promotion decision. *International Journal of Business and Social Science*, 3(13), 67–80.
- Mitchell, J. I., Marylene, G., Anne, B., & Linda, D. (2012). The role of perceived organizational support, distributive justice and motivation in reactions to new information technology. *Computer in Human Behavior*, 28(2), 729–738.
- Musselwhite, C. (2007). Motivation = empowerment. Inc Corporation. Retrieved from <http://www.inc.com/resources/leadership/articles/20070801/musselwhite.html>.
- Phillips, J. M., & Stanley, M. G. (2012). *Organizational behaviour tools for success*. Canada: South Western Cengage Learning.
- Prasasty, R. A. (2014). Tujuh Alasan Utama Karyawan Mengundurkan Diri. Retrieved from <http://lifestyle.okezone.com/read/2014/09/02/198/1033186/tujuh-alasan-utama-karyawan-mengundurkan-diri-1>.
- Ramdania (2015). Survei: 73 Persen Pegawai di Indonesia Tak Bahagia. *Dream*. Retrieved February 9, 2018, from <https://www.dream.co.id/dinar/survei-73-persen-pekerja-tidak-bahagia-dengan-pekerjaannya-sa-1508060.html>
- Riyadi, S. (2011). Pengaruh kompensasi finansial, gaya kepemimpinan, dan motivasi kerja terhadap kinerja karyawan pada perusahaan manufaktur di Jawa Timur. *Jurnal Manajemen dan Kewirausahaan*, 13(1), 40–45.
- Saunderson, R. (2011). Top 10 Ways To Motivate Women In Your Workforce. Retrieved from <http://www.incentivemag.com/article.aspx?id=7231>.
- Sedarmayanti (2011). Metodologi penelitian. Bandung: Munandar Maju.
- Semmer, N. K. (2007). Stress at the Workplace. Retrieved from http://www.who.int/occupational_health/topics/stressatwp/en/.
- Siregar, S. S. (2012). *Statistik parametik untuk penelitian kuantitatif*. Jakarta: PT Bumi Aksara.
- Sudirman, R. (2007). Pengaruh gaya kepemimpinan berorientasi pada tugas dan lingkungan kerja terhadap motivasi kerja karyawan PT. Bank Rakyat Indonesia Cabang Banyuwangi. *Jurnal Ilmiah Progresif*, 4(10), 1–16.
- Tracey, D. (2013). How Positive Are Your Working Relationship? Retrieved from <http://staffmotivationmatters.co.uk/how-positive-are-your-working-relationships/>.
- Wu, X., Sturman, M. C., & Wang, C. (2013). The motivational effect of pay fairness: A longitudinal study in Chinese star-level hotels. *Cornell Hospitality Quarterly*, 54(2), 185–198.
- Wursanto. (2009). Dasar-dasar ilmu organisasi. Yogyakarta: Penerbit Andi.

- Yuan, K., Le, V. N., McCaffrey, D. F., Marsh, J. A., Hamilton, L. S., Stecher, B. M., & Springer, M. G. (2013). Incentive pay programs do not affect teacher motivation or reported practices: Results from three randomized studies. *Educational evaluation and policy analysis*, 35(1), 3–22.
- Zulkifli, (2014). Pentingnya memperhatikan lingkungan kerja dalam rangka meningkatkan kinerja pegawai suatu perusahaan. *Jurnal Ocpus*, 4(1), 23– 30.