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THE EFFECT OF JUSTICE PERCEPTION ON JOB SATISFACTION AND ITS IMPACT ON NURSE'S MOTIVATION

SKRIPSI



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PADANG 2011**

PREFACE

Bismillahirrahmanirrahim...

Deeply praise for ALLAH, Lord of the world, the owners' of living things, Allah azza wa jalla that always listened and answered my prayers. Alhamdulillah through His guidance, finally, I finished this skripsi and also our prophet, Muhammad S.A.W the messenger that brings Islam proceeding as direction for the community.

This skripsi is proposed to fulfill partial requirement in achieving undergraduate degree at Management Department, Faculty of Economics, Andalas University. I chose to conduct a research about the effect of justice perception on job satisfaction and its impact on nurse's motivation. And the research expect this research is preferable to be studied.

The writer understands this skripsi need to be improved due to its limitations for achieving perfection. I therefore would gladly welcome suggestions and critics to improve its quality. I hope that this skripsi will make valuable contribution to employees, nurses and readers in general.

Padang, August 2011



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THE EFFECT OF JUSTICE PERCEPTION ON JOB SATISFACTION AND ITS IMPACT ON NURSE'S MOTIVATION

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ABSTRACT

This study integrated justice perception and motivation to predict job satisfaction on nurses who work at private hospital in Padang. Organizational justice researchers have reached general agreement that fairness can be divided into two primary types with a third, less clearly defined type often proposed. The first commonly accepted type of justice is referred to as "distributive" justice. The second type is "Procedural" justice". This study aims to investigate the effect of justice perception on job satisfaction and its impact on motivation of nurse who work at some private hospitals in Padang, West Sumatera, Indonesia. The methodology of this research is quantitative which is referring to distribute questionnaire. The researcher has already distributed 244 questionnaires to nurses who work at some private hospitals in Padang. Each of variables was tested using statistical package for the social sciences (SPSS) and structural equation model (SEM) by AMOS. There are five hypotheses which help built in this research. The findings concluded that there are significant relationship between distributive justice and procedural justice on job satisfaction, but for distributive justice and procedural justice has no positive impact on nurse's motivation. The strongest variable is dominated by job satisfaction on nurse's motivation.

Keywords - *Distributive justice, procedural justice, job satisfaction, motivation, and private hospital.*

Skripsi ini telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 10 Agustus 2011. Abstrak ini telah disetujui oleh pembimbing dan penguji :

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The writer understands this skripsi need to be improved due to its limitations for achieving perfection. I therefore would gladly welcome suggestions and critics to improve its quality. I hope that this skripsi will make valuable contribution to employees, nurses and readers in general. Then, writer also realizes that the successful cannot be separated from the favors and assistances of exceptional people to whom I am very grateful. On this occurrence, I would like to express my gratitude to those who have supported, facilitated and encouraged me on my life, especially in my academics:

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Padang, August 2011

Writer,


Afela Risanti

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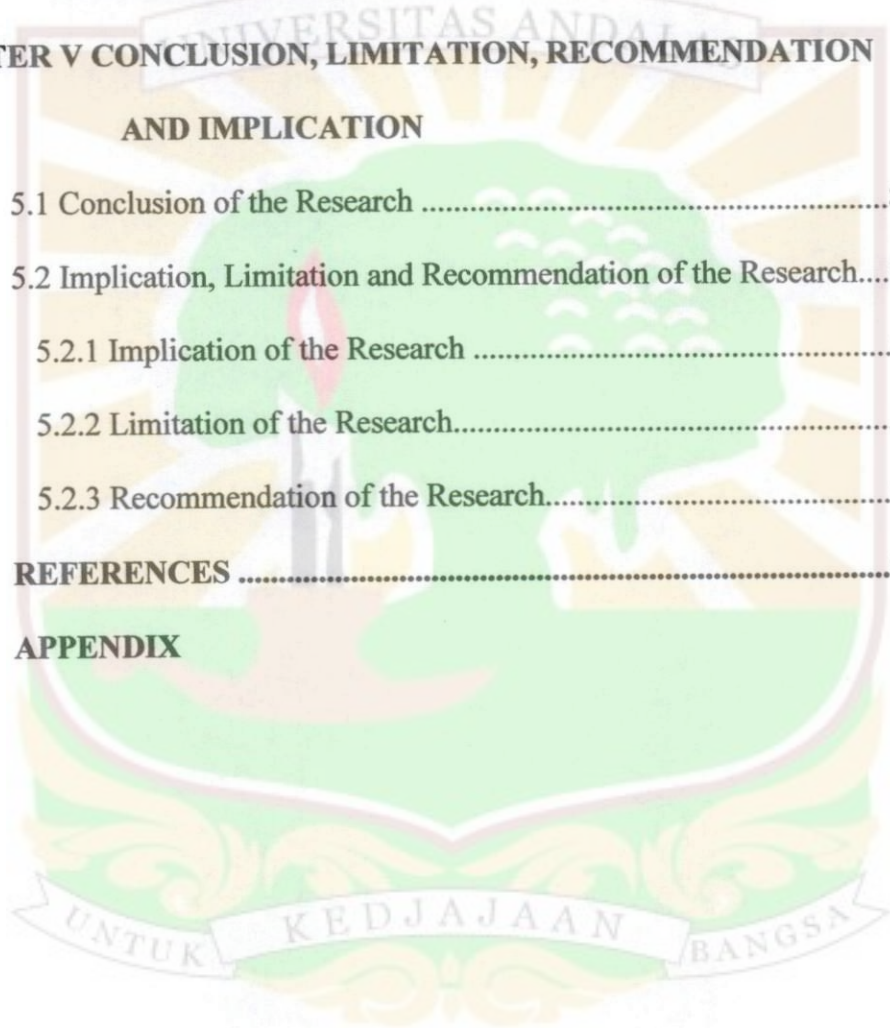
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CHAPTER I

INTRODUCTION

1.1 Background of the Study

The globalization trend, technology development, new business practices and technology continuously influence organizations in Indonesia. Many companies are also facing intensive challenge of improving the employee's job satisfaction to gain the competitive advantage and retention of key employees in the organization. Successful organizations realized that employee retention was important to sustain their leadership and growth in the marketplace. Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure reward were for genuine contributions to the organization and consistent with the reward policies. The reward included a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction was important as they believed that the organization would be 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 (Ishigaki, 2004).

According to Board (2007) tangible incentives are effective in increasing performance for task not done before to encourage "thinking smarter" and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for own's sake then they will feel intrinsic motivation in their behavior as their activities will essentially be

enjoyable and satisfactory (Vansteenkiste, 2005). The factors like incentives and rewards are the most preferred factors for employee motivation programs.

Worker motivation is presumed to exist when there is some congruence between an individual's and an organization's objectives (Bennett & Miller Franco, 1999). Motivation is an internal psychological process that is subject to neither direct manipulation nor direct observation. Workers' needs, self-concept, and expectations for outcomes and / or consequences comprise the individual-level determinants of motivation that combine with the organizational context in which an employee is situated to effect job satisfaction. It has long been an aim of work psychology to uncover the reasons why individuals vary in their motivation to work, as well as how individual differences interact with organizational / situational factors to influence individual satisfaction and motivation (Furnham, 2002).

Studies on organizational justice have increased markedly in the past few years and it was suggested that research on organizational justice research may potentially explain many organizational behavior outcome, i.e., organizational effectiveness and performance (Greenberg, 1990). In organizational settings, organizational justice is used to describe the role of fairness. Particularly, employees related to organizational justice as ways in which they have been treated fairly by the organization and ways in which it their perceptions of fairness influence their work-related variables (Folger & Geenberg, 1985).

Organizational justice may be defined as the study of fairness at work. Organizational justice researchers generally agree that fairness can be divided into two primary types with a third, less clearly defined type often proposed. The first

commonly accepted type of justice is referred to as distributive justice. Distributive justice considers the fairness of the outcomes of a particular decision. Procedural justice, the second type, is generally defined as the fairness of the process that leads to the outcome. These two areas form the backdrop of majority of research conducted in the field in the last twenty years (Byrne & Cropanzano, 2001). A third type of justice is often referred to as interactional justice. Bies and Moag (1986) defined interactional justice as the fairness of the interpersonal treatment that one receives at the hands of an authority figure.

Later work by Leventhal (1980) extended the discussion of distributive and procedural justice beyond the process to include specific distributive mechanisms and procedural factors other than process control. Cropanzano and Folger (1989) attempted to integrate distributive and procedural forms of justice in a referent cognition theory. The goal of the theory is to describe the role that decision-making procedures play in shaping perception of unfair treatment. The theory predicts that people will react positively to an unfair outcome if the procedures used to determine the outcomes were fair and that they will react negatively if they perceive the procedures as being unfair.

Greenberg (1993) emphasized the need to consider more fully the social determinants of fairness that were not recognized by the prevailing emphasis on the structural aspects of outcome of distributions and procedures. He proposed a taxonomy of justice classes formed by cross cutting the two commonly accepted categories of justice, procedural and distributive, with two focal determinants, social and structural. The distinction between social and structural determinants is based on the immediate focus of the just action. Structural determinants reflect the

situation whereby justice is sought by focusing on the environmental context in which the interaction occurs. Structural determinants ensure fairness by structuring a decision-making context. The social determinants of justice focus on the treatment of individuals and help ensure fairness by focusing on the interpersonal treatment one receives.

Role of employee in organization is very important. Employee is key success in organization. Hospital is one of service industry. The human resource is considered to be the most important resource in the health care system. The performance of the health care system is greatly influenced by the knowledge, skills and motivation of the human resource delivering the services. The issue of job satisfaction is closely related to fairness and quality of care in nursing and it is major concern for administrators in the health care system. Research on job satisfaction in general and in the health care field in particular, strongly suggests that fairness is for the most part an outcome of work dissatisfaction. Thus, make researcher interested doing this research, this research is purported to examine the mediating role of job satisfaction in the relationship between justice perception and motivation of nurses who work at private hospital in Padang.

1.2 Research Questions

There are many studies on the relationship between justice perception and job satisfaction, job satisfaction and nurse's motivation and there is a possibility that job satisfaction as mediation between justice perception and motivation, yet some research have different outcome on the study. Personal understanding and perception about job satisfaction affect person's feels about

whether they are satisfied with their job or not. Therefore, the research questions were designed as follows:

1. How does the justice perception affect job satisfaction of nurses who work at private hospital in Padang?
2. To what extent does motivation to be a key component in the ultimate success on job satisfaction of nurses who work at private hospital in Padang?
3. How does the nurses reactions toward justice perception and its impact on overall nurse's motivation at private hospital in Padang?

1.3 Objectives of the Study

With reference to the problem, this study seeks to achieve the following objectives:

1. To investigate the effect of justice perception on job satisfaction of nurses who work at private hospital in Padang
2. To investigate the effect of motivation as a key component in the ultimate success on job satisfaction of nurses who work at private hospital in Padang
3. To investigate the nurses reactions toward justice perception and its impact on overall nurses's motivation at private hospital in Padang

1.4 Significant of the Study

This research can give contributions for the hospital to examine about distributive justice and procedural justice and how its impact toward nurse's motivation. It can be also measures whether motivation affects their job satisfaction for nurse who work in the private hospital or not.

Wandelt et al. (1981) argued that the quality of care given to patients and pay most influence satisfaction among nurses. Because nurse's job satisfaction and motivation are important if health workers are to be retained and effectively deliver health services. Blegen and Mueller (1987) concluded that factors such as promotional opportunity, distributive justice, kinship responsibility, and social integration were significant in nurse's job satisfaction.

Kramer (1974) cited from Duchscher J.B (2007) showed that educational level is inversely related to nurses job satisfaction. The result suggested that a higher level of education may engender greater role expectations, including that of professionalism, which are not met in practice. Studies also demonstrated that age has a bearing on job satisfaction. With younger nurses being less satisfied than older nurses. Although research on organizational justice has increased in the past few years, one research direction that is not fully undertaken or explored is research on the relationship between justice perceptions and work behavior (Greenberg, 1990b).

1.5 Contributions of Study

This study directly involve in strengthen the theories relate to defines the determinant of justice perception on job satisfaction of nurses who work at private hospital in Padang. The basic assumption is that nurses reactions toward distributive justice and procedural justice and its impact on overall nurse's motivation. The effect of motivation as a key component in the ultimate success on job satisfaction, the effect from different aspects on job satisfaction that may affect the ultimate success on organizational system, and also the effect of justice perception on job satisfaction.

1.6 Scope of Study

The role of human resource management has been more significant and important in order to increase job satisfaction level of employees within an organization. Job satisfaction will lead to a more dedicated person and get fairness in workplace so that nurses can motivate to work in this hospital. This research has a limited scope of analyses in terms of numbers of variables and object of the research. The variables will be tested in this research are limited into: distributive justice and procedural justice, job satisfaction, and motivation. The researcher limits the research context by focusing in nurses who work at private hospital in Padang.

1.7 Structure of Study

The structure of the research will be as follow:

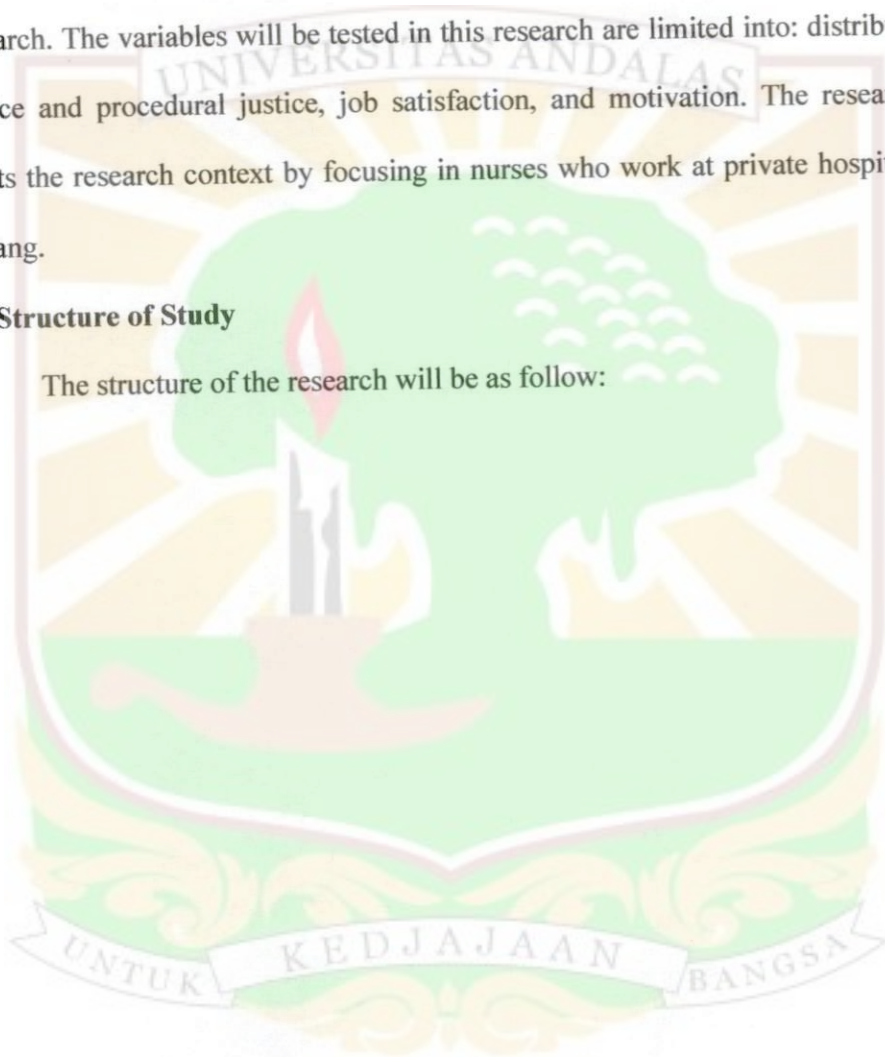
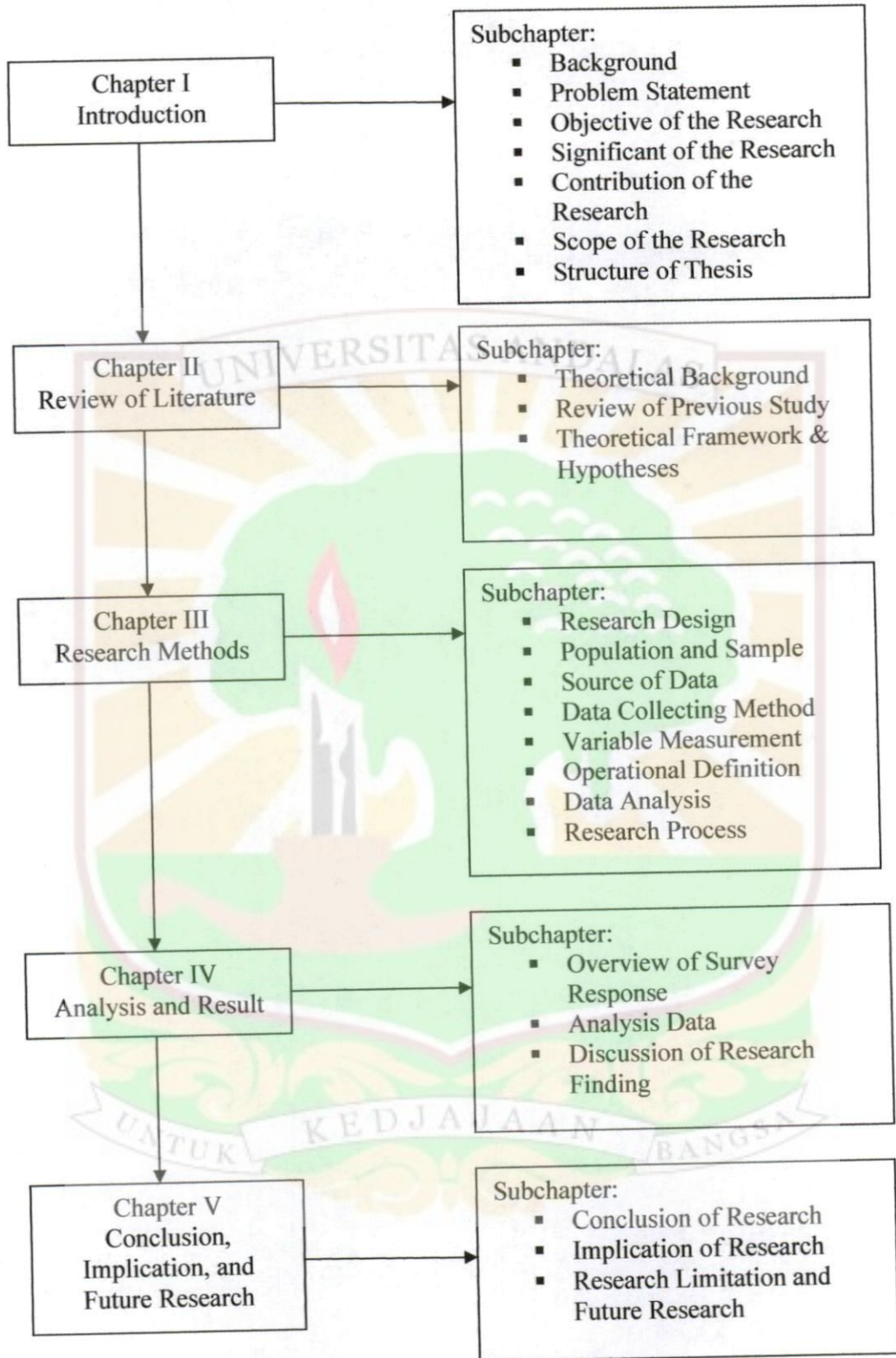


