

Analysis Of Employee Satisfaction Of Procedural Justice At The East Belitung Regency Culture And Tourism Service

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Abstract: The primary aim of this research is to identify areas that require enhancement or advancement to enhance employee satisfaction with procedural justice. It is essential to assess the most effective and efficient measures for enhancing procedural justice, given that processes are outcomes generated by an organization. To generate efficient procedures, the use of IPA is necessary as a means of evaluating the significance and effectiveness of procedural justice. The data gathering process involved the dissemination of questionnaires to a total of 70 staff working at the East Belitung Regency Culture and Tourism Office. The research findings indicate that the 6 indicators, which are further categorized into 9 questionnaire items, highlight the disparity between importance and performance. Out of the four science quadrants, the six indicators are distributed throughout three quadrants. This initiative aims to enhance procedural fairness within the Culture and Tourism Office of East Belitung Regency through efficient measures.

Keywords: *Procedural Justice, Satisfaction*

Tourism and culture play an increasingly essential part in the development of a place in this age of globalization. East Belitung Regency, as part of Indonesia's cultural and natural resources, places the Culture and Tourism Service at the forefront of this sector's advancement. This department is not just a management institution, but also a protector and promoter of the region's cultural resources and tourism attractions.

The East Belitung Regency Culture and Tourism Service is a government organization tasked with managing, promoting, and preserving the area's cultural legacy and tourism potential. This agency's services encompass a wide range of topics, from managing historical sites to renewing local traditions to establishing tourism infrastructure.

When it comes to public services, the East Belitung Regency Culture and Tourism Office serves as a link between local communities, tourists, and other interested parties. This agency not only introduces tourism potential, but also creates economic prospects for the local population, through

various educational programs, promotions, and cultural event organization.

The effectiveness of the Department of Culture and Tourism in providing public services is critical to local economic growth and the preservation of cultural identity. As a result, in this article, we will go over the role and efforts of the East Belitung Regency Culture and Tourism Office in promoting tourism development and cultural preservation in this area in greater detail.

The employees' commitment to safeguarding the local cultural heritage, their capacity to adjust to new circumstances, and their ingenuity in developing distinctive programs have the potential to transform the tourism landscape in East Belitung Regency. By garnering community support and fostering active employee engagement, this agency can establish a climate that is favorable for the advancement of the tourism industry. Consequently, this will yield economic and social advantages for the local community.

Enhancing the level of employee engagement in the design, execution, and assessment of cultural and tourism initiatives

will significantly enhance the competitiveness of East Belitung Regency as a sought-after tourist destination. This article will examine the role and contribution of employees from the East Belitung Regency Culture and Tourism Office in achieving the vision and mission of cultural and tourism development at the local level. It will also identify the factors that contribute to their successful performance.

The 2019 performance report (LKj) from the Department of Culture and Tourism serves as a written record of the government's effective implementation of good governance year 2019, providing accountability. The production of this LKj entails gathering data and information from sectors directly involved in programs and activities, including the targeted performance targets for the year. Despite encountering various limitations and challenges during its execution, the East Belitung Regency Culture and Tourism Office has made diligent efforts to address these issues by maximizing the utilization of internal resources. Additionally, the office has also established collaborations with external entities that possess the potential to become stakeholders in the realm of Tourism and Culture within the Regency. Location: East Belitung. The 2018 performance report assesses the performance of the East Belitung Regency Culture and Tourism Office. It involves analyzing the accomplishment of performance activities and targets, and presenting an overview of both triumphs and failures. In 2019, the Culture and Tourism Office of the East Belitung Regency established two objectives along with fourteen performance indicators, aligning with the Change Strategic Plan for the period of 2016-2021.

Objective 1: Enhance the involvement of cultural stakeholders in the preservation of regional culture, as measured by 11 indicators with a score of 80.45%, indicating a very commendable performance. Target 2, which aims to increase tourist visits, both domestic and international, comprises 3 indicators with an achievement score of 66.67%, indicating a good performance.

Considering the attainment of the indicators for each aim mentioned above, it can be inferred that the East Belitung Regency Culture and Tourism Service has overall exhibited good and noteworthy performance accomplishments with regards to the predetermined strategic targets. In 2019, the East Belitung Regency Culture and Tourism Office received funding of IDR 18,499,254,304 from the East Belitung Regency Regional Revenue and Expenditure Budget (APBD) to meet the two specified aims. The budget amounts to Rp. 15,969,988,495.00, which represents 86.33% of the total.

