

CHAPTER I

INTRODUCTION

1.1 Background of the Research

In this present era, the role of human resource management is certainly important in order to improve the level of performance in an organization. In achieving these improvements, is needed some of qualified employees to maintain the performance is quietly done in the right way, and of course, to help them achieving the organization objectives. Then, the objectives can be followed up by some reason of why those objectives have to be fulfilled. The current situation has forced many organization or company to make a certain system on how their employees can be grateful of what they had done in their job, and questioning of how their job can make them feel satisfy or even unsatisfied.

Employees have several impacts towards their organizational live in compound. They cannot get their works done by getting stress or unfairness in adjust. It is all much more related with satisfaction that they collected since they were hired to become workers in that organization. According to Fatt et al (2010), employees with higher job satisfaction were important to as they believed that the organization would be of tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity.

If in the case of employees, it is also related with their workplace, as many as they know most of workers did work in an organization, whether it was big organization, middle organization, or even the smaller one. Organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. According to Rad & Yarmohammadian (2006), organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organization needs effective managers and employees to achieve their objectives. Organizations cannot succeed without their personal efforts and commitment

Alongside with the organization, employees, and job satisfaction, there is still found a special aspect regarding the works done by employees. Justice, as everyone knows, is fairness in protection of rights and punishment of wrongs. While all legal systems aim to uphold this ideal through fair and proper administration of the law of the land, it is possible to have unjust laws. It is really needed by an organization to encompass its inadequacy for each employee to reach their rights. Inside of it, there is what it is called as organizational justice that literally differentiate by distributive justice, procedural justice, and interactional justice. Those justice can also be determine factors to measure of how qualified the employees that work in an organization and what are their satisfaction range in that measurement.

Nowadays, it happens to be important for organizations to keep maintain their performances and develop the good outlook that can be seen by the external

environments. One way to create it is by justify the satisfaction of their employees. In this research, can be found one of factor that creates the satisfaction among employees called: Organizational Justice. Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Moorman (1991), specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. Alsalem and Alhaiani (2007), stated that organizational justice can help explain why employees retaliate against inequitable outcomes or inappropriate processes and interactions.

Indonesia is one of the countries that still lack of adapting and implementing any system regarding justice in a workplace. For instance is insurance company or organization. Insurance company in Indonesia, especially for middle-lower class workers, did not really aware about the importance of justice given by company itself. This may be a tough question for all the people involved in that sector: how is an insurance company that is supposed to deal with the importance of satisfaction and comfort of the costumer are not overly concerned with the satisfaction and comfort of its own employees? This is really being a big issue in term of the service that given by company.

One of the institution in Indonesia named BPJS Ketenagakerjaan that more well-known as the “State Institution” which is a public program, provides protection for the workforce to cope with the risk of certain socioeconomic and its implementation mechanisms of social insurance. Basically, BPJS Ketenagakerjaan is the transformation of PT Jamsostek (Persero). Its duty is to

provide protection to Indonesian workers, both those who work in informal or non-formal working duty. While BPJS Kesehatan is the transformation of PT Asuransi Kesehatan (Askes) (Persero). BPJS Kesehatan task provides basic health protection for all Indonesian people, without any exception.

There are of cases that caused by BPJS Ketenagakerjaan in spreading out its service, starting from a very beginning. Many of them are consists of negativity results. One of the statement, according to financial.bisnis.com/ (May 31st, 2015), the chairman of the Indonesian trade unions stated his point in the interview : “there is still no leveling division of the program, it is still not reaching all people who become the concerned of this program and lack of socialization given by BPJS Ketenagakerjaan to workers”. It is can be proved from the approaching of the new program that not yet can be adapted by all people in Indonesia who involved in it. As for the employees, because this is a new program made by Government, it is being a burdened to them working in this place, or, are they really considered about the job that given to them as the responsibility to fulfill? The issue is could be not distant from the justice that they achieved in their workplace as income and satisfaction as the outcome. For the adjustment, according to Taheri & Soltani (2013), Dundar & Tabancali (2012), Imani Nojani et al. (2012), have shown that job satisfaction is associated with higher levels of organizational justice.

On July, 28th 2015, researcher has conducted an interview about the perception of the employee of BPJS Ketenagakerjaan Pusat, Jakarta. This interview is purposed to determine the information about BPJS Ketenagakerjaan in overall aspect. The interviewee named Mr. Brian Aprinto (HRD analysts)

stated that there are some of employees that feel satisfy with their jobs and the others are not. The reason is because the changing phase of the institution, from a PT became an Institution. In general he said that the overall employees are feel satisfy (the loyalty's degree is high). He also stated that there is no significant problem occurs in the institution. However, regarding to transformational organization, it might be some staff among others who feels less comfortable because they already become accustomed to the old way and are very reluctant to change (adapt to new regulations and changes). The other problem is related with senior staff which has been working in the range of 15-20 years period. They require more energy to perform tasks especially in IT skills and also the ability to establish relationships with others. Therefore, they are potentially saturated, cannot be promoted themselves. It is also because many younger staffs (juniors) are getting the job in the institutions so that their performance become down.