Figure 1.1 Structure of Research



CHAPTER II

LITERATURE REVIEW

2.1 Concepts of Motivation

Motivation for work has been defined as "an individual's degree of willingness to exert and maintain an effort toward organizational goals" (Bennett & Miller Franco, 1999). While most direct-care workers find their jobs intrinsically rewarding, low pay, minimal benefits, heavy workloads, unsafe working conditions, inadequate training, and limited opportunity for advancement have contributed to significant turnover. There can be little doubt that each of these factors has played a part in contributing to the staffing problems in organizations.

Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behavior and performance. Motivation encourage people internally towards the actions which helps them to achieve a preferred task employ effectiveness is a way which can inspire people to their work and can bring more work motivation to their commitment of their jobs. Intrinsic motivation, however, can be defined as the motivation to perform an activity for it, in order to experience the pleasure and satisfaction inherent in the activity (Deci, Connell, & Ryan, 1989). According to cognitive evaluation theory and self-determination theory (Gagne' & Deci, 2005), rewards that are interpreted as information about ones competence and satisfy individuals need for autonomy, will enhance intrinsic motivation.

Workers in any organization need something to keep them working. Most times the salary of the employee is enough to keep him or her working for an

organization. However, sometimes just working for salary is not enough for employees to stay at an organization. An employee must be motivated to work for a company or organization. If no motivation is present in an employee, then that employee's quality of work or all work in general will deteriorate.

Horwitz et al (2003) predicted that employees get high motivation through challenging work environment and support of the top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Many of the employees like to make relationships and thus need to contact more and more to the higher authorities, so making more regular contacts make them feel that they are been observed and work with more motivation.

Intrinsic work motivation is the desire to engage in work activities because they are interesting or otherwise satisfying to the worker (Amabile et al., 1994). Grant (2008) found that intrinsic motivation was significantly related to overtime, such that intrinsically motivated individuals were more likely to work more overtime hours. Extrinsic work motivation is the desire to engage in work activities because you are compelled by forces other than the work itself, such as gaining rewards or following orders (Amabile et al., 1994).

Behavioral scientists, drawing from multiple disciplines (e.g., psychology, management, sociology, anthropology, economics), have developed a large number of motivation theories over the last few decades. While it is a daunting task to examine these motivation theories individually, a parsimonious approach may be to classify them based on their underlying focus or principles, and review the representative theories from these categories. One approach would be to

classify motivation theories based on their focus related to the sources of motivation: (a) intrinsic process motivation, derived from the behavior or work itself; (b) extrinsic motivation, induced by external forces or rewards, and (c) motivation from goal internalization (Leonard, Beauvais, and Scholl, 1999).

Another generally accepted perspective is to classify motivation theories between the following two categories: (a) content theories which involve the factors or needs that motivate human behavior, and (b) process theories which describe the thought processes that influence behavior (Moorhead & Griffin, 2004). Job characteristics model and expectancy theory are considered to emphasize primarily the process perspective; however, they also incorporate the content perspective (in the form of task structure and/or outcomes) in their formulation. Moreover, expectancy theory, which has been utilized in many student motivation models (Pintrich, 1994), appears to be a representative theory of motivation because it substantially captures the common constructs (e.g., common process, common beliefs, and learning or acquisition of beliefs) underlying various motivational theories (Ilgen and Klein, 1988).

2.1.1 Theories of Motivation

There are various theories that attempt to explain why employees are may be motivated to work hard to produce as much as possible, whereas another may be motivated to do just enough to survive, and these theories are briefly explained below:

Herzberg's Motivation-Hygiene Theory

Motivation is an internal force, dependent on the needs that drive a person to achieve. Schulze and Steyn (2003) affirmed that in order to understand people's

behaviour at work, managers or supervisors must be aware of the concept of needs or motives, which will help "move" their employees to act. According to Robbins (2001), motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will exert superior effort toward attaining organizational goals.

Theories of motivation can be used to explain the behavior and attitude of employees (Rowley, 1996; Weaver, 1998). The theories include content theories, based on the assumption that people have individual needs, which motivate their actions. Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966) cited from (Teck-Hong and Waheed, 2011).

Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966) cited from (Teck-Hong

and Waheed, 2011). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. They are necessary only to avoid bad feelings at work. On the other hand, motivators are the real factors that motivate employees at work.

Table 2.1

Herzberg's Motivation-Hygiene Theory

Motivators		Hygiene Factors	
<ul style="list-style-type: none"> • Achievement • Recognition • Work Itself • Responsibility • Advancement • Growth 		<ul style="list-style-type: none"> • Supervision • Company Policy • Relationship with Supervisor • Working Conditions • Salary • Relationship with Peers • Personal Life • Relationship with Subordinates • Status • Security 	
Extremely Satisfied	Neutral		Extremely Dissatisfied

Source: Robbins, S.P. and Coulter, M. (2002). Management (7th ed.), Prentice-Hall, Upper Saddle River, NJ.

Maslow's Hierarchy of Needs Model

Maslow's hierarchy of needs is a content theory of motivation. Content theories study the factors within the person or things that motivate people. His hierarchy of needs model identified five basic human needs and then five need categories were constructed in an ascending hierarchical order according to their importance for survival and their power to motivate people. They are physiological needs, safety needs, love needs, esteem needs, and the need for self-actualization. The essential idea of Maslow's theory is that people are motivated to behave by unsatisfied needs; once a certain need is relatively satisfied, it no longer motivates. Instead, it activates the next higher level need (Gibson, 1994).

The argument is that people's motivation and attitude is to some extent influenced by or likely to change with age, time, accumulation of work experience and type of job among others (Martin, 2005). Maslow's theory also emphasizes that human needs are satisfied mainly through work. This has also been criticized as it is believed that not all people attach the same meaning to work. In other words, work may not be of central interest as people do not satisfy their needs, especially high level needs through work. Secondly, as Martin (2005) argues, it is very difficult to predict when a particular need sets in or becomes important. There is also no clear distinction between the needs and behaviour hence the application of standardised solutions is not possible. Thirdly, Maslow's theory is called a universal theory as he believes it applies to everybody. This has also attracted the criticism that it is not able to explain the differences between individuals or different cultures.

In medical settings, Maslow's theory provides a set of theoretical guidelines for understanding the concerns of people suffering from physical illness, disabilities, or other life problems. This useful framework has been incorporated into the healthcare industry. One important approach to nursing theory is the "need" approach, which is developed based on Maslow's hierarchy of needs theory (Meleis, 1991). Maslow's theory is helpful for care providers to see the "big picture" of a given patient's situation. By being able to identify what the patient's needs are, caregivers can better assist the patient meet his or her physiological and psychological needs.

Maslow's theory has also been adopted to support health care strategy (Bardwell, 2004). One of the strategies involves the changes of healthcare

facilities. It is stated that the bottom levels of hierarchy of needs are associated with creating a comfortable and secure environment for patient care and the upper levels of the hierarchy of needs is related to achieving maximum potential for facilitating staff performance and job satisfaction through design or adaptation of the physical environment.

Alderfer's ERG theory

ERG Theory Wanous and Zwany (1977) cited from Kim Dongho (2006) suggests that Clay Alderfer's ERG theory holds that the individual has three sets of basic needs: existence, relatedness, and growth. Existence needs are satisfied by food, air, water, pay, fringe benefits, and work conditions. Relatedness needs are met by establishing and maintaining interpersonal relationships with coworkers, superiors, subordinates, friends, and family. Growth needs are expressed by an individual's attempt to find opportunities for unique personal development by making creative or productive contribution at work. The major theme is that if a person is continually frustrated in attempts to satisfy growth needs, relatedness needs emerge as a major motivating force. The individual will return to satisfying this lower-level need instead of attempting to satisfy growth needs, and frustration will lead to regression.

Expectancy Theory

Vroom's (1964) expectancy theory focuses on the psychological process to explain how individuals select behavioral actions to meet their needs or achieve desired outcomes. The theory has held a major position in the study of work motivation. According to this theory, the motivational force of an employee to exert effort is a joint function of three components: (a) Performance expectancy is

an employee's perception of the probability that effort will lead to the desired performance, (b) Outcome expectancy is the employee's perception of the probability that performance will lead to certain outcomes, and (c) valence of the outcomes is the value, attractiveness of, or preference for the outcomes. If any of these links are weak, the level of motivation to act will be reduced (Van Eerde and Thierry, 1996)

Mitchell's (1997) review of studies indicated that expectancy theory prediction of job effort and occupational choice was significant and substantive in work setting. Expectancy theory, therefore, appears to provide a useful framework in the study of students' motivational force and choice motivation.

2.2 Concept of Job Satisfaction

According to Locke's classical definition of job satisfaction (Locke, 1976) cited from (Arciniega M., 2002), this construct consists of evaluating how the needs of an employee are fulfilled through the presence of certain conditions, or the achievement of goals in the work setting, that are aligned to the value priorities of the subject. While job satisfaction is the degree to which aspects of the work environment promote positive feelings toward the employment situation, job dissatisfaction is the degree to which work aspects promote negative feelings toward the workplace or situation (Price, 1997). Weiss (2002) indicates that job satisfaction is an attitude or evaluative judgment that a worker makes regarding their employment situation, an evaluation that requires some cognitive process. While some studies of job satisfaction have included dispositional measures such as affectivity, other studies have focused more on the situational or environmental predictors of worker satisfaction.

An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009). According to Ramayah, Jantan, and Tadisina (2001), job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. What are the things who make happy an employee on doing work and not to leave the job? Other researchers narrate job satisfaction as being the outcome of the workers appraisal of extent to which the work environment fulfillment the individuals needs (Dawis & Lofquist 1984).

Satisfaction is an emotion and is therefore more likely to be exemplified through extrarole behaviors rather than task- based behaviors, which are exemplified through nonattitudinal factors such as skill, resources, and task design. (Organ & Lingl, 1995). Job satisfaction reflects an employee's attitude and contentment within his or her work environment (Murphy et al., 2002).

Velnampy (2008), in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organization. The satisfaction and performance of the employee works in a cycle and are

interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance. Shah & Shah (2008), in his study of "job satisfaction and fatigue variables" found the negative relationship between the fatigue and satisfaction from the job. The fatigue has found as negative predictor of job satisfaction.

Job satisfaction as an indication of employee wellbeing refers to an affective feeling emanating from the perception of an individual that his/her current job allows for fulfillment of important job values (Noe et al., 1994). Job satisfaction in this context reflects an employee's perception rather than reality about certain aspects of the job, relative to his/her values. And so employees' dissatisfaction could be associated with less organizational commitment, higher stress, lateness or absenteeism from work, fewer citizenship behaviors, low productivity or exit from the organization (Chiu & Kosinski, 1997; Ladebo, 2004; Noe et al., 1994).

Locke and Lathan (1976) cited from K. Tadisina (2005) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987) it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction: Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred. Job satisfaction is often determined by how well outcome meet or exceed

expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans (1998) are: the work itself, pay, promotion opportunities, supervision and coworkers. Job satisfaction of the librarian naturally depends on the economically, social and cultural conditions in a given country (Ebru, 1995). A librarian who can not get a sufficient wage will be faced with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Especially the social facilities (transportation services, and consumer cooperatives cash boxes) are sufficient because of the economic conditions. Low wages and lack of status and social security affect motivation. Job satisfaction cannot be talk of where there is absence of motivation. Job satisfaction of the librarian who has an important place in the information society will affect the quality of the service he renders. In this respect, the question of how the material and moral element affect the job satisfaction of the librarians gains importance (Ebru, 1995).

Lack of job satisfaction is a predictor of quitting a job (Alexander, Litchenstein and Hellmann, 1998; Jamal, 1998). Sometimes workers may quit from public to the private sector and vice versa. At the other times the movement is from one profession to another that is considered a greener pasture. This later is

common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997).

Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995, Flanagan, Johnson and Berret, 1996; Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker. From this viewpoint satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met. Working conditions that are similar to local and international standard (Osagbemi, 2000) and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity (Bolarin, 1993; Gemenxhenandez, Max, Kosier, Paradiso and Robinson, 1997). Other researchers (e.g. MacDonald, 1996; O'Toole, 1980) argue in favor of the control of job satisfaction by factors intrinsic to the workers. Their arguments are based on the idea that workers deliberately decide to find satisfaction in their jobs and perceive them as worthwhile.

2.2.1 Theories of Job Satisfaction

There are various theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

Equity Theory

Lawler (1994) defined equity theory as a motivation theory that gives information about the causes of satisfaction and dissatisfaction. Adams (1963, 1965) cited from Price M.E (2006) argued that satisfaction is determined and

measured by an individual's perception of the input-outcome balance. An individual's input-outcome balance determines his/her reward and the reward determines the satisfaction. According to Lawler (1994), an employee will judge his/her input-outcome balance in a comparison with other employees' balances.

Equity theory Adams (1963) considers the employment situation as an exchange relationship of benefits /contributions between employers and employees, where benefits include pay, recognition and promotions. Contributions include employee's education, experience, effort, and ability (Daft, 2003). The principle governing equity theory suggests that people evaluate the fairness of their input/output balance by comparing it with their perception of the input/outcome balance of another, where this other may be another person, a class of people, an organisation, or the individual relative to the individual's experiences from an earlier point in time.