Table 1. 1 Employee Performance Achievements in 2020

Description of activities	Target (%)	Performance (%)	Information
Service Orientation	90%	83%	Not achieved
Integrity	90%	80%	Not achieved
Commitment	90%	87%	Not achieved
Discipline	90%	75%	Not achieved
Cooperation	90%	80%	Not achieved
Leadership	90%	75%	Not achieved

Table 1.1 illustrates that employee performance fails to meet the given targets. Not reaching this goal negatively affects the reduction of the real budget absorption rate. It is imperative that the East Belitung Regency Culture and Tourism Office be given significant attention in order to ensure continuous improvement in its performance.

Upon observation, it is evident that the East Belitung Regency Culture and Tourism Service is in need of improvements and enhancements in order to achieve better performance. Specifically, there is a need for better planning of programs and budgets to ensure that performance goals are met. The efficacy of the East Belitung Regency Culture and Tourism Office is contingent upon the performance of each employee who diligently endeavors to actualize the predetermined goals or strategic plans. Further investigation is required as per the findings from interviews conducted with

the Head of the East Belitung Regency Culture and Tourism Service, indicating potential areas for further development.

Procedural justice is one of the factors that might impact the performance of an organization. Procedural justice pertains to the confidence of individuals within an organization in the process of making decisions and the equitable treatment they get during its execution. Implementing effective procedural fairness inside an organization, which entails offering opportunities for involvement, transparency, and consistency in the decision-making process, helps foster a favorable work environment. Members of an organization who perceive fair treatment are more likely to exhibit higher levels of commitment, motivation, and productivity. On the other hand, if there is an absence of procedural justice, it can lead to discontentment, diminished trust, and decreased productivity. Hence, endeavors to enhance procedural justice can serve as a successful approach in bolstering optimal performance within a business.

Multiple research affirm that Procedural Justice exerts a substantial impact on employee performance (Bambale et al., 2020; Haris et al., 2023; Ilmi & Utami, 2023; Khatbeh et al., 2020; Supriyanto, 2013; Zapata-Phelan et al., 2009). This demonstrates the significance of procedural justice in influencing the performance of employees, particularly those working in the Culture and Tourism Service. Procedural justice not only impacts employee performance, but also influences various other crucial aspects of human resource management. Multiple research have indicated that Procedural Justice has an impact on Organizational Commitment (Khattak et al., 2017; Lambert et al., 2007; Nadzroh & Nugrohoseno, 2023). Additional studies indicate that Procedural Justice has an impact on Organizational Citizenship Behavior (Daniel, 2016; Nguyen & Tran, 2022). Multiple studies indicate that procedural fairness holds significant importance since it plays a

pivotal role in shaping the work environment, which in turn has a direct impact on numerous variables in Human Resource Management.

Procedural justice is a component of organizational justice that represents how employees perceive fairness in the process and outcomes of decision-making (Greenberg & Baron, 2003). Procedural justice pertains to the perception of fairness that arises from the system, including the procedures employed in determining results and allocating resources (Gumusluoglu et al., 2013). Procedural justice refers to the degree to which the procedures used in the work environment are perceived as fair. This is defined by the lack of prejudice, the consistent application to various individuals throughout time, the utilization of precise and timely information by decision makers in their decision-making process, and the presence of methods to rectify flawed conclusions (Roberts & Herrington, 2013).

Levental, as cited in Masterson (2000), asserts that a corporation possesses defined procedures which include standards that must be adhered to in order to be deemed fair by employees. Several fundamental guidelines include:

- 1) Consistency

Consistency is crucial in maintaining fair procedures, ensuring that they are applied uniformly to all individuals and stay unchanged throughout time. Every individual possesses same entitlements and is subjected to equitable treatment within the framework of a comparable process.

- 2) Reduction of Bias

Two common sources of prejudice are personal interests and adherence to specific doctrines. Hence, in order to mitigate this bias, it is imperative to refrain from particular interests and prejudiced perspectives. Decision making should be impartial

and devoid of any personal biases or vested interests.

3) Accuration Information

Accurate justice requires the use of fact-based information. For an opinion to serve as a foundation, it should originate from a source with a profound comprehension of the matter, and the material provided should be complete. Precision is crucial while collecting and analyzing information and opinions to minimize the occurrence of errors.