Human resources have a very important role for the effectiveness and improvement of the performance in BPJS Ketenagakerjaan. It needs to be done and adjust, as well to be prepared to better settlement. The employees need to be treated fairly and gently to cut off any kind of dissatisfaction that can lower the performance. Insurance program or system is really helpful to give the services to customers, but not to mention, the other service has to be given to employees also. By balancing the job, employees could get what their needs and their responsibility at once. Starting from this background above, in this research the author take the title :

“The Relationship between Organizational Justice (**in the form of Distributive Justice, Procedural Justice and Interactional Justice**) and

Job Satisfaction among Employees at Workplace” (Case Study : BPJS Ketenagakerjaan Pusat, Jakarta).

1.2 Problem Statement

Based on background described above, researcher purposes the problem statement as follows :

1. Is there any positive and significant relationship between distributive justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta?
2. Is there any positive and significant relationship between procedural justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta?
3. Is there any positive and significant relationship between interactional justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta?

1.3 Objective of the Research

Based on the problem statement, there are some objectives that can be gained. The objectives of this research as follows :

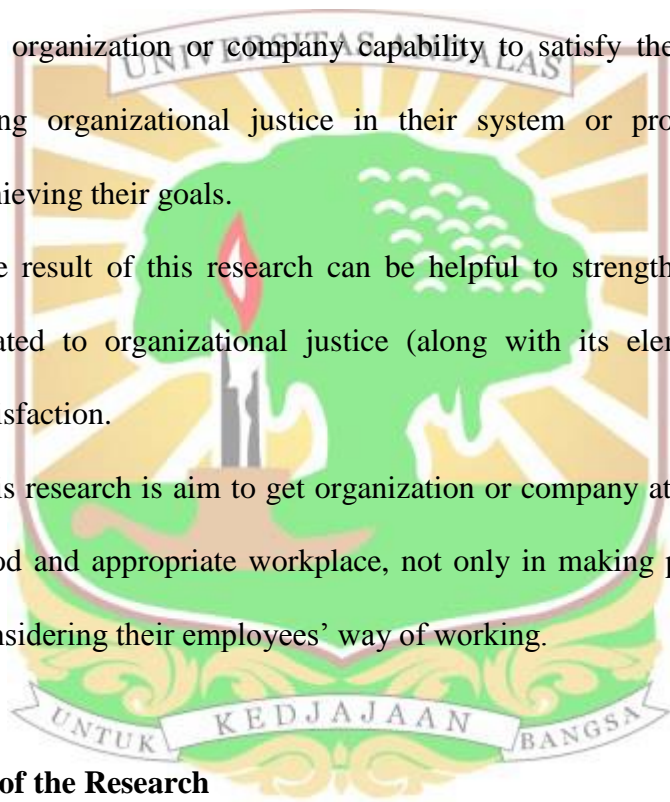
1. To investigate about the relationship between disrtibutive justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta.
2. To investigate about the relationship between procedural justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta.

3. To investigate about the relationship between interactional justice and job satisfaction among employees at BPJS Ketenagakerjaan Pusat, Jakarta.

1.4 Contribution of the Research

The expected contributions of the research as follows:

1. The result of this research can be used as the measurement to improve the organization or company capability to satisfy the employees by using organizational justice in their system or program in order achieving their goals.
2. The result of this research can be helpful to strengthen the theories related to organizational justice (along with its elements) and job satisfaction.
3. This research is aim to get organization or company attentions to be a good and appropriate workplace, not only in making profits, but also considering their employees' way of working.



1.5 Scope of the Research

The scope regarding to this research as follows:

1. This research is only conducted in the Head Office of BPJS Ketenagakerjaan Pusat (Jakarta, Indonesia), not in subdivision level.
2. This research only measured and tested about the relationship between 3 (three) independent variables and 1 (one) dependent variable, not the influence from one variable to another variables.

1.6 Outline of the Research

This research is prepared using the following systematic:

CHAPTER I: INTRODUCTION

This chapter discusses about background of the research, problem statement, objective of the research, contribution of the research, scope of the research, and followed by outline of the research.

CHAPTER II: LITERATURE REVIEW

This chapter contains theories include on previous research, understanding about organizational justice, the three elements of organizational justice: distributive justice, procedural justice and interactional that being tested on this research, job satisfaction, as well as research hypothesis.

CHAPTER III: RESEARCH METHODOLOGY

This chapter elaborate the research method wick discussing about research design, population and sample, data colleting method, operationalization of variables, data processing, data analysis method and data analysis.

CHAPTER IV: RESULTS AND DISCUSSION

This chapter explaining about validity and realibility test, research data descriptions and analysis and also the result discussion.

CHAPTER V: CONCLUSION, LIMITATION, AND RECOMMENDATION OF RESEARCH

This chapter will explain about conclusion, limitation, recommendation and implication of the research.