The equity model postulates that under conditions of perceived equity the individual experiences job satisfaction. On the other hand, under conditions of perceived inequity (under-rewarded or over-rewarded relative to others) the individual experiences dissatisfaction. A state of equity is therefore said to exist whenever the ratio of one person's outcomes to inputs equals the ratio of another's outcomes to inputs, (Daft, 2003).

According to Martin (2005) this can lead to tensions and some psychological discomfort. This may also be followed by a desire to do something about it or take action to as it were lessen the tension being experienced. Adams suggests actions that an employee could employ to ease the tensions: modify inputs, seek to modify outputs, modify perception of self, modify perception of

comparator, change comparator or leave the situation. (Mullins, 2005). This is believed to restore a feeling of balance. Even though the equity theory is considered straight forward, it cannot cover every contingency (Martin, 2005). Martin further added that even where inequities are perceived, employees are able to tolerate it to some extent providing that the reasons for the inequity are justified.

The equity theory therefore has three implications for human resource managers according to (Martin, 2005). His assertion is that employees will make comparisons, which are subjective. Jobs must therefore be matched properly in terms of the wage/effort bargain. Additionally, managers must be open regarding the basis on which the rewards are made to avoid wrong conclusions about equity. Equity theory illustrates the importance of performance management and reward systems in which, the outcomes are seen by individuals as relevant.

Fulfillment Theory

The fulfillment approach suggests that a measuring individual satisfaction can be achieved by simply asking how much of a given facet or outcomes is being received. The researchers view satisfaction as depending on how much of given outcome or group of outcomes a person receives (Lawyer 1995). However, an individual's reaction to what they receive is not only a function of how much they receive, but is also affected by such individual difference factors as what they want and what they feel should be received. Individuals differ in what they hold to be of value in a job and this is likely to influence the degree to which an individual is satisfied. The fulfillment theory tends to ignore individual

differences in measuring individual satisfaction. Vroom (1964) stated that a view of job satisfaction which does not take into account the relative importance of needs is misleading. Thus, there is a deficiency in this approach in explaining individual satisfaction. To improve the shortcoming of fulfillment theory, the theorist developed discrepancy theory (Rivai, 2009).

Discrepancy Theory

According to Rivai (2009), the discrepancy approach attempts to take into account that individuals differ in their desires. This theory suggests that satisfaction is determined by the differences between the actual outcomes a person receives and some other outcome level. In general, the theory argues that what an individual received should be compared with another outcome level, and when there is a difference when receives outcome is below the other level outcome dissatisfaction results (Lawyer 1995). According to Locke (1969) satisfaction is determined by the simple difference between what the person wants and what he perceives he receives. It can be said that the more a person's wants exceed what he/ she receives, the higher the feeling of dissatisfaction. In short, the core of the discrepancy approach emphasize in three areas: firstly, what people want; secondly, what people feel they should receive, and thirdly, what people expect to receive (Lawyer 1995).

Two- Factor Theory: Satisfaction and Dissatisfaction

The two-factor theory of job satisfaction describes the causes of satisfaction and dissatisfaction as being separate and distinct. Herzberg (1959)

noted that factors associated with the individual's needs for psychological growth contribute to job satisfaction. On the other hand, factors that relate to the job context, such as pay supervision, can lead to job dissatisfaction when they are disrupted (Rivai, 2009). The core concept of the two-factor theory notes that satisfaction and dissatisfaction are on independent continua. One of which explains the direction of feelings from satisfied to neutral and the other running from dissatisfied to neutral (Lawyer 1995). Although the theory explains the determinants of job satisfaction and job dissatisfaction, it has not clearly shown why outcomes are attractive and which behaviors a person will display to obtain a desired outcome. Locke (1984) incorporated some concepts to delve into the job satisfaction construct. Igalens and Roussel (1999) refer to a discrepancy theory that proposed that the process of satisfaction could be explained by the distance between two perceptions concerning aspects of what an individuals values (Rivai, 2009).

2.3 Justice Perception

The study of organizational justice perceptions has received great attention from the researchers and scholars and it has become frequently researched topics in the field of industrial-organizational psychology, human resource management and organization behavior (Cropanzano & Greenberg, 1997). Over the last 30 years, organizational justice has been researched extensively in social psychology, specifically in organizational contexts by psychologists and management researchers, among others interested in the construct (Blakely, Andrews & Moorman, 2005; Moorman, 1991; Trevino & Weaver, 2001). Perceptions of organizational justice constitute an important heuristic in organizational decision-

making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment, trust, customer satisfaction, job performance, employee theft, role breadth, alienation, and leader-member exchange (Cohen Charash & Spector, 2001).

Kim (2009) found that employees who perceived that they were treated fairly by their company tended to develop and maintain communal relationships with the company. Also, when employees felt that they were treated fairly by their company, they were likely to hold more commitment, trust, satisfaction, and control mutuality than when they perceived that they were treated unfairly. Employee's perceptions relate to three dimensions of organizational justice: distributive justice, procedural justice, and interactional justice.

Greenberg (1993) emphasized the need to more fully consider the social determinants of fairness that were not recognized by the prevailing emphasis on the structural aspects of outcome of distributions and procedures. He proposed a taxonomy of justice classes formed by cross-cutting the two commonly accepted categories of justice, procedural, and distributive, with two focal determinants, social and structural. The distinction between social and structural determinants is based on the immediate focus of the just action. Structural determinants reflect the situation whereby justice is sought by focusing on the environmental context in which the event occurs and ensures fairness by structuring a decision-making context. The social determinants of justice focus on the treatment of individuals and help ensure fairness by focusing on the interpersonal treatment one receives. Greenberg's four proposed classes of justice include: systemic (structural-

procedural); configural (structural-distributive); informational (social-procedural); and, interpersonal (social-distributive).

The concepts of procedural and distributive justice are relatively well accepted in the study of organizational justice. However, researchers have not agreed on the integration of the social, interactional, or interpersonal aspects of justice into a commonly accepted model of organizational justice. Researchers have proposed a variety of models ranging from the two-factor distributive and procedural factor model excluding interactional type justice to two and three factor models incorporating interactional justice as part of procedural justice or as a stand alone component. Basically, studies of perceptions of justice in the workplace have been concerned with two aspects: distributive justice and procedural justice.

2.3.1 Distributive Justice Theory

Distributive justice is defined as the fairness of the outcomes of a particular decision. Distributive justice addresses the organizational reward system (i.e., equity theory). In the organizational literature, distributive justice refers to the perceived fairness of the outcomes that employees receive regarding pay or promotions in relation to the amount of effort they have put into their job (Andrews and Kacmar 2001). In terms of exchange relationships, distributive justice deals with how the profits are shared and how the benefits and burdens are divided or allocated between two parties (Kumar 1996, Hertel, et al 2002).

Distributive justice is concerned with employees' satisfaction with their work outcomes. In his theory of justice, Rawls (1999) claims that an individual's place of birth, family background and social status are things that

are because of his luck so the benefits that an individual receive in his life should not have any link with it. He said that the job of distributive justice is to ensure that the influence of luck is reduced and the distribution of goods is fair. Most of the researchers agree that distributive justice helps in increasing organizational effectiveness (Tang and Sarsfield-Baldwin, 1996).

Employees thinking of distributive justice is largely based on their comparisons with other employees in the organization. For example, co-workers may compare their salaries, working hours and other benefits. If the comparison gives them the positive result they will have positive feelings for the system. However, if the comparison gives them a negative result they are going to have negative feelings for the system being followed by the organization and will effect their performance negatively and sometimes even resist against the unfair system. Systems with unfair distribution of resources can become quite prone to disputes, mistrust, disrespect and other social problems.

In Adam's research (1965), he conceptualized distributive justice as experienced by employees to be a determination of whether they have been treated fairly at work by making comparisons of their own payoff ratio of outcomes (pay or status) to inputs (effort or time) to the ratio of their co-workers (Folger & Konovsky, 1989). Adam's equity theory (1965) posits that if an individual believes that the outcome is inappropriate relative to some standard, then the individual is likely to perceive distributive injustice (Cropanzano & Greenberg, 1997).

2.3.2 Procedural Justice Theory

Procedural justice is defined as fairness of the process used to reach outcomes. Procedural theory posits that employees can willingly make sacrifices under certain circumstances even beyond short term decision outcomes (Greenberg & Folger, 1983). According to Greenberg (1987), research shows that a fair process should be consistent in applying standards across people over time; unbiased by self-interest; accurate with decisions based on reliable information; correctable, in terms of allowing challenge or appeal against decisions; representative of the concerns of all involved, and lastly, ethical.

Organ (1990) suggested that if employees perceive procedural unfairness, they are likely do what is only required of them, and will alter their relationship with the organization from one of social exchange (i.e., diffuse obligations based on reciprocal trust, in which organizational citizenship behaviors are likely) to one of economic exchange (i.e., contractual obligations and precise terms of exchange).

Procedural justice is related to the fairness of procedures involved in decision making. If the processes involved in decision making treat employees equally and with respect then they will easily accept even the out comes that they dislike. It is viewed (e.g. Tang and Sarsfield-Baldwin, 1996; Mossholder et al., 1998) as one of the most important factors in today's workplace. According to Lin and Tyler (1988) the organizations that do not give importance to procedural justice will face employee behavioral problems like negative attitude towards their organization, disagreement with the organizational decisions made through such processes, negative attitude towards the rules and regulations of their organization

i.e they will not follow them and finally it will have a negative impact on employees performance.

Perceptions of procedural justice have consistently been shown to affect different outcome variables. Mc Dowall and Fletcher (2004) postulated: "characteristics of any review and development system are related to both an overall supportive feedback And communication structure and to changes in attitudinal measures". Tyler and Belliveau (1995) argued that fair procedures tend to have an effect of one's loyalty towards his team or group, help to accept the authority of leaders and increase his willingness to follow the rules. Generally the procedural justice in organizational decision making processes has a positive impact on decisions made by employees and their emotional and behavioral aspects. This then increases employee commitment with the organization, helps in increasing interpersonal trust in organization and increases employee satisfaction.

Moorman (1991) suggested that overall employees experience procedural justice in both the organization's formal procedures and employee's interaction with or involvement in the decision making process. Moreover, he found out that supervisor's personal fair treatment of employees conveys more fairness information to employees than did a more general assessment of the fairness of overall procedures (Moorman, 1991). Moorman (1991) further stated that gauging procedural fairness from a variety of sources is recommended.

Employees' perceptions of fairness in organization is particularly important because it influences an employee's outlook concerning the nature of their relationships with their organization, and which gives influences employees'

responses that are compatible to the social exchange theory (Organ and Konovsky, 1989).

The key components of procedural justice include participation, dignity, and trust (Sydeman et al., 1997). Participation refers to the amount of "voice" one feels during the legal process, or the degree to which one feels given the opportunity to present an argument in one's favor, therefore potentially affecting the legal outcome. Even when the ultimate decision is unfavorable, having the opportunity to be heard in court heightens one's perceptions of procedural justice.

The second key component of perceived procedural justice, dignity, refers to the degree to which the litigant feels he or she was treated with respect during the legal process. This involves acknowledging the rights of the litigant as a human being and a citizen, and treating the litigant with politeness. Trust, the final key component of perceived procedural justice, is the most difficult to define. Trust involves the participant's judgment regarding the motives of court officials, and the participant's evaluation of the degree to which those officials are concerned with reaching a fair outcome, allowing the participant to participate in the proceedings, and looking out for the participant's best interests (Sydeman et al., 1997).

Perceived organizational justice follows the rule of equity theory, wherein employees will assign values to their inputs on a job and the outputs they receive from their job. Then they will compare the input-to-output ratio of a referent (someone the employee sees having similar skills, tenure, and so forth). If the ratios are equitable, there is no reason for grievances; however, this is not the case

if the referent ratio is smaller (their inputs are outweighed by their outputs) Organ (1990).

2.4 Previous Study Review and Hypothesis Development

2.4.1 The Effect of Distributive Justice on Job Satisfaction

The relationship between distributive justice and job satisfaction has been investigated in several studies. The work of Folger and Konovsky (1989) and McFarlin & Sweeney (1992) indicates that procedural justice strongly associates with evaluations of the supervisor and organizational commitment. On the contrary, distributive justice is more related to job satisfaction and intention to stay. The correlation between job satisfaction, intention to stay and distributive justice can be stronger because with recent recognition of rewards, and the rewards will affect their outcomes (Folger & Konovsky 1989). Brockner and Adsit (1986) and Sweeny and McFarlin (1997) also found that distributive justice has a greater impact on job satisfaction for men than it does for women.

Folger and Konovsky (1989) found that perceptions of distributive justice are significantly correlated with pay raise satisfaction as well as with job satisfaction (Martin & Bennet, 1996; McFarlin & Sweeney, 1992). According to Sweeney and McFarlin (1993), "distributive justice predicts personal level evaluations (e.g. pay satisfaction, job satisfaction)". Folger and Konovsky (1989) for that "perceptions of distributive justice are associated with satisfaction regarding and individual's own outcomes (i.e., pay satisfaction, job satisfaction). Dailey and Kirks (1992) found out that "distributive justice is positively related to job satisfaction.

An employee's affective reaction towards his or her job plays an important role in work motivation, behavior and retention (Boswell et al., 2009). Previous research provides evidence that job satisfaction is relatively stable over time (Judge et al., 2002). Combination of these dispositional and situational perspectives suggests that individuals have a tendency toward some level of job satisfaction, but there are factors that lead to higher or lower levels of satisfaction with the present situation (Steel and Rentsch, 1997). This study focuses on distributive justice perceptions of employees as a situational factor which is expected to affect employees' job satisfaction.

Justice in work settings is an extremely important issue to employees and management. The clues from the organizational life suggest that organizational justice can be reflected in different facets of working lives. Thus, as the discussions continued, three distinct dimensions of organizational justice were defined, namely; procedural justice, distributive justice and interactional justice (Colquitt, 2001). Procedural justice is the perceived fairness of the policies and procedures (Folger and Greenberg, 1985); while distributive justice refers to the perceived fairness of outcomes or resource allocations. Procedural justice concerns how decisions are made, whereas distributive justice concerns their content and consequences (Folger and Greenberg, 1985). On the other hand, interactional justice involves the dignity and respect with which one is treated by one's supervisor (Bies and Moag, 1986; Colquitt, 2001).

As stated above, justice perceptions have been recognized as one of the major predictors of job satisfaction (Colquitt et al., 2001; Masterson et al., 2000; Moorman, 1991). Although three types of justice perceptions have separate

impacts on job satisfaction, previous research has identified that distributive justice is a better determinant of job satisfaction compared to procedural and interactional justice (Tyler, 1984; Folger and Konovsky, 1989; McFarlin and Sweeney, 1992).

The notion of distributive justice refers to workers' concern about the fairness of resource distributions such as pay, rewards, promotions, and the outcome of conflict resolutions. According to Homans (1961), Blau (1964) and Adams (1965), distributive justice is judged by gauging whether rewards are proportional to costs, outcomes and adhere to expectations, and outcome / input ratios match of comparison other (Colquitt et al., 2006). Folger and Konovsky (1989) found that perceptions of procedural justice were more strongly related to attitudes about an institution and its authorities, whereas perceptions of distributive justice were more strongly related to personal outcomes (Fryxell and Gordon, 1989) such as job satisfaction.

H1 = Distributive Justice has significant impact on Job Satisfaction of nurses who work at private hospital in Padang

2.4.2 The Effect of Procedural Justice on Job Satisfaction

The study of Martin and Bennett (1996) suggested that procedural and distributive justice yielded significant contributions in predicting job satisfaction. However Lissak, Mendes and Lind (1983) reported that procedural justice was more important in predicting job satisfaction than was distributive justice among their sample of Canadian Armed Forces.

Similarly, Alexander and Ruderman (1987) found that procedural justice was a stronger predictor of job satisfaction than was distributive justice. Results of the Colquitt et al.'s (2001) meta- analysis, indicate that procedural justice is the

more important antecedent of job satisfaction. Since, procedural justice has been shown to be an important predictor of job satisfaction (Colquitt et al., 2001) and there is a growing body of research that examines the correlates of procedural justice (Dulebohn & Ferris, 1999; Folger & Konovsky, 1989), the current study utilizes only the perceptions of procedural justice.

The experience of procedural justice (or procedural justice) is a profound feature of social life, and one that is worthy of study in its own right' (Lind & Taylor 1988). The term of procedural justice has developed from the allocation behavior or procedures where the application of the theory is limited almost exclusively to procedural decisions rather than distributive ones. Agho, Mueller, and Price (1993) found that a few procedural factors were likely to be associated with job satisfaction. These factors include freedom to make job related decisions, to make contributions to the organizational work process and share beliefs to organizational process. Procedural justice is one of the factors that have a significant relationship to job satisfaction (Rivai, 2009).