4) Repairable.

An essential objective in maintaining justice is the endeavor to rectify errors. Hence, fair procedures encompass regulations designed to address both past and potential faults.

5) Repairable

Procedures are deemed equitable when they encompass the participation of all relevant stakeholders from the outset. The level of involvement can be customized to accommodate existing sub-groups, but the main objective is to include a diverse variety of stakeholders to ensure unrestricted access to supervision.

6) Ethical

Equitable methods must be based on ethical and moral principles. A procedure cannot be deemed fair, even if it satisfies technical requirements, if its substance fails to adhere to ethical and moral norms.

Within the framework of an organization or firm, procedures can be regarded as tangible outputs. Business processes or organizational operations frequently necessitate a sequence of meticulously planned and controlled measures to accomplish specific objectives. Procedures are explicit protocols that outline the specific actions, regulations, and processes that individuals within an organization must adhere to when executing specific tasks or addressing a problem.

These processes serve as a representation of the organization's

operational standards. Their purpose is to guarantee uniformity, effectiveness, and adherence to company policies. Procedures enable firms to attain higher levels of performance, enhance the quality of their services or goods, and guarantee that all members of the organization comprehend and adhere to the set stages. As a company progresses, processes may be revised or modified to align with shifts in the business landscape or internal policy. Hence, procedures can be regarded as the outcome of an organization's endeavors to effectively oversee and enhance its operations.

The contentment of employees with procedures and the equitable treatment they receive in those procedures are essential factors in establishing a favorable work environment. Employee satisfaction pertains to the degree of contentment or joy experienced by employees in relation to certain facets of their employment and the overall work environment. Conversely, procedural justice pertains to employees' judgments of the fairness of the organization's procedures in making decisions, conducting performance appraisals, and handling associated issues.

Employee satisfaction with procedures can be achieved by ensuring that the existing procedures are perceived as fair, clear, and inclusive, allowing employees to actively participate. Employees who see these methods as equitable and providing equal treatment are more likely to feel appreciated and exhibit higher levels of engagement in their work.

Procedural fairness is crucial for creating a favorable work environment. When employees see that the organization's policies are regularly and openly implemented, and that they ensure equal rights for all persons, it can enhance their trust and level of participation in their work.

In general, the contentment of employees and the equitable implementation of procedures are

interconnected and can mutually strengthen one another. Employees who perceive equitable treatment in organizational procedures are more likely to experience job satisfaction, leading to a work environment that is characterized by increased productivity, positivity, and mutual growth and development.

Importance-Performance Analysis (IPA) is a viable approach for assessing employee happiness. The IPA is an evaluative instrument that assists organizations in comprehending the degree to which specific factors are deemed significant by employees and the organization's proficiency in implementing these factors. Through the utilization of IPA, firms can pinpoint areas that require enhancement or refinement in order to more effectively fulfill employee expectations and requirements. Hence, the primary aim of this study is to identify the areas that require enhancement or advancement in order to augment employee contentment with procedural justice.

METHOD

The study used the Importance-Performance Analysis (IPA) research method to assess and analyze the satisfaction level of employees at the East Belitung Regency Culture and Tourism Service on different areas of the work environment. The research sample consisted of 70 employees from the Department. Participants will complete a study questionnaire that pertains to their expectations and actual experiences with procedural fairness.

Importance-Performance Analysis (IPA) is an analytical technique employed to assess and comprehend a group's perspective or contentment with different variables or specific elements. This approach entails evaluating two primary dimensions, specifically the significance and effectiveness of a variable (Martilla & James, 1977). Importance is a metric that gauges the level of significance attributed to a variable by respondents, whereas performance measures

the degree to which the variable is executed or accomplished by a system or service.

The initial stage is gathering data regarding employees' perceptions of the significance and execution of several facets of the work environment. Questionnaires are designed to assess the significance and effectiveness of several aspects, such as organizational policies, internal communications, development opportunities, facilities, and more.