Research on procedural justice has sampled civil commitment patients, malpractice litigants, and criminal defendants. In short, results tend to show that participants are most satisfied with legal proceedings, not necessarily when the proceedings yield a desired outcome, but when the participants perceive the legal proceedings to be fair, respectful, and to consider the participant's perspective (Poythress, Petrila, McGaha, and Boothroyd, 2002; Sydeman, Cascardi, Poythress, & Ritterband, 1997).

According to Moorman (1991), employees will experience procedural justice with both the organization's formal procedures and employee's interaction

with or involvement in the decision making process. Procedural justice is an important aspect of organizational justice theory, which emphasizes fairness in decision-making (Cropanzano et al., 2001; Cropanzano & Greenberg, 1997). It is concerned with providing employees with input into decision making by ensuring fair treatment, communicating information accurately, consistently, suppressing bias, and providing opportunities for rectification (Leventhal, 1976; Thibaut & Walker, 1978). This suggests that within a compensation framework, opportunities provided for employees to participate in decisions about the design and administration of the pay systems, will increase fairness of the general process (e.g., process of allocating pay raises), and fairness of a manager dealing with employees (e.g., how a supervisor treats employees' complaints about pay systems). As a result, it may lead to increased job satisfaction and job commitment (Greenberg, 1987a & 1987b; Lepak & Snell, 1999; Liu et al., 2003; Skarlicki & Folger, 2003).

H2 = Procedural Justice has significant impact on Job Satisfaction of nurses who work at private hospital in Padang

2.4.3 The Effect of Job Satisfaction on Motivation

According to Hersey and Blanchard (1988), motivation and satisfaction are quite different from each another in terms of reward and performance. The authors pointed out that motivation is influenced by forward-looking perceptions about the relationship between performance and rewards, whereas satisfaction involves how people feel about the rewards they have received. In other words, motivation is a consequence of expectations of the future while satisfaction is a consequence of past events (Carr, 2005). Huselid (1995) believes that if workers are not motivated, turnover will increase and employees will become frustrated

and unproductive. Various other researchers who have investigated motivation and job satisfaction support this statement (Maidani, 1991; Tietjen & Myers, 1998; Robbins, 2001; Parsons & Broadbridge, 2006).

Christopher (2005) found no support for this, and his research concluded that Herzberg's results prove accurate only under his original methodology. Theories of worker motivation address a model connecting job satisfaction, motivation and performance. Considerable importance is attached to these concepts, and there is a need for clarification on how satisfaction and motivation differ from each other. Job satisfaction is an emotional response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behaviour. As satisfaction is an attitude, it is possible for a worker to be satisfied with his job but not be motivated. Hence, motivation and satisfaction are not synonymous with each other. It is vital to clarify the distinction between the concepts so that it is easier to understand that motivation leads to satisfaction, which ultimately leads to enhanced performance.

Barnet (2007) differentiated between content and process theories of motivation. Content (or need) theories of motivation include factors internal to the individual that energize and direct behavior. Generally, these theories frame motivation as the product of internal drives that propel an individual toward action or movement as a means of satisfying individual needs. Content theories of motivation are based largely on early theories of motivation that ascribe the origin of motivation to fundamental internal drives.

The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well

accomplishment of its goals. Among financial, economical and human resources, human resources are more vital that can provide a company competitive edge as compared to others. According to Andrew (2004), commitment of all employees is based on rewards and recognition. Lawler (2003) argued that prosperity and survival of the organizations is determined through the human resources how they are treated. Most of organizations have gained the immense progress by fully complying with their business strategy through a well balanced reward and recognition programs for employee.

Deeprise (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation. Managing the performance of employees forms an integral part of any organizational strategy and how they deal with their human capital (Meyer and Kirsten, 2005). Today where every organization has to meet its obligations; the performance of employees has a very crucial impact on overall organizational achievement.

Allen & Meyer (1990) have try to answer the question; how an organization can investigate that whether they are keeping member staff happy, satisfied and loyal to the organization. Further he argues in his research that their is no pet answer that work motivation and satisfaction is effected by many other factor those are interlinked to employees; how much they are interconnected with the organization and how much they feel responsible towards the organization.

Work motivation can be evaluated by the degree of feeling attachment, obligations, and rewards in working in organization. Productivity in the work of an employee is outcome of satisfaction and productivity can be taken as indicator of satisfaction.

Employees have to spend most of their time at workplace and need satisfaction at that place. Whereas Brown (1996) examines that when an organization is having some satisfied or delighted employees, it is likely to have satisfied or delighted customers. Brown said the employee satisfied and delightedness as a prerequisite of customer satisfaction. Thus Wagar (1998) explained that in the global market, one can be successful when it has highly motivated, skilled, and satisfied workforce that can produce quality goods at low costs.

H3 = Job Satisfaction has significant impact on Motivation of nurses who work at private hospital in Padang

2.4.4 The Effect of Distributive Justice on Motivation

As cognitive process theories of motivation, equity and expectancy theories offer compatible frameworks for understanding work motivation yet are often taught piecemeal as distinct and unrelated perspectives. Adams' equity theory (Adams, 1963, 1965) cited from (Price E. M, 2009) is a prevalent theory of distributive justice that is introduced in most management and nearly all organizational behavior textbooks as a major theory of work motivation. According to Adams, there are several cognitive and behavioral mechanisms available to individuals to reduce the psychological discomfort associated with perceptions of inequity. Although equity theory does not predict which

mechanism will be selected, Adams stated that the chosen behavior will be the one of maximum utility.

Expectancy theory (Vroom, 1964), like equity theory, is a cognitive process model of motivation based on the assumption that people are capable of calculating costs and benefits in choosing among alternative courses of action (Landy & Becker, 1987; Wanous, Keon, & Latack, 1983). The incorporation of expectancy theory into discussion of reactions to inequity is therefore useful in helping students understand how people select utility maximizing options to reduce perceptions of inequity and in understanding applications of process theories of motivation in general.

Similarly, in the marketing literature, Martinez-Tur et al. (2006) noted that a substantial yet undetermined amount of variance is shared between “expectancy disconfirmation,” described as the process through which customers compare expectations of outcomes from previous experience with actual outcomes, and equity judgments as predictors of customer satisfaction.

One potential mediator of the justice-task performance relationship is motivation. Latham and Pinder (2005) defined motivation as a set of energetic forces that initiates task-related behavior and determines its form, direction, intensity, and duration. One might expect that the motivational consequences of justice would be well-understood given that justice concepts are often discussed in narrative reviews of the motivation literature (Kanfer, 1991; Latham & Pinder, 2005).

Therefore, employees are less concerned about the qualities and motives of their leaders when receiving fair or favorable outcomes. That is, if

organizational outcomes are positive it is inferred that everything is going well, including the management and supervision (Greenberg, 2004). However, concerns about leadership qualities become more salient when organizational outcomes are perceived and experienced as unfavorable or more negative.

Indeed, organizations can shape how favorable personal outcomes are and one such outcome important to employees is how fair or unfair the outcomes (e.g. salary, promotion etc.) are that they receive, referred to as distributive justice (Deutsch, 1985). Thus, employees' sense of distributive justice is largely a product of the organization and as such organizations have a strong influence on how fair interactions within the organization are in terms of distribution (Greenberg, 1993; Sheppard et al., 1993). Under such circumstances in which outcomes are perceived as unfair, employees will be motivated to attend more closely to how their direct supervisor or leader acts toward them. In this process, employees will be focused on evaluating whether their leader is motivated to promote their well-being and interest, their sense of attachment to the organization, and to treat them in a respectful and just way (Brockner and Wiesenfeld, 1996; Tyler, 1999). Thus, if outcomes are perceived as undesirable and unfavorable, employees need confirmation that management does still care about them. In this respect, it will be extremely important under such circumstances that the leader displays favorable and positive leader behavior, like being self-sacrificial.

The theory of distributive justice (Greenberg, 1986 and 1987) outlines that a person can use both personal and exchange-related references in order to evaluate a distributive process. These references are person-specific and are

different from the ratio between personal contribution and personal retribution. For example, the perception can be determined by a comparison between the present ratio and the ratio related with a previous professional situation. On the other hand, in what concerns the references linked to the exchange process, they usually correspond to the implicit and explicit contractual conditions established between employer and employee. For example, when entering a new institution the employee can be motivated by the promises made in relation to future incentives, which will determine his/her evaluation of the exchange process.

H4 = Distributive Justice has significant impact on Motivation of nurses who work at private hospital in Padang

2.4.5 The Effect of Procedural Justice on Motivation

Although the relationship between procedural justice and expectancy theories is ambiguous, results of a field study of salesperson territory realignment indicated that perceptions of fairness (procedural and distributive justice) were more important determinants of motivation than expectancies when realignment resulted in lost territory (Smith, Jones, & Blair, 2000). These authors suggested that in potential-loss situations, perceived fairness may drive motivation even when expectancy is low. These findings may reflect, in part, that the concern for procedural fairness replaces a concern for immediate personal gain under the assumption that fair processes result in fair outcomes over time.

Moreover, because procedural justice is valued, in part, for its instrumentality in achieving fair outcomes (Leventhal, 1980), it is likely that perceptions of procedural justice will enhance the expectancy that constructive work behaviors will be associated with desirable work outcomes (Cropanzano & Folger, 1991). In an investigation of the relationship between fairness and

motivation in an instructional setting, Chory-Assad (2002) found that distributive and procedural justice were significantly correlated with student motivation and that procedural justice explained significant variance in motivation and affect toward the course. It is interesting to note that in an experimental study, Erez and Isen (2002) found that positive affect significantly enhanced motivation through its effect on expectancy, valence, and instrumentality perceptions. The link between positive affect and motivation found in this initial study strongly suggests that positive attitudes toward authorities and institutions associated with perceptions of procedural justice may partially account for the effect of fair procedures on expectancy formula factors.

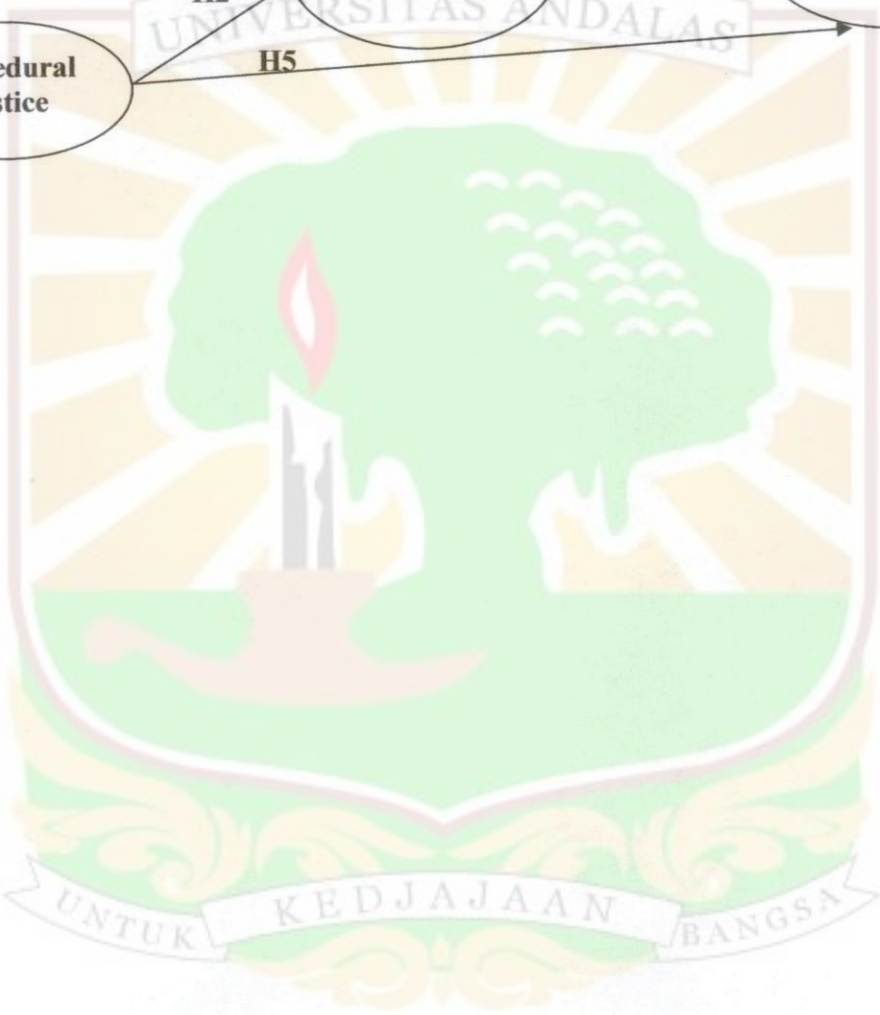
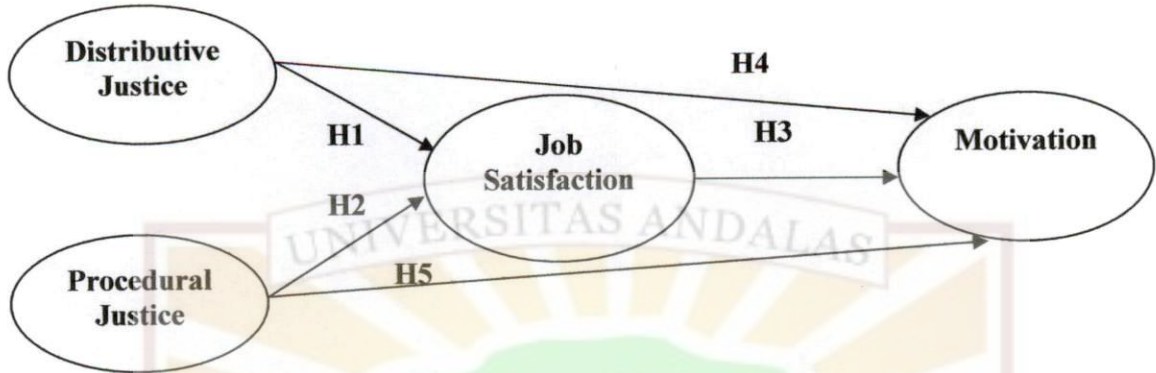
One potential mediator of the justice task performance relationship is motivation. Latham and Pinder (2005) defined motivation as a set of energetic forces that initiates task-related behavior and determines its form, direction, intensity, and duration. One might expect that the motivational consequences of justice would be well-understood given that justice concepts are often discussed in narrative reviews of the motivation literature (Kanfer, 1991; Latham & Pinder, 2005). With few exceptions (e.g., Bell, Wiechmann, & Ryan, 2006; Colquitt & Chertkoff, 2002), scholars have failed to examine the motivational consequences of other justice dimensions. Indeed, in a recent review, Colquitt and Greenberg (2003) asked “Why is it that job satisfaction and organizational commitment are popular dependent variables in justice research, but motivation is virtually ignored?”. Similarly, Cropanzano and Rupp (2003) asked “Wherefore organizational justice amidst theories of work motivation?”

Lecture material emphasizes the role of procedural justice perceptions on motivation and performance particularly when work-related outcomes are unfavorable. Because of its intuitive appeal, the fair process effect (Folger & Greenberg, 1985) is readily demonstrated through examples that contrast conditions of procedural justice in situations in which unfair or unfavorable outcomes have been distributed. Typical examples include the denial of a pay raise or promotion based on a fair versus unfair performance appraisal process and receipt of a low class grade based on an exam containing “trick” versus straightforward questions. Both examples provide a basis for in-class analysis of the extent to which decision-making procedures conform, or fail to conform, to Leventhal’s (1980) rules. Furthermore, they allow for analysis of how such variations in decision-making processes influence reactions to unfavorable situations. Students usually react more negatively to situations involving procedural impropriety (i.e., report intentions to complain about the decision maker) than to situations in which procedures are justifiable (i.e., report intentions to improve performance). Research substantiating the robustness of the fair process effect (Brockner & Wiesenfeld, 1996) is briefly reported to the class to confirm that their reactions were indeed true to theory.

H5 = Procedural Justice has significant impact on Motivation of nurses who work at private hospital in Padang

2.5 Theoretical Model of the Research

On the basis of review of the literature above, the researcher portrays a theoretical model of the research as follows:



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The representation of the proposed research framework explained the pattern and structure of relationships among the set of measured variables. The research questions and hypotheses clearly support this research framework. In this research will use quantitative research model which will determine the interaction between all variables. It will lead to one way interaction between the researchers with the sample of this research and in this case are distributive justice, procedural justice, job satisfaction, and motivation.

Quantitative research design had been selected in order to find out the appropriate answers to the research questions and to test the hypotheses. The research framework also suggested this type of design. Here, the effect of justice perception on job satisfaction and its impact on nurse's motivation will investigate in this research.

3.2 Location of the Research

This research will be conducted at 4 (RS Yos Sudarso, RS Ropanasuri, RS Selaguri, RS Islam Siti Rahmah) of private hospital in Padang, West Sumatera.

3.3 Population and Sample

Uma Sekaran (2003) conceptualized population as entire group of people, events, or things of interest that the researcher wishes to investigate. The population of this research is nurses who work in private hospital in Padang. Sample is a part of research elements. Uma Sekaran (2003) conceptualized sample

as a subset of population. The sample of research study will be drawn from nurse who work at private hospital in Padang. Based on annual report from Health Department Padang 2010, data in 2009, there are 1013 paramedic and non paramedic at Padang. In this research, researcher distributes 296 questionnaires to nurses at 4 private hospitals in Padang, West Sumatra.

3.4 Census

Data collection method which used in this research is field survey to obtain primary data from respondents. Comprising questionnaire that consist of items that related with distributive justice, procedural justice, job satisfaction, and motivation.

The study was conducted only at 4 private hospitals in Padang. The sampling frame for nurses who work at 4 private hospitals. The researcher distributed the questionnaire especially among nurses who work at 4 private hospitals in Padang, West Sumatera.

In this research, the questioners were distributed by having a partnership with hospital management. Researcher collaborates with head of each installation and chief of rooms in the hospital. The purpose of this collaboration is to maintain the effectiveness of this research. Because not all of the nurses available in one time, so head of installation empower chief of rooms to manage the respondents in filling the questionnaire. Based on researcher agreement with the head room, the questionnaire will spread and researcher will take it back about 3 days or more.

3.5 Variables and Measurement

3.5.1 Dependent Variable

Dependent Variable is result variable that contain at least one causal (Sekaran, 2003). Dependent variable is the variable that influenced by the other variable (independent variable). In this research, researcher uses nurse's motivation as the dependent variable.

3.5.2 Independent Variable

Independent Variable is variable that only as predicted at causal for construction or variable in this research (Sekaran, 2003). Independent variable is the variable that influences the dependent variable in either a positive or negative way. In this research, researcher uses justice perception as independent variable.

3.5.3 Mediating Variable

Mediating Variable is one that surfaces between the time the independent variables start operating to influence the dependent variable and the time their impact is felt on it (Sekaran, 2003). This research uses job satisfaction as mediating variable.

3.5.4 Measurement

Measurements of distributive justice, procedural justice, job satisfaction, and nurse's motivation who work at private hospital in Padang were adopted and developed on the basis of established existing variables from previous studies. Motivation will be measured by using 8 items adopted from Rizwan Saleem (2010), a standard job satisfaction questionnaire will be measured by using 5 items adopted from Brayfield and Rothe (1951) used to assess the level of job satisfaction among employees, perception of distributive justice will be measured

by using 5 items adopted from Hasan Ali Al-Zu'bi (2010), and perceptions of procedural justice will be measured by using 6 items adopted from Hasan Ali Al-Zu'bi (2010).

Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003).

The anchors are:

No	Scale	Score
1.	Strongly Agree (SA)	5
2.	Agree (A)	4
3.	Neutral (N)	3
4.	Disagree (D)	2
5.	Strongly Disagree (SD)	1

3.6 Operational Definition

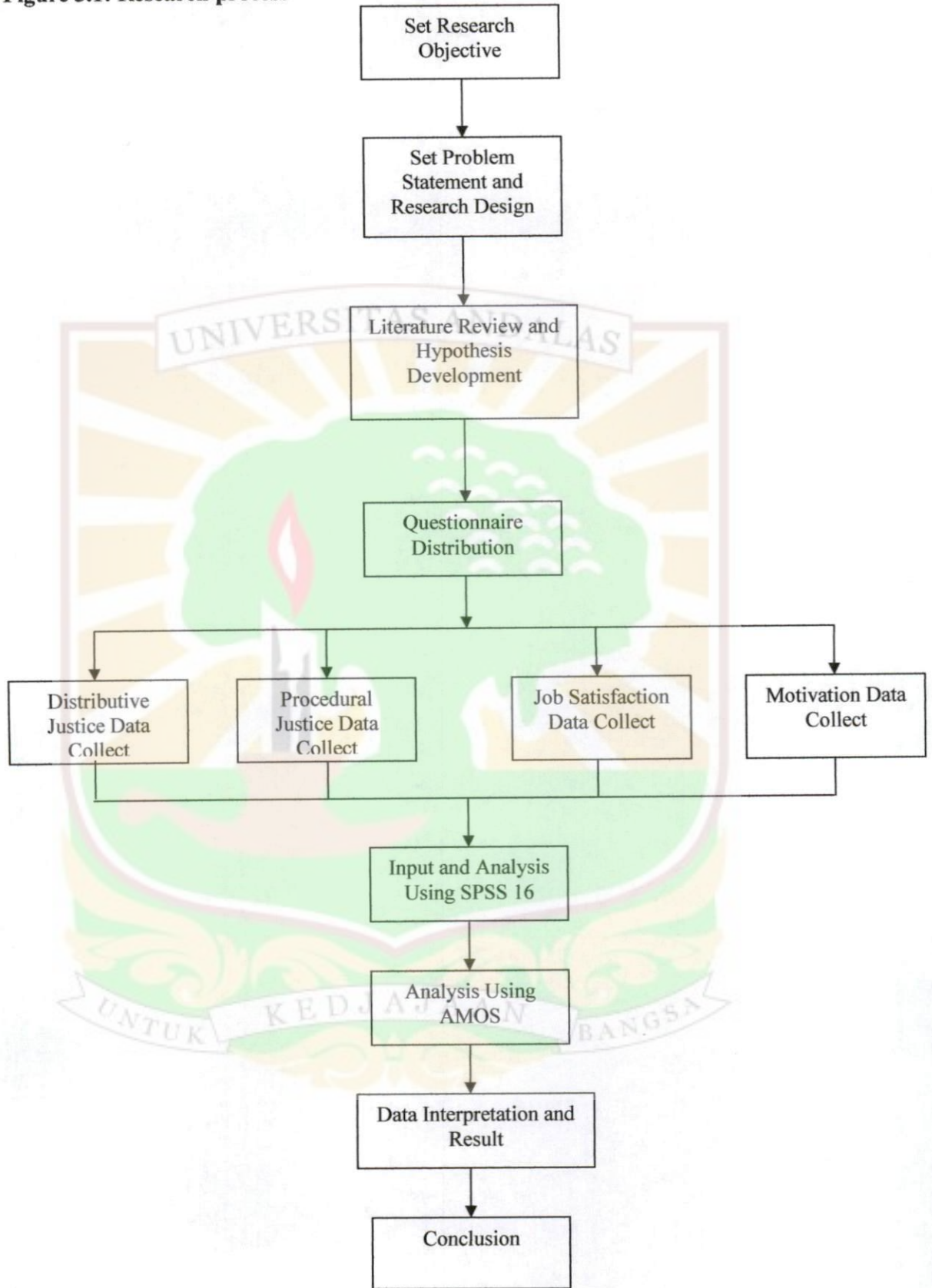
Operational definition is a process for identification of an object by distinguishing it from its background of empirical experience. In this research the operational definition refer on the variables measurement and items of each variable. Operation definition describes the definition of each variable in this research. There are four variables; distributive justice (DJ), procedural justice (PJ), job satisfaction (JS), and motivation (MT). Each variables consist of items which directly used became research questions.

Table 3.1

Operational Definition

Variable	Definition	Dimension	Indicator	Number of Item
Job Satisfaction	An emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989; Lance, 1991, Russel & Price, 1988)	1. Working conditions	1. Job itself 2. Recognition 3. Supervision 4. Co-workers	5 Items (Likert's Scale)
		2. Reward	1. Pay 2. Promotion	
Distributive Justice	Perceptions of the fairness of distributive outcomes, even if the outcomes are perceived to be unfavourable to individuals. (Flint, 1999)	Justice of Outcomes	-	5 Items (Likert's Scale)
Procedural Justice	Concerns the performance assessments process, the other concerns feedback, which is more likely to be accepted when the requirements of procedural justice have been fulfilled (Murphy and Cleveland 1995)	Job Decisions Process	-	6 Items (Likert's Scale)
Motivation	An accumulation of different processes which influence and direct our behavior to achieve some specific goal (Baron, 1983, p. 123)	1. Hygiene Factors	1. Supervision 2. Company policy 3. Relationship with supervisor 4. Working conditions 5. Salary 6. Relationship with peers 7. Personal life 8. Relationship with subordinates 9. Status 10. Security	8 Items (Likert's Scale)
		2. Motivators	1. Achievement 2. Recognition 3. Work itself 4. Responsibility 5. Advancement 6. Growth	

Figure 3.1: Research process



3.7 Validity, Reliability, and Normality Test

According to (Ghozali, 2001) validity test is a tool which is used to measure validation of questioner. Questioner is valid if the range is more than 0.30 question of questioner can describe something that will be measured by questioner. Validity test used SPSS program.

In order to validate a measurement instrument, it must first be subjected to test of both validity and reliability. Since most of the questions in the questionnaire were self administered, it is felt necessary to examine the validity of the measure. One of the important steps in data analysis is to confirm whether or not the variables representing responses to questions are uniquely associated to the theoretical dimension of the variables of interest (Sekaran, 2000).

According to Ghozali (2001:41) is measuring instrument to measure a questioner which represent indicator of construct variable. The most popular test of inter item consistency reliability is the Cronbach's coefficient alpha (Cronbach's alpha; Cronbach, 1946; cited from Sekaran 2003). The way to calculating of a data reliability level is using Cronbach alpha is between 0.60 – 1.00).

Normality test can be used the Kolmogorov Smirnov test, whereby if the sign value > 0.05 , then it can be concluded that the data variables were tested with the normally distributed.

3.8 Data Analysis

This study is intended to test a model that explained the effect of justice perception on job satisfaction and its impact for nurse's motivation to answer the

hypothesis, the data will be analyzed using statistical package for the social sciences (SPSS) 16.0 and for structural equation model (SEM). SPSS is needed to analyze the respondent characteristic in represent the frequency and percentage of respondent data. Beside that this tools also used to determine the validity, reliability, and in this research normality measure using AMOS. The data will be analyzed using structural equation model (SEM) by AMOS as software application. This software provides information about goodness-of-fit model and relationship among the hypothesis. Moreover SEM was commonly used measures of fit include:

- Chi-Square a fundamental measure of fit used in the calculation of many other fit measures. Conceptually it is a function of the sample size and the difference between the observed covariance matrix and the model covariance matrix.
- Akaike information criterion (AIC)
 - A test of relative model fit: The preferred model is the one with the lowest AIC value.
 - $AIC = 2k - 2 \ln(L)$
 - where k is the number of parameters in the statistical model, and L is the maximized value of the likelihood of the model.
- Root Mean Square Error of Approximation (RMSEA)
 - Another test of model fit, good models are considered to have a RMSEA of .05 or less. Models whose RMSEA is .1 or more have a poor fit.
- Standardized Root Mean Residual (SRMR)

- The SRMR is a popular absolute fit indicator. A good model should have an SRMR smaller than .05.
- Comparative Fit Index (CFI)
 - In examining baseline comparisons, the CFI depends in large part on the average size of the correlations in the data. If the average correlation between variables is not high, then the CFI will not be very high

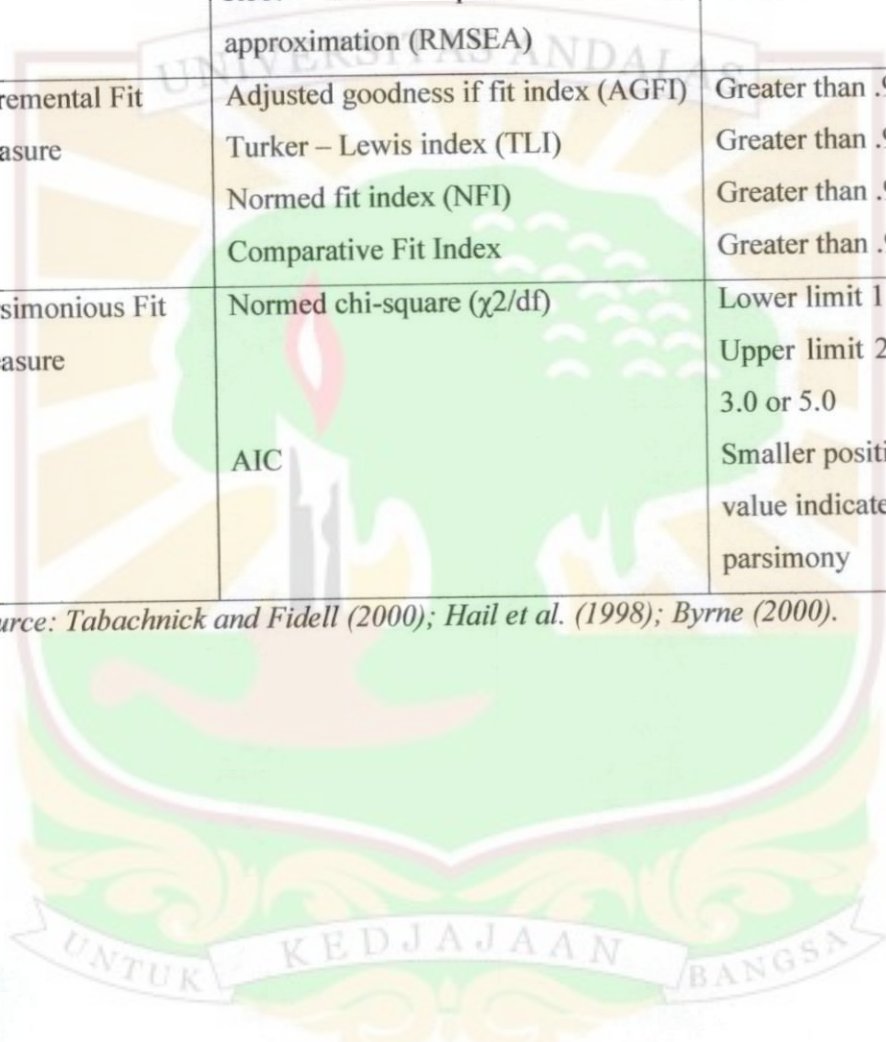


Table 3.2

Evaluation of SEM with Goodness of fit Measure

Types of Measure	Goodness of fit Measures	Recommended Level of acceptable Fit
Absolute Fit Measure	Goodness of fit index (GFI) Root mean square error of approximation (RMSEA)	Greater than .90 Under .08
Incremental Fit Measure	Adjusted goodness of fit index (AGFI) Turker – Lewis index (TLI) Normed fit index (NFI) Comparative Fit Index	Greater than .90 Greater than .90 Greater than .90 Greater than .90
Parsimonious Fit Measure	Normed chi-square (χ^2/df) AIC	Lower limit 1.0 Upper limit 2.03/ 3.0 or 5.0 Smaller positive value indicate parsimony

Source: Tabachnick and Fidell (2000); Hail et al. (1998); Byrne (2000).



CHAPTER IV ANALYSIS AND RESULTS

4.1 Survey Result

This chapter will discuss analysis of research result related with job satisfaction, motivation and justice perception of nurses who work at private hospital in Padang. The result of this survey can be seen from the number of questioner have been distributed to nurses who work at some private hospitals in Padang. Data was distributed to nurse through their head of installation and chief of room for each installation in private hospital, and take it back about 3 days to fill in the questioners. This is the table 4.1 that show about the number of questioner.

Table 4.1 Survey Result

Survey	Number of questioner
Distributed	296
Returned	244
Not Returned	52
Analysed	244

Source: Processed from questionnaire by using SPSS

From the table 4.1, 296 questionnaires was distributed to nurses who work at some private hospital in Padang. Others 52 questionnaires were not returned back to researcher because of some nurses were not in Padang, absenteeism and vacation, and some nurses unfilled it because they did not have availability time while survey occurred. No questionnaire broken or error on this survey. There are 120 was distributed to nurses who work at Yos Sudarso Hospital, others 24 questionnaires were not returned back to researcher. While there are 126 questionnaires was distributed to nurses who work at Siti Rahmah

Hospital, others 28 questionnaires were not returned back to researcher. There are 15 questionnaires was distributed to nurses who work at Ropanasuri Hospital, while there are 35 questionnaires was distributed to nurses who work at Selaguri Hospital. So, researcher processed 244 data from filled questionnaires. In details, this chapter will explain about the review of respondent descriptive, analysis and the effect of relationship between variables and testing, hypotheses and discussion.