Following the collection of data, an IPA analysis was conducted. Initially, these factors are categorized according to their significance and effectiveness. Subsequently, the outcomes are allocated into quadrants that indicate the urgency of remedial measures. Quadrant I represent critical aspects that are highly important and perform well, necessitating regular maintenance. Quadrant II comprises important aspects that have low performance and require improvement. Quadrant III includes less important aspects with low performance, which can be disregarded or enhanced if necessary. Quadrant IV consists of less important aspects that perform well, which can be effectively maintained or expanded based on organizational policy, as depicted in Figure 1.

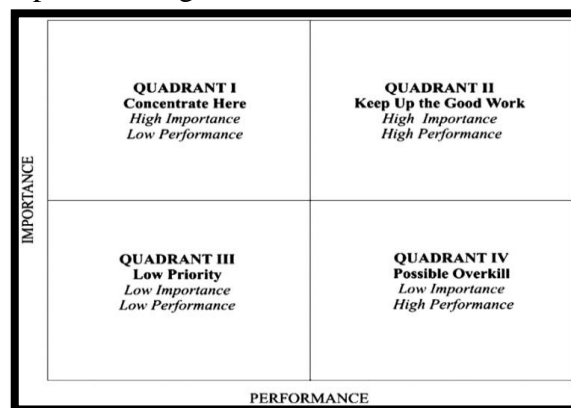


Figure 1 IPA Matrix

By merging this method with a total of 70 employees, the analysis findings can provide a full picture of the level of satisfaction and areas that demand greater attention in terms of improving the work environment. The acquired information can serve as the foundation for developing

enhanced policies and management strategies at the East Belitung Regency Culture and Tourism Office.

RESULT

This chapter will examine the findings of a study that seeks to investigate the degree of employee contentment with procedural fairness in the work setting of the East Belitung Regency Culture and Tourism Service. Once the questionnaires have been sent, the initial step is to summarize the data and create a comparative table that displays the average values for each indicator. A total of 70 employees at the East Belitung Regency Culture and Tourism Office were provided with a set of 6 indicators, each consisting of 9 questions.

Table 2. Means of Importance and Performance Based on Indicator

Indicator	MEANS		GAP
	I	P	
Consistency	4.20	4.49	0.29
Minimization of bias	4.14	3.63	-0.51
Accurate information	4.36	3.64	-0.73
Can be repaired	4.31	4.46	0.14
Representative	4.51	3.60	-0.91
Ethical	4.39	3.83	-0.56

Table 1 reveals that out of the 6 indicators, 4 indicators exhibit negative values while 2 indicators display positive values. This is achieved by decreasing the average performance value with significance. This is conducted to assess the overall occurrence of contentment. Satisfaction is essentially a process of evaluating the extent to which performance aligns with expectations, namely by comparing the level of performance to its perceived importance. Overall, experts can affirm that 2 indicators have been met, whereas 4 indicators remain unfulfilled. The performance value of the Consistency and Correctability indicators above that of significance, indicating that both indicators are fulfilled. The four remaining indicators, specifically Minimization of Bias, Accurate Information, Representative, and Ethical, hold a greater level of significance compared to Performance. This suggests that employees'

beliefs or expectations of Procedural Justice surpass the actual reality.

Table 2. Means of Importance and Performance Based on Questionnaire Item

Item No	I	P	GAP
1	4.20	4.49	0.29
2	4.29	3.70	-0.59
3	4.00	3.56	-0.44
4	4.37	3.57	-0.80
5	4.36	3.70	-0.66
6	4.31	4.46	0.14
7	4.57	3.47	-1.10
8	4.44	3.73	-0.71
9	4.39	3.83	-0.56

Table 1 reveals that out of the 9 question items in the questionnaire, 6 of them have negative values while 2 have positive values. Overall, academics can conclude that 2 question items have been fulfilled, whereas 4 question items remain unfulfilled. Question items 1 and 6 have a performance value that exceeds their relevance, indicating that these two items are considered fulfilled. The Importance value of the other 4 question items surpasses that of Performance, indicating that employee attitudes or expectations surrounding Procedural Justice are higher than the actual reality. Next, input the average value of each indicator and question item into the IPA quadrant.