4.2 Respondent Characteristic

In this part, the researcher revealed the analysis and result related to the respondent characteristics. The respondents of this research are 244. Respondents are nurses from 4 private hospitals in Padang.

4.2.1 Respondent Based on Gender

This research involves respondents which covered of nurses who work at 4 private hospitals in Padang, result of survey shows that respondent can be grouped based on gender. The result indicates that mostly the respondents are female with (91%) from the total of respondents. And the rest (9%) is male. To be more clearly can be seen at tables 4.2 as followed:

Table 4.2
Respondent Based on Gender

	Number	Percent
Gender		
Male	22	9.0
Female	222	91.0

Source: Processed from questionnaires using SPSS

4.2.2 Respondent Based on Age

Table 4.3
Respondent Based on Age

Age	Range	Number	Percent
	<25	92	37.7
	25-39	120	49.2
	40-49	25	10.2
	>50	7	2.9

Source: Processed from questionnaires using SPSS

From the table 4.3 the respondents are grouped based on age. We can see the range of age <25 years old (37.7%), in range from 25-39 (49.2%), in range 40-49 (10.2%), and in last range >50 (2.9%) from total of respondents.

4.2.3 Respondent Based on Educational Background

Table 4.4
Respondent Based on Educational Background

Educational Background	Number	Percent
Diploma I	25	10.2
Diploma III	210	86.1
S1	7	2.9
S2	2	0.8

Source: Processed from questionnaires using SPSS

As shown in table 4.4, the respondent consist of graduating from Diploma I (10.2%), majority of respondent graduating from Diploma III (86.1%), graduate from S1 (2.9%), and the last, graduate from S2 (0.8%).

4.2.4 Respondent Based on Working Period at Hospital

Table 4.5

Respondent Based on Working Period at Hospital

Working Period	Range	Number	Percent
	<5	154	63.1
	5-9,9	24	9.8
	10-14,9	32	13.1
	15-20	17	7.0
	>20	17	7.0

Source: Processed from questionnaires using SPSS

From the table 4.5 the respondent are grouped based on working period at hospital. We can see the range of working period <5 years (63.1%), in range from 5-9,9 years (9.8%), in range 10-14,9 years (13.1%), and in range 15-20 years (7.0%), and in last range >20 years (7.0%).

4.2.5 Respondent Based on Working Period as a Nurse

Table 4.6

Respondent Based on Working Period as a Nurse

Working Period	Range	Number	Percent
	<5	130	53.3
	5-9,9	36	14.8
	10-14,9	41	16.8
	15-20	17	7.0
	>20	20	8.2

Source: Processed from questionnaires using SPSS

From the table 4.6 the respondent are grouped based on working period as a nurse. We can see the range of working period <5 years (53.3%), in range from 5-9,9 years (14.8%), in range 10-14,9 years (16.8%), and in range 15-20 years (7.0%), and in last range >20 years (8.2%).

4.2.6 Respondent Based on Marital Status

Table 4.7

Respondent Based on Marital Status

Marital Status	Number	Percent
Single	110	45.1
Married	134	54.9

Source: Processed from questionnaires using SPSS

As shown in table 4.7, majority of the respondents that is 134 (54.9%) are married, and 110 (45.1%) are single.

4.2.7 Respondent Based on Income

Table 4.8

Respondent Based on Income

Income/Month	Number	Percent
<1.000.000	52	21.3
3.000.000-5.000.000	7	2.9
1.000.000-3.000.000	185	75.8

Source: Processed from questionnaires using SPSS

From the table 4.8 respondent are grouped based on income/month. We can see that majority of respondent have income in range 1.000.000-3.000.000 (75.8%), in range 3.000.000-5.000.000 (2.9%), and in range <1.000.000 (21.3%).

4.2.8 Respondent Based on Employment Status

Table 4.9

Respondent Based on Employment Status

Employment Status	Number	Percent
Permanent	136	55.7
Temporary	108	44.3

Source: Processed from questionnaires using SPSS

The table 4.9 present the respondent based on Employment status. We can see that majority of respondent is permanent (55.7%), and the others is temporary (44.3%).

4.3 Descriptive of Items Respond Each Variable

Description of each item obtained from field survey is demonstrated in the following sections. The scores each item reflect the level of distributive justice overall respondents for each item. The items are measured using 5 point likert's scale. The higher the score means the more positive respond of the respondents.

Table 4.10
Distributive Justice (DJ)

No.	Item	Means
1	My works' schedule is fair	3.27
2	I think that the level of my wages is fair	2.81
3	I consider the burden of my job quite fair	3.11
4	Overall the rewards I receive here quite fair	3.00
5	I know the responsibilities of my job	3.97

Source: Processed from questionnaires using SPSS

The survey results show that the respondents have distributive justice overall on the responsibilities of nurse's work at hospital is likely to improve the job satisfaction and motivation of nurses. It can be seen from the highest respond of the item 5.

Table 4.11

Procedural Justice (PJ)

No.	Item	Means
1	Job decisions are made by the manager in a biased manner	2.65
2	The manager ensure that all of employee's problems had been considered before the job decisions are made	3.31
3	To make job decisions, the manager collects accurate and complete information	3.60
4	The manager clarifies decisions and provides additional information when requested by employees	3.50
5	All jobs decisions are applied consistently to all affected employees	3.36
6	Employees are allowed to challenge or appeal job decisions made by their managers	3.14

Source: Processed from questionnaires using SPSS

Based on the survey results, it can be seen that the respondents answer the highest respond on the item 3. It means that most respondents can understand to make job decisions, manager have to collect accurate and complete information to be delivered to nurses. Meanwhile, the lowest score can be seen on the item 1 which reflects a moderate level in terms of job decisions are made by the manager in a biased manner.

Table 4.12

Job Satisfaction (JS)

No.	Item	Means
1	I feel fairly satisfied with my present job	3.47
2	Most days I am enthusiastic about my work	3.41
3	Each day of work seems like it will never end	3.22
4	I find real enjoyment in my work	3.53
5	I consider my job rather unpleasant	2.62

Source: Processed from questionnaires using SPSS

This table represent on how nurse's satisfaction on doing their job. Based on the result, it can be seen that the respondents answer the highest respond on the item 4. It means that most respondents feel enjoy and enthusiastic in doing their job as nurse at hospital. Meanwhile, the lowest score can be seen on the item 5 which reflects a moderate level in terms of consider about their job rather unpleasant.

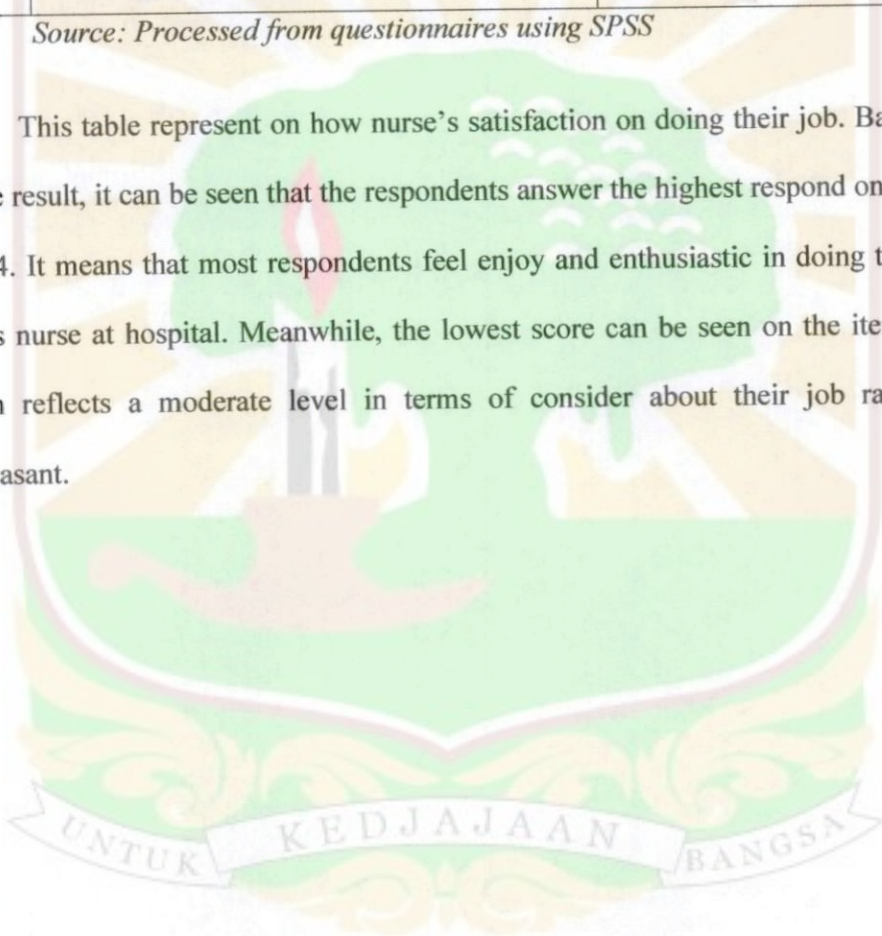


Table 4.13**Motivation**

No.	Item	Means
1	I arrive at the office on time and do not leave early	4.09
2	The work I do is interesting	3.74
3	I am confident with my abilities to be succeed at my work	3.99
4	I do not blame others. I take responsibility for my part in mistakes	4.02
5	I have a coach/mentor who keeps me alert and motivated to my work	3.62
6	I expect more accuracy in my own work as my employees	4.08
7	I regularly think/worry about work issues when I am at home	3.07
8	I participate in training to improve my own skills and competencies	3.93

Source: Processed from questionnaires using SPSS

The highest score for variable nurse's motivation toward justice perception can be seen on the table above. The survey results found that the highest level of motivation items is in the item 1. It can be said that most respondents arrive at the office on time and do not leave early. So it means nurses feel motivated to doing their job.

4.4 Data Analysis

This chapter will discuss analysis of data and research results related with the effect of justice perception on job satisfaction and its impact to nurse's

motivation. To know the answer, researcher distributed questionnaires to 296 respondents who work at four private hospitals in Padang, which is based on number of nurses of each hospital.

4.4.1 Checking of Data Entry

4.4.1.1 Testing of Validity

Validity of measure refer to the degree to which the measurement actually measure what the research claim it measure and verifies that the conclusion draws no logical error (Garson 2002). The following four variables are measure by multiple items: distributive justice (4 items), procedural justice (5 items), job satisfaction (3 items), and motivation (7 items). The question of each variable tested by factor analysis with factor loading must be more than 0.4 based on statistic book by Hair et al. (1998) cited from Rivai (2009). A greater absolute value of factor loading will lead to the better the measures of underlying property or construct.

Based on Hair et al. (1998), factor loading greater than ± 0.3 are considered to meet the minimal level; loading value of ± 0.40 are considered more important; and if the loading are ± 0.50 or greater, they considered practically significant. From the table above all items of each variable are greater than 0.50, it means all items is significant and valid in this research. Item can be justified as valid item if range of the correlation value is more than 0.30 (Ghozali, 2001).

Table 4.14 Validity Testing

Component Matrix

Variable	Item	Factor Loading	Number of Item Deleted
Distributive Justice	DJ 1	.589	1
	DJ 2	.844	
	DJ 3	.812	
	DJ 4	.847	
Procedural Justice	PJ 2	.839	1
	PJ 3	.846	
	PJ 4	.856	
	PJ 5	.655	
	PJ 6	.609	
Job Satisfaction	JS 1	.744	2
	JS 2	.767	
	JS 4	.839	
Motivation	MT 1	.576	1
	MT 2	.670	
	MT 3	.759	
	MT 4	.788	
	MT 5	.583	
	MT 6	.770	
	MT 8	.752	
Total item deleted			5

Source: Processed from questionnaires using SPSS

In the first validity test, there are five items which has factor loading less than 0.4, JS5 with factor loading -.028; JS3 with factor loading .418; MT7 with factor loading .319; DJ5 with factor loading .461; and PJ1 with factor loading -.064. Its mean these five factors are not significant and not valid. But other factors are greater than 0.4. So, cannot be process with other items, because the result will not valid and not significant. So, the researcher erased this 5 items on validity testing. For the second validity test that show in table 5.0, all of the items have factor loading greater than 0.3. It's mean that the other variables are valid and significant.

4.4.1.2 Testing of Reliability

Reliability is intended to measure the extent to which a variable or set of variables is consistent in what is intended to measure (Hair et al. 1998). Reliability has differ view with validity testing, while validity relate to how an items is measure and reliability measure the evidence of consistency of the research instruments, it refer to degree to which same value will be returned if measure it again on other occasion.

The purpose of using reliability test is related with accuracy, stability and consistency. Reliability test is the instrument which able to explain the symptom of group. The way to determine the reliability level of one instrument in the research can be accepted if value of r alpha exists in range 0.60 – 1.00. we can categorize / reliable in range $> 0.60 - 0.80$, very good / very reliable for range 0.80-1.00 (Santoso, 2001). For determining the reliability, the reliability of each statement is processed by using computer program SPSS 16 for windows with Cronbach alpha formula.

Table 4.15
Reliability Testing

Variables	Cronbach's Alpha	Item	Remark
Distributive Justice	.783	4	Reliable
Procedural Justice	.815	5	Very Reliable
Job Satisfaction	.684	3	Reliable
Motivation	.815	7	Very Reliable

Source: Processed from questionnaires using SPSS

Cronbach's alpha was used to compute the reliability of scale of each construct. Scale reliabilities rang from 0,6 to 0,96, indicating that they exhibit an

acceptable level of reliability ($\alpha > 0,6$) (Nunnally, 1978). Hair et al. (1998) suggest that usual lower limit for cronbach's alpha is 0.7. Based on the analysis of the reliability, the result shows that the value of cronbach's alpha for each variable is greater than 0,6 and less than 0,90 which means the data is reliable to be processed.

Pallant (2005) explained that The cronbach's alpha could be < 0.6 but the factor should be less than 20 items and that factor have value of "Corrected Item-Total Correlation" > 0.3 for each item. From the table 4.15 the cronbach's alpha factor 1 until 4 of distributive justice variable, procedural justice variable, job satisfaction variable and motivation variable have rang from 0,6 to 0,96 (Nunnally, 1978), it means the data is reliable to be processed, but job satisfaction also reliable to be processed. So distributive justice variable, procedural justice variable, job satisfaction, and motivation variable data are reliable to be processed. To be more clearly, we can see the result of reliability testing at table 4.15.

4.4.1.3 Testing of Normality

The most fundamental assumption of multivariate analysis is normality (Hair et al. 1998). A simple test can be conducted to identify the distribution score of each variable. To get the value of normality, the author used SEM AMOS. Ferdinand (2000) suggested that the data will be normal if the value of r for skewness and kurtosis in SEM AMOS should be < 2.58 . To be more clearly, we can see the table 4.16 and table 4.17 that show about the result of normality testing.

Table 4.16 Normality Testing

Variable	min	max	skew	c.r.	kurtosis	c.r.
PJ6	1,000	5,000	-,328	-2,089	-,353	-1,125
PJ5	1,000	5,000	-,606	-3,864	,194	,618
PJ3	1,000	5,000	-,952	-6,068	1,196	3,814
PJ4	1,000	5,000	-1,076	-6,862	1,285	4,098
PJ2	1,000	5,000	-,648	-4,131	-,030	-,094
MT8	1,000	5,000	-,693	-4,417	,925	2,949
MT6	1,000	5,000	-,827	-5,275	2,735	8,720
MT5	1,000	5,000	-,778	-4,959	,764	2,435
MT4	1,000	5,000	-1,365	-8,706	5,152	16,428
MT3	1,000	5,000	-,773	-4,930	2,048	6,529
MT2	1,000	5,000	-,821	-5,233	1,580	5,038
MT1	1,000	5,000	-1,152	-7,343	1,234	3,934
JS4	1,000	5,000	-,833	-5,311	1,040	3,316
JS2	1,000	5,000	-,368	-2,344	,253	,806
JS1	1,000	5,000	-,663	-4,227	,359	1,145
DJ4	1,000	5,000	-,161	-1,030	-,331	-1,055
DJ2	1,000	5,000	-,021	-,135	-,807	-2,573
DJ1	1,000	5,000	-,454	-2,896	,428	1,364
DJ3	1,000	5,000	-,500	-3,188	-,029	-,093
Multivariate					96,045	26,555

Source: Processed from questionnaires using SEM AMOS

The result from the table 4.16 indicates the normality of the data. There are 15 items are not normal or not acceptable. For PJ5, the cr -3,864, it means the data for PJ5 (procedural justice item5) is not normal, so the author needed to transform the data. And the data for PJ3, PJ4, PJ2, MT8, MT6, MT5, MT4, MT3, MT2, MT1, JS4, JS1, DJ1, and DJ3, the value of cr for skewness and kurtosis in SEM AMOS were >2.58, it means the data for procedural justice item 3, procedural justice item 4, procedural justice item 2, motivation item 8, motivation item 6, motivation item 5, motivation item 4, motivation item 3, motivation item 2, motivation item 1, job satisfaction item 4, job satisfaction item 1, distributive justice item 1, and last distributive justice item 3 are not normal, so the author

needed to transform the data. So the table 4.17 show the result after transformation.

Table 4.17 Normality Testing After Transformation

Variable	min	max	skew	c.r.	kurtosis	c.r.
PJ6	1,000	5,000	-,328	-2,089	-,353	-1,125
PJ5_transform	1,000	2,236	,141	,897	,019	,059
PJ3_transform	1,000	2,236	,360	2,294	,540	1,721
PJ4_transform	1,000	2,236	,588	3,751	,640	2,040
PJ2_transform	1,000	2,236	,250	1,596	-,194	-,617
MT8_transform	1,000	2,236	,120	,765	-,100	-,318
MT6_transform	1,000	2,236	,087	,554	,521	1,662
MT5_transform	1,000	2,236	,203	1,294	,197	,627
MT4_transform	1,000	2,236	,356	2,267	1,944	6,198
MT3_transform	1,000	2,236	,078	,499	,440	1,404
MT2_transform	1,000	2,236	,160	1,021	,737	2,351
MT1_transform	1,000	2,236	,632	4,031	-,135	-,429
JS4_transform	1,000	2,236	,265	1,690	,505	1,611
JS2	1,000	5,000	-,368	-2,344	,253	,806
JS1_transform	1,000	2,236	,159	1,011	,097	,311
DJ4	1,000	5,000	-,161	-1,030	-,331	-1,055
DJ2	1,000	5,000	-,021	-,135	-,807	-2,573
DJ1_transform	1,000	2,236	-,037	-,233	,297	,947
DJ3_transform	1,000	2,236	,105	,672	-,150	-,478
Multivariate					84,547	23,376

Source: Processed from questionnaires using SEM AMOS

From the table 4.17, there are 13 items of normality testing after transform are normal. Data for PJ5, PJ3, PJ2, MT8, MT6, MT5, MT4, MT3, MT2, JS4, JS1, DJ1, and DJ3 has been transformed and used PJ5_transform, PJ3_transform, PJ2_transform, MT8_transform, MT6_transform, MT5_transform, MT4_transform, MT3_transform, MT2_transform, JS4_transform, JS1_transform, DJ1_transform, and DJ3_transform name. The value of cr for skewness and kurtosis in normality testing SEM AMOS after transform already been < 2.58 , it means the data for PJ5, PJ3, PJ2, MT8, MT6, MT5, MT4, MT3, MT2, JS4, JS1, DJ1, and DJ3 are normal or acceptable.

While the data for PJ4 and MT1 has been transformed and used PJ4_transform and MT1_transform name. The value of cr for skewness and kurtosis in normality testing SEM AMOS after transform has been 3,751 and 4,031, it means the data for PJ4 and MT1 are not normal or not acceptable. Because the value of cr for skewness and kurtosis in normality testing SEM AMOS still >2.58 .

4.5 Hypotheses Testing

4.5.1 Structural Equation Modelling (SEM)

The previous section presented detail of data checking process used analysis which included checking for outliers, testing validity of data, testing reliability, checking for normality of data. This section will be continued with description of statistical tool utilised to assess the developed hypotheses. In this study, analysis procedure was undertaken by using SPSS 16.0 for windows and SEM AMOS 18.

Structural Equation Modeling (SEM) is a statistical technique for testing and estimating causal relations using a combination of statistical data and qualitative causal assumptions. Structural Equation Models (SEM) allows both confirmatory and exploratory modeling, meaning they are suited to both theory testing and theory development (Tabachnick & Fidell 2001). Confirmatory modeling usually starts out with a hypothesis that gets represented in a causal model. The concepts used in the model must then be operationalized to allow testing of the relationships between the concepts in the model. The model is tested against the obtained measurement data to determine how well the model fits the data. The causal assumptions embedded in the model often have falsifiable implications which can be tested against the data.

In the graphical analysis of SEM, there are several convention of terms. Measured variable are termed observed or manifest variable; within the context of SEM methodology, they serve as indicators of the underlying construct that they are presumed to present. In other side, unobserved variable refer the abstract phenomena that is unlikely to be observe directly, and is term latent variable, construct, or factor (Byrne 2001; Tabachnick & Fidell 2001). Furthermore the model is expressed graphically and it will explicate the relationship between latent variables and others. A proposed model that contains all objective of the testing is to assess the goodness of fit between the model and the sample data (Bryne 2001).

The analysis of SEM is conducted using confirmatory factor analysis (CFA), the significant function of this is to strengthen of the regression path from the factor to the observed variables. The structural model reflects estimation of a series structural equation that defines the relationship among unobserved variables. Based on Hair et al. (1998), there are three types of goodness of fit measures; absolute fit measures, incremental fit measures, and parsimonious fit measures. This research conducted absolute fit measure which identifies the overall model fit on the basis of the likelihood ratio chi-square statistic (Hair et al. 1998). The chi square with the statistical significant level above .05, implies that there are non significant differences the predicted and actual matrices and is likely to indicate the acceptable level of fit. Hair et al. (1998) argue that chi-square test become more sensitive as the number of indicator rise and "statistical non significant does not guarantee that "correct" model has been identified".

Another measure of the absolute fit index that is deemed appropriate to confirm a model is GFI. It represents the overall GFI represents the degree to

which the actual or observed covariance matrix is predicted by the estimated model. GFI deals with explained covariance, relative to total covariance. GFI values can range from 0.0 (poor fit) to 1.0 (perfect fit). In practice, a GFI value greater than 0.9 represents a strong fit. AGFI is an extension of GFI, which is adjusted by the ratio of degrees of freedom for the proposed model to the degrees of freedom for the null model. It is suggested that an AGFI equal to or greater than 0.9 indicates a good fit, while an AGFI that is greater than 0.8 is a sign of a marginal fit. RMSEA represents the square root of the ratio of the rescaled non-centrality index (i.e., the population discrepancy function) to the model's degrees of freedom. In other words, RMSEA is the discrepancy per degrees of freedom, measured in terms of the population, and so is relatively insensitive to sample size. It is suggested that an RMSEA value of 0.05 or less indicates a close fit of the model, in relation to the degrees of freedom, and an RMSEA value of 0.08 or less indicates a reasonable error of approximation. An RMR which ranges from 0 to 1, with values less than 0.05 is considered to be a good fit. degree of fit based on the comparison of the squared residual with the data (Hair et al. 1998).

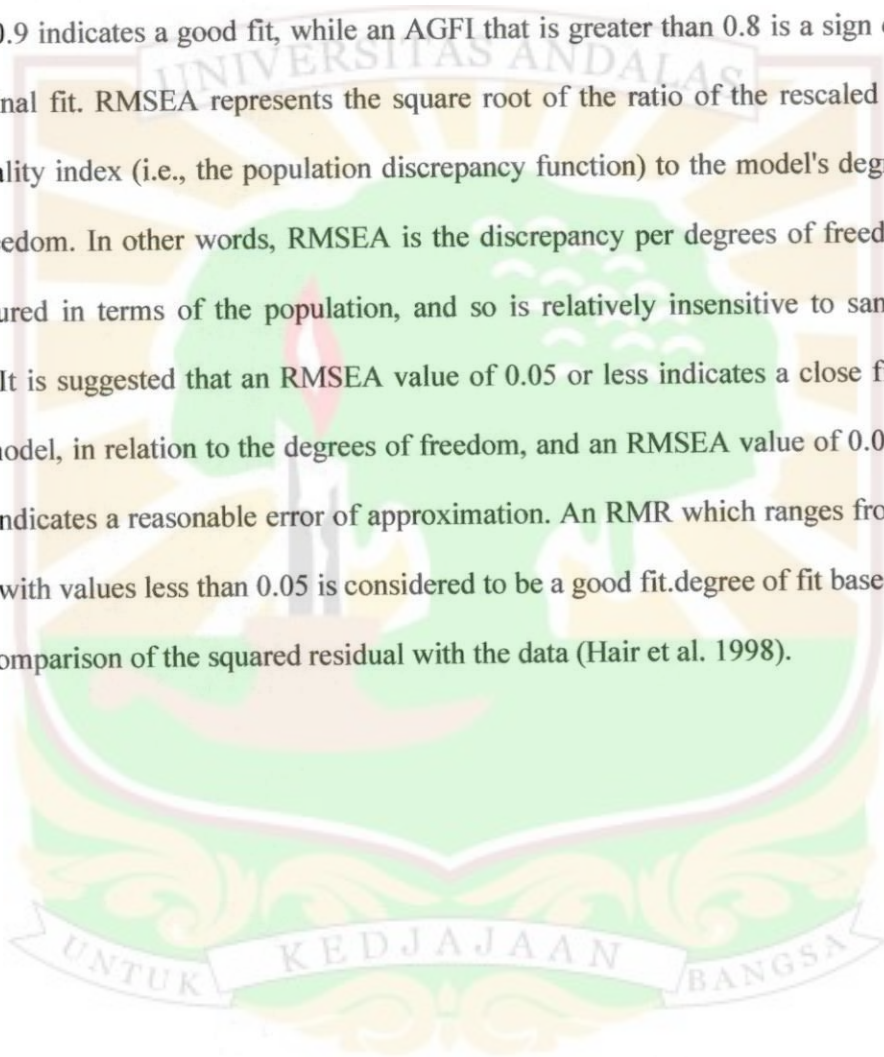


Table 4.18 Evaluation of SEM with Goodness of fit Measure

Types of Measure	Goodness of Fit Measures	Recommended Level of acceptable Fit Tabachnick and Fidell (2000); Hair et all (1998); Byrne (2000)	Results of the research	Note for Testing Model
Absolute Fit Measure	(GFI) (RMSEA)	Greater than .90 Under .08	0.868 0.076	Moderate Acceptable
Incremental Fit Measure	(AGFI) (TLI) (NFI) Comparative Fit Index	Greater than .90 Greater than .90 Greater than .90 Greater than .90	0.829 0.859 0.812 0.879	Moderate Moderate Moderate Moderate
Parsimonious Fit Measure	Normed chi-square (χ^2/df) AIC	Lower limit 1.0 Upper limit 2.03/ 3.0 or 5.0 Smaller positive value indicate parsimony	2.408 439.682	Acceptable

Source: Processed from questionnaires using SEM AMOS

Fit statistic indices of this research model were designated several fit indices, the statistic result can be seen in the table 5.3; GFI = 0.868; (RMSEA) = 0.076; (AGFI) = 0.829; (TLI) = 0.859; (NFI) = 0.812; (CFI) = 0.879; RMR = 0.011. These results have fulfilled the characteristic recommended level of acceptable fit of each index (see table 4.18). There are some indicators in moderating fit model, like GFI; AGFI; NFI. This research do not need to revise

this model, as Gefen et al. (2000) and Jiang et al. (2002) indicated, GFI is best when the value is larger than 0.90 and is demonstrate marginally acceptable when the value is larger than 0.80; AGFI is acceptable when the value is larger than 0.80; the ratio of chi-square to degree of freedom is acceptable when the value is smaller than 5. Moreover it also supported based on expert recommendations, (Anderson & Gerbing, 1984; Cole, 1987; Marsh et al., 1988), the goodness-of-fit criteria used to test the model were the Goodness-of-Fit Index > 0.850 (GFI; Joreskog & Sorbom, 1986), the Adjusted GFI > 0.800 (AGFI; Joreskog & Sorbom, 1986). The Root Mean Residual (RMR) is 0.011, it good because its smaller than 0.10 (Joreskog & Sorbom. 1986). Browne and Cudeck (1993) suggested that value of RMSEA in range 0.08-0.1 indicate to mediocre fit (good enough fit model) and the fit model was acceptable. It means according to the value of each indicator, this model dont need to be revised or the fit model is acceptable.

4.5.2 The Relationship Among Variables

The initial theoretical model with standardized path coefficient is displayed in figure 4.19 the test statistic for parameter estimates is assessed by critical ratio (c.r.). It represents the parameter estimate divided by its standard error. Critical ratio values larger than 1.96 prove the path coefficient to be statistically significant at $p < .05$. The chi - square of the theoretical model was 351,682 with 146 degree of freedom (df). It was statistically significant at $p < 0.001$. a non significant chi - square shows support for believing that the differences of the predicted and actual matrices are non significant and it indicates

an acceptable fit (Hail et al. 1998), therefore a non significant chi – square is desirable.

Table 4.19 Regression Weight

H	Path	Estimate	SE	CR	P	Judgment
H1	Job Satisfaction ← Distributive Justice	0.752	0.200	3.766	***	Significant
H2	Job Satisfaction ← Procedural Justice	0.229	0.77	2.983	0.003	Significant
H3	Motivation ← Job Satisfaction	0.614	0.134	4.601	***	Significant
H4	Motivation ← Distributive Justice	-0.271	0.158	-1.717	0.86	Not Significant
H5	Motivation ← Procedural Justice	0.155	0.068	2.278	0.23	Not Significant

Source: Processed from questionnaires using SEM AMOS

Figure 4.1 Path Diagram for the Initial Theoretical Model



Note: *significant at $p < .05$, **significant at $p < .01$.

The hypotheses were tested by using Structural Equation Model (SEM). As a direct or indirect effect of the exogenous variables can be specified by identifying paths among variables, a path analysis was conducted to test the overall causal model. As discussed in the earlier section, the model has been

tested to assess the overall fit of the model. Also, individual tests of the hypothesized relationship were conducted. The critical t value (CR) used to assess the significance of the relationship between two path is 1.96 ($p < .05$). A CR value above 1.96 means the relationship of the causal model is significant. The results of the hypotheses testing are shown in table 4.19

H1: Distributive Justice has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang

Hypothesis 1 investigated the positive relationship of distributive justice and job satisfaction of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.752, the critical ratio value of 3.766 (> 1.96), and p with *** it means $< .01$ ($< .01$) were significant, hypothesis 1 was supported. To be more clearly, look at the table 4.20

Table 4.20 Regression Weight H1

H	Path	Estimate	SE	CR	P	Judgment
H1	Job Satisfaction ← Distributive Justice	0.752	0.200	3.766	***	Significant

Source: Processed from questionnaires using SEM AMOS

H2: Procedural Justice has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang

Hypothesis 2 examined the positive relationship of procedural justice and job satisfaction of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.229, the critical ratio value of 2.983 (> 1.96), and p of 0.003 it means $< .01$ ($< .01$) were significant, hypothesis 2 was supported. To be more clearly, look at the table 4.21

Table 4.21 Regression Weight H2

H	Path	Estimate	SE	CR	P	Judgment
H2	Job Satisfaction ← Procedural Justice	0.229	0.77	2.983	0.003	Significant

Source: Processed from questionnaires using SEM AMOS

H3: Job Satisfaction has significant impact on Motivation of Nurses who work at private hospital in Padang

Hypothesis 3 investigated the positive relationship of job satisfaction and motivation of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.614, the critical ratio value of 4.601 (> 1.96), and p with *** it means $< .01$ ($< .01$) were significant, hypothesis 3 was supported. To be more clearly, look at the table 4.22

Table 4.22 Regression Weight H3

H	Path	Estimate	SE	CR	P	Judgment
H3	Motivation ← Job Satisfaction	0.614	0.134	4.601	***	Significant

Source: Processed from questionnaires using SEM AMOS

H4: Distributive Justice has significant impact on Motivation of Nurses who work at private hospital in Padang

Hypothesis 4 examined the negative influence of distributive justice and motivation of nurses who work at private hospital in Padang. Because the standard path coefficient of -0.271, the critical ratio value of -1.717 (< 1.96), and p of 0.86 it means $> .01$ ($> .01$) were not significant, hypothesis 4 was not supported. To be more clearly, look at the table 4.23

Table 4.23 Regression Weight H4

H	Path	Estimate	SE	CR	P	Judgment
H4	Motivation ← Distributive Justice	-0.271	0.1717	-1.743	0.86	Not Significant

Source: Processed from questionnaires using SEM AMOS

H5: Procedural Justice has significant impact on Motivation of Nurses who work at private hospital in Padang

Hypothesis 5 examined the positive relationship of procedural justice and motivation of nurses who work at private hospital in Padang. Because the standard path coefficient of 0.155, the critical ratio value of 2.278 (> 1.96), and p of 0.23 it means $>.01$ ($>.01$) were not significant, hypothesis 5 was not supported.