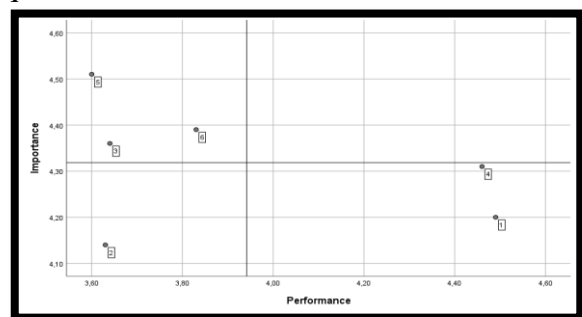


Figure 2 IPA Matrix Based on Indicator

The distribution of 6 indicators, categorized into 4 quadrants, is illustrated in Figure 2. Quadrant 1 contains indicators 3, 5, and 6, which represent Accurate, Representative, and Ethical Information. These findings indicate that prioritizing progress in these three categories is crucial in order to reach optimal levels of

satisfaction with procedural justice. Indicator number 2 in Quadrant 3 pertains to the reduction of prejudice. This demonstrates that while there is room for improvement in this metric, it is not a primary concern given its low level of significance. Indicators number 1 and 4 occupy the 4th quadrant, which may initially be overlooked due to their low importance and high performance value. However, it is crucial to preserve these indicators in their current condition. In order to generate more accurate procedures, researchers proceeded to the Science Quadrant with the Questionnaire Item Number.

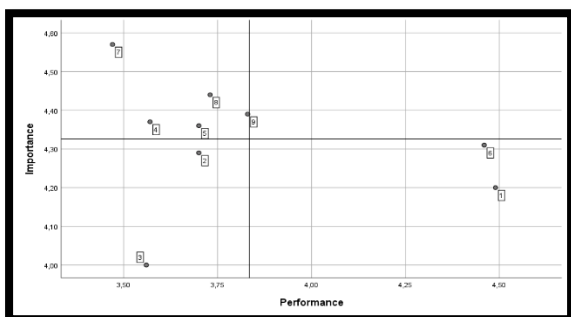


Figure 3 IPA Matrix Based on Questionnaire

Figure 3 displays the distribution of the 9 question items, categorized into 4 quadrants. Question items number 4, 5, 7, 8, and 9 are located in Quadrant 1. These 5 question items must be prioritized for development in order to obtain optimal satisfaction with procedural justice. The priorities can be determined by examining the Question Item numbers in the following order: 7, 8, 4, 5, and 9. This sequence is based on a comprehensive assessment of their relative relevance and performance. Question items number 2 and 3 occupy Quadrant 3. This indicates that there is room for improvement in this metric, but it is not a high priority given its low level of importance. Question items number 1 and 6 are located in the fourth quadrant. These indicators can be initially disregarded due to their low importance and high performance value. It is sufficient to preserve these indicators in their current condition. The quadrants reveal the ability of the leadership of the East Belitung Regency Culture and Tourism Service to implement necessary improvements effectively. This is

crucial in ensuring employee satisfaction with procedural justice, as procedures are the output of the East Belitung Regency Culture and Tourism Office and employees are the consumers of these procedures.

DISCUSSION

The Head of the East Belitung Regency Culture and Tourism Service should prioritize question number 4, which addresses the accuracy of the information, based on the results of this study. The information is incorrect and there is a lack of clarity regarding the steps to be followed. Improvements could be implemented by consistently providing unambiguous explanations of processes. Furthermore, it is essential to establish a verification and validation process in order to guarantee the precision of the provided information regarding procedures. Question 5, concerning the thoroughness of information, is presently inadequate and needs enhancement. Detailed information can be effectively communicated not just through written explanations, but also through visual representations like drawings or flowcharts that demonstrate the sequential processes. Concerns 7 and 8 regarding representation were raised due to the perception that the procedures did not have enough representativeness. It is recommended to involve employees in the process of creating processes to guarantee that the current procedures are inclusive of all individuals. Regarding question number 9, which concerns ethics, it is recommended that the leadership of the East Belitung Regency Culture and Tourism Service carefully analyze and synchronize existing practices with pertinent norms and customs. Implementing this approach is advantageous to guarantee that procedures are approved in the most effective way, hence satisfying employee expectations regarding procedural fairness.

CONCLUSION

This research presents a comparative analysis of the Importance and Performance

levels of procedural justice. The research findings offer suggestions and recommendations derived from the comparison of Importance and Performance, as shown in the 4 IPA quadrants. The 3 indicators, which are of utmost importance for improvement, consist of 5 question items. Enhancing these indicators will enhance the effectiveness and efficiency of the actions conducted by the Head of the East Belitung Regency Culture and Tourism Service.

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