To be more clearly, look at the table 4.24

Table 4.24 Regression Weight H5

H	Path	Estimate	SE	CR	P	Judgment
H5	Motivation ← Procedural Justice	0.155	0.068	2.278	0.23	Not Significant

Source: Processed from questionnaires using SEM AMOS

Based on hypothesis test above, we can investigate the result of each hypothesis. The summary of result hypothesis can be seen in table 4.25

Table 4.24 Summary of Hypotheses Testing

	Hypotheses	Results
H1	There is positive relationship of Distributive Justice and Job Satisfaction of Nurses who work at private hospital in Padang	Supported
H2	There is positive relationship of Procedural Justice and Job Satisfaction of Nurses who work at private hospital in Padang	Supported
H3	There is a positive relationship between Job Satisfaction and Motivation of Nurses who work at private hospital in Padang	Supported
H4	There is a positive relationship of Distributive Justice and Motivation of Nurses who work at private hospital in Padang	Not Supported
H5	There is a positive relationship of Procedural Justice and Motivation of Nurses who work at private hospital in Padang	Not Supported

4.6 Discussion of Findings

This section addresses the discussion of the research findings on the basis of the model. The final model of this is presented in figure 4.1 and portrays the relationships among the hypotheses which illustrate the key findings of the research. A brief overview of the contribution is presented first and is then followed with discussions of the result.

4.6.1 Distributive Justice has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang

In the nursing profession, nurses seek to render safe and effective quality care (Dendaas, 2004). With issues such as nurse burnout, increased workloads, and increased stress levels that can affect patient care outcomes, so satisfying nurses is important. A factor that can influence satisfaction is the issue of fairness

in employment settings (Brockner, 2006). Healthcare leaders who face problems about fairness must find ways to improve equity, fairness, commitment, and job satisfaction for employees (Williams, 2006).

As hypothesized 1 investigated the positive relationship between distributive justice and job satisfaction of nurses who work at some private hospital in Padang. The model demonstrated that distributive justice was significant influence on how an nurse's perception may lead to higher job satisfaction. This part of this model did support previous study of the effect distributive justice on job satisfaction. Generally, the result of the present study is supported by (Dawn Renee Royal, 2009) researched about nurse's perceptions of organizational justice and job satisfaction in the workplace. That research can assist healthcare leaders in gaining better understanding and improving awareness about nurses' perspectives on organizational justice and job satisfaction issues in the workplace, which may improve the nursing shortage and nurse turnover rates. Finally he found that job satisfaction positively related to distributive justice. The results of the study may provide valuable information for healthcare leaders about nurses' perceptions of organizational justice and job satisfaction in the nursing profession.

Distributive justice seeks to explain how individuals react to the amount and form of compensation they receive. In other words, it addresses employees's concerns about fairness of managerial decisions relative to the distribution of outcomes such as pay and promotions (Tremblay, Sire & Balkin 2000). Job satisfaction can vary from employee to employee and is a topic widely researched

in organizations. Based on the result and supported by previous study (Royal Dawn Renee, 2009), the distributive justice influence job satisfaction directly and positively. It was proved by the hypothesis 1 that also support another previous study that explained about the relationship between distributive justice and job satisfaction.

4.6.2 Procedural Justice has significant impact on Job Satisfaction of Nurses who work at private hospital in Padang

The results of the hypothesis testing showed that procedural justice have positive relationship with job satisfaction of nurses who work at some private hospital in Padang. As explained in previous section, the model of this study showed that procedural justice is significantly related to job satisfaction. This finding support previous literature which stated that many researchers who have studied the relationship between job satisfaction and procedural justice.

Procedural justice is one the major determinants of the job satisfaction. Procedural justice refers to participants' perceptions about the fairness of the rules and procedures that regulate a process (Nabatchi, et al., 2007). Whereas distributive justice suggests that satisfaction is a function of outcome, procedural justice suggests that satisfaction is a function of process. Agho, Mueller, and Price (1993) found that a few procedural factors were likely to be associated with job satisfaction. These factors include freedom to make job-related decisions, to make contributions to the organizational work process and share beliefs to organizational process. The nurses satisfied with making job decision, because

head of installation and chief of room collects accurate and complete information for nurses in the hospital (based on the questioner).

4.6.3 Job Satisfaction has significant impact on Motivation of Nurses who work at private hospital in Padang

The test of hypothesis 3 found that job satisfaction have direct and positive relationship with motivation of nurses who work at some private hospital in Padang. The result reflected that nurses job satisfaction influence the motivation at some private hospital in Padang.

As the hypothesized in table 4.24 that mean the research supported the previous study about the relationship between job satisfaction and motivation. This study is supported by previous study Danish, R. Q., & Usman, A (2010) which did research about Pakistan firms, in that research they develop the impact of reward and recognition on job satisfaction and motivation. He found that employees are less motivated with their work contents, difficulties of operating procedures and neglecting the aspects of recognition. On the other hand, when they have sufficient promotional opportunities their relationship with co- workers are friendly, they are paid for what they work, and they find their job secured, their supervisors are cooperative and they feel that they can grow living within the organizations, than their level of motivation is very high.

Human resources are the most important among all the resources an organization owns. To retain efficient and experienced workforce in an organization is very crucial in overall performance of an organization. Motivated

employees can help make an organization competitively more value added and profitable. So in this study, the result is significant and supports the hypothesis.

4.6.4 Distributive Justice has significant impact on Motivation of Nurses who work at private hospital in Padang

As hypothesized 4 investigated the positive relationship between distributive justice and motivation of nurses who work at some private hospital in Padang. The model demonstrated that distributive justice was not significant influence on how an nurses perception which will lead to higher motivation.

One might expect that the motivational consequences of justice would be well-understood given that justice concepts are often discussed in narrative reviews of the motivation literature (Kanfer, 1991; Latham & Pinder, 2005). However, that association with the motivation literature is largely due to distributive justice, the perceived fairness of decision outcomes (Adams, 1965; Homans, 1961; Leventhal, 1976), as equity theory is viewed as one of the more venerable motivation theories. With few exceptions (e.g., Bell, Weichmann, & Ryan, 2006; Colquitt & Chertkoff, 2002), scholars have failed to examine the motivational consequences of other justice dimensions.

This part of this model did support previous study of the impact distributive justice on student motivation. This study support previous study by Chory Assad (2000) which did present study examined the relationship between student perceptions of distributive justice and procedural justice in a college course and how did student motivation concerning the course. She found that although student perceptions of distributive justice and procedural justice were positively correlated with student motivation and affective learning, but a

statistically only procedural justice were significant level while distributive justice perceptions did not. Thus, hypotheses test in previous section have been pro with previous studies, it means that in this research, distributive justice did not influence nurses motivation who work at some private hospital in Padang. So, based on this research, nurses motivation has no impact because of distributive justice. Nurses will motivated to do their job without distributive justice.

4.6.5 Procedural Justice has significant impact on Motivation of Nurses who work at private hospital in Padang

The test of hypothesis 5 found that procedural justice have direct and positive relationship with motivation of nurses who work at some private hospital in Padang. The model demonstrated that procedural justice was not significant influence on how an nurses perception which will lead to higher motivation.

In an investigation of the relationship between fairness and motivation in an instructional setting, Chory Assad (2002) found that distributive and procedural justice were significantly correlated with student motivation and that procedural justice explained significant variance in motivation and affect toward the course. It is interesting to note that in an experimental study, Tyler and Blader (2000) found that positive affect significantly enhanced motivation through its effect on expectancy, valence, and instrumentality perceptions. The link between positive affect and motivation found in this initial study strongly suggests that positive attitudes toward authorities and institutions associated with perceptions of procedural justice may partially account for the effect of fair procedures on expectancy formula factors. Thus, hypotheses test in previous section have been

pro with previous studies, it means that in this research, procedural justice could influence nurses motivation who work at some private hospital in Padang. employee like a situation where they are able to achieve personal responsibility to solve a problem. It can be said also that the individual has a strong belief on the ability to achieve that goal. Organization can go further. Procedural justice seems to be essential to maintaining institutional legitimacy. When personnel decisions are made, individuals are likely to receive certain outcomes. For instance, one may or may not be promoted.

According to Tyler and Blader (2000), outcome favorability tends to affect satisfaction with the particular decision. This is not surprising. What is more interesting is that procedural justice affects what workers believe about the organization as a whole. If the process is perceived as just, employees show greater loyalty and more willingness to behave in an organization's best interests. They are also less likely to betray the institution and its leaders. So, nurses motivation is important to make patient satisfied. Based on this research, nurses will motivated to lead higher job satisfaction without procedural justice. Procedural justice in this study does not determine whether nurses will motivated to do their job.

CHAPTER V
CONCLUSION, LIMITATION, RECOMMENDATION
AND IMPLICATION

5.1 Conclusion of the Research

This thesis consists of five chapters; each chapter has been clearly elaborated in the previous section. Chapter one represents a picture of the overall study, preceded by an introduction and background of the research. Chapter two contains the literature review, followed by the development of the hypotheses of the research. These sections also discuss the theories relate to distributive justice, procedural justice, job satisfaction, and motivation.

A theoretical model was generated which was then tested using structural equation modeling (SEM). The research processes are reported in chapter three encompasses an outline of the research methodology and includes the research paradigm, design, justification of the research approach and the measurement variables. The research methodology provides a guideline for obtaining the information which is analyzed in chapter four.

Chapter four provides the data analysis and result of the study. The primary purpose of this study was to develop and test the model of the variables which contribute to justice perception on job satisfaction and nurses motivation who work at private hospital in Padang. These variables are: distributive justice, procedural justice, job satisfaction, and motivation. Based on the review of the literature, research developed a number of hypotheses which were portrayed in the research model.

An examination of theoretical model of the research using AMOS software indicated that the model needed to be modified. Consequently, a minor modification was conducted to improve the good of fit criteria of the model. The result of structural equation model analysis demonstrated that distributive justice have significant influence on job satisfaction of nurses who work at some private hospital in Padang, beside procedural justice also contribute for nurses to lead higher job satisfaction. Motivation also determined by job satisfaction. Otherwise there are also several hypotheses which are rejected like distributive justice was not significant influence in nurse's motivation. While procedural justice was not supported for nurses motivation.

The review of recent literature on organizational justice has distinguished between procedural justice and distributive justice and has examined the relationships between them. It was revealed that procedural justice is an important determinant of a variety of important work outcomes, such as job satisfaction. Especially consequential is the manner in which procedural justice theories have been applied to a host of managerial practices, including selection, theft-prevention, promotion, and conflict-resolution. When procedural justice is incorporated into these practices, beneficial outcomes accrue to both individuals and the organizations employing them.

Finally, this study provides a significant implication for nurses to increase personal understanding and perceptions about job satisfaction that affect person's feels whether nurses feel satisfied with their job.

5.2 Implication, Limitation, and Recommendation

The present study examined a model which included distributive justice, procedural justice, job satisfaction, and motivation, as predictors to measure motivation and job satisfaction of nurses toward distributive justice and procedural justice at private hospital in Padang. The result of this study provides significant implication, particularly associate with the current issues of justice perception on job satisfaction and motivation of nurses at private hospital in Padang. The following section details the contributions made by this study, its implication, and limitation, also put forward suggestion for future studies.

5.2.1 Implication of the research

The research provides several implications for improvement of understanding of the relationship among distributive justice, procedural justice, job satisfaction, and motivation of nurses who work at some hospitals in Padang, especially in the context of 4 private hospitals in Padang.

Based on the research show that nurses feel enjoy in their work so that nurses were motivated in their work, for example nurse arrive at the hospital on time and do not leave early. While distributive justice can affect job staisfaction of nurses. Based on this research, level of salary at some private hospitals in Padang was not fair. In this research, context the nurses think that there is a minor chance of appreciation from the boss on doing a good job. These deficiencies can be worked out if the superiors motivate their juniors with proper recognition and appreciation even through minor things like asking their family problems. On the other side the periodically salary increments, allowances, bonuses, fringe benefits and other compensations on regular and specific periods keeps their morale high

and makes them more motivated. However the research is very important in building the relationship between nurses and boss.

In addition on the research has found that there is one item of statements in the questionnaire that state is "Job decisions are made by the manager in a biased manner". The statement is the lowest value in validity test. It means that nurse's participation in the decision making process will made them more courageous and enthusiastic towards working in the hospital. Thus the research expected that nurses have high motivation and can implement it as well as in order to obtain good impact on job satisfaction.

Distributive justice relates more to outcome satisfaction or the evaluation of some final decision concerning somebody personally, than to attitudes about the system (McFarlin & Sweeney 1992; Sweeney & McFarlin 1993). These outcomes were called personal level outcome variables. Procedural justice, on the other hand, is more closely related to system satisfaction. Perceptions of fair treatment are important for attitudes about the larger organization. People are likely to retain positive attitudes towards their organization when the procedures determining the decision were fair, even when the decision itself resulted in an unfavourable outcome (e.g. McFarlin & Sweeney 1992; Schaubroeck, May & Brown 1994; Sweeney & McFarlin 1993). Such attitudes directed at the organization were labelled organizational level outcome variables.

The relationship between job satisfaction and motivation at work has been one of the widely researched areas in the field of management in relation to different professions, but in Pakistan very few studies have explored this concept especially on banking sectors employees. Finck et al. (1998) also stated that

companies must recognize that the human factor is becoming much more important for organizational survival, and that business excellence will only be achieved when employees are excited and motivated by their work. In addition, difficult circumstances, such as violence, tragedy, fear, and job insecurity create severe stress in employees and result in reduced workplace performance (Klein, 2002).

This research can be used to evaluate level of job satisfaction of nurses and examine its implication on their motivation. Some private hospitals in Padang could conduct another research that related to this research, so that it can examine current condition of the nurses. Additionally, distributive justice was not significant on nurse's motivation because employees generally expect that the distribution of organizational rewards will be proportional to their work efforts. Indeed, the employees' motivation to learn and a desire for fair treatment are deeply rooted in human nature and inherent elements of organisations. Further, it is widely acknowledged that equity in the allocation of rewards is an important source of employees' work motivation (Greenberg 1982; Latham and Pinder 2005). Individuals are concerned with whether or not they received their "just share." Sometimes things are distributively just, as when the most qualified person gets promoted. Other times they are not, as when advancement goes to corporate "insiders" with a political relationship to upper management.

While procedural justice was not significant on nurse's motivation because Folger and Konovsky (1989) found that opportunities for employees to express their feelings when evaluated predicted a measure of perceived fairness and accuracy of performance evaluation. If the process is perceived as just,

employees show greater loyalty and more willingness to behave in an organizational's best interest (Cropanzano et.al. 2007). Fair procedures let employees feel they will get a 'fair shake' from the company and its representatives should they perform well in future (Loi et.al. 2006).

People want fairness because fairness provides things they like. There is more than a little truth to this idea. For instance, when individuals are rewarded for successfully completing a task they report being happy (Weiss, Suckow, & Cropanzano, 1999) and having pride in their performance (Krehbiel & Cropanzano, 2000). This is so even when their success resulted from cheating. At the same time, these individuals also report feeling guilty for their unfair behavior, suggesting that individuals can recognize and react to injustice, even when it is personally beneficial.

5.2.2 Limitation of the Research

There are some limitation of this research:

1. The sample of this research only nurse not all of the employees due to the limitation of time and many other problem. In the next research hope using more samples so it will contribute accurate result.
2. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.

5.2.3 Recommendation of the Research

Based on the research result, motivation is can not be a predictor of distributive justice and procedural justice, while job satisfaction related with

distributive justice and procedural justice, so management of the hospital could conduct research to retest the previous research. Because job satisfaction and motivation is really important, especially for nurses, because they are people that take care of patient and the hospital management should pay an attention to their job satisfaction. Additionally, patient care and interpersonal relations with co-workers appear to be the most common reasons nurses enjoy their occupation.



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