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LEADERSHIP, DISTRIBUTIVE JUSTICE AND QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE

Andi Renovandy¹, Ria Mardiana², Muhammad Toaha³

¹²³Universitas Hasanuddin, Indonesia

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ABSTRACT: The development and improvement of the quality of the company's human resource management will have implications for improving the performance and performance of employees. Human resource management influences employee performance through creating value or using human resource expertise related to broadly targeted management practices. What is the relationship between leadership, distributive justice, great of work lifestyles on employee performance? There are nevertheless few researchers who discover this query. This study ambitions to have a look at the effect of (i) leadership has a enormous impact on employee overall performance; (ii) distributive justice has a large impact on worker overall performance; (iii) great of labor life has a great impact on employee performance. This research was conducted at the Port of Indonesia (Persero) Container Terminal, Makassar Branch. The type of data to be used in this study is in the form of qualitative data and quantitative data. Sources of data used in this research are primary data and secondary data. The population in this study were all employees of the Indonesian Port Container Terminal (Persero) Makassar Branch. The population of this study consisted of 71 permanent (organic) employees, while 329 outsourced employees. Determination of the number of samples as many as 148 respondents. This study uses a survey method in data collection. The analysis technique used is validity test, reliability test, descriptive analysis, and multiple linear regression analysis and different test. The results of the study show that the variables of leadership, distributive justice, and quality of work life have a positive and significant effect on employee performance.

A. INTRODUCTION

The main purpose of the company was established, namely to reach common goals effectively and be able to excel in the midst of global competition (Presbitero & Attar, 2018). The success of PT Pelindo (Persero), especially the Makassar Container Terminal, is largely determined by effective human resource management, because human resources have a major role in company activities. The concept of human resources management as a manner of making plans, organizing, directing and supervising the activities of procurement, development of compensation, integration, renovation and launch of human sources (Mubarok et al., 2021; Puspito et al., 2020; Sari et al., 2022; Suhartini & Mada, 2020; Susanto & Anjana, 2022).

The development and improvement of the quality of the company's human resource management will have implications for improving the performance and performance of employees (Banmairuoy et al., 2021; Foong & Chelliah, 2020a, 2020b; Li et al., 2016; Penney et al., 2011). Human resource management influences employee performance through creating value or using human resource expertise related to broadly targeted management practices. The success of the company can be observed from the work of employees as a whole (Sulaiman, 2021a, 2022a, 2022b).

Individual performance improvement programs will be able to realize macro performance (corporate scope) (Sulaiman, 2021b), which is reflected in increased productivity and company profits. Performance appraisal in the form of, for example, a key performance index or a key performance indicator is generally a goal and a systematic process of collecting, analyzing and using information to determine individual efficiency and effectiveness as well as target achievement periodically (Foy et al., 2019; Hackman, 2002; Jugend et al., 2018). Performance appraisal is based on knowledge, skills, expertise and behavior used in carrying out the job properly and with a broad level of analysis of individual attributes and behavior.

numerous factors that have an effect on employee performance, consisting of mental attitude (work motivation, paintings field, work ethic), education, competencies, leadership, income degree, verbal exchange, infrastructure, and possibilities for fulfillment (Ahmad et al., 2015; Badar et al., 2023; Guerrero et al., 2018; Hirschi & Spurk, 2021). basically, performance refers to the level of fulfillment of tasks that make up a worker's work. overall performance reflects how nicely employees fulfill the requirements of a process, and displays the effectiveness of leaders in enhancing the overall performance of their employees.

Leaders are important for a group/organization because with leadership a person can touch various aspects of human life (Keller, 2006; Ma & Jiang, 2018). leadership is a manner of an individual in influencing the group to obtain not unusual goals (decide et al., 2002; Samimi et al., 2020). The development of management concept today continues to growth, namely the emergence of trait principle, institution and alternate idea, contingency concept, route and aim theory, charismatic management principle, transformational management concept. There are two processes in conducting assessments by leaders, namely checks with inner and external factors (Cheng et al., 2014; Gil et al., 2005; Kõiv et al., 2019; Yang et al., 2020).

Assessment of internal factors makes it easier for leaders to know the nature, character and attitude of each employee so that leaders can take an approach so that employees can obey all orders given while external factors leaders can create situations or circumstances that make employees feel comfortable while doing a job (Choi et al., 2016; Kõiv et al., 2019). An effective leader in attribution theory is someone who is consistent and firm in making decisions, so that subordinates can assess the leader and can be used as a role model before the leader evaluates the performance of his subordinates. As a leader, manager or leader has roles, activities and

skills (Graves et al., 2019; Ilyas et al., 2021; Jha, 2014; Morgeson et al., 2010). The roles in question are interpersonal roles, informational roles and decisional roles.

An absolute must-have skill for leaders is verbal communication (Kuswanti et al., 2020); managing time and stress (Shah et al., 2023); managing decision making (Elele & Fields, 2010); acknowledge (Akhavan et al., 2015), explain and solve problems (Moskaliuk et al., 2016); motivate and influence others (Saether, 2019); delegating authority (Lee et al., 2018); setting goals and explaining the vision (Foy et al., 2019); have self-awareness (Ojo & Fauzi, 2020); build teamwork (Martono et al., 2020); and managing conflict (Kanadlı et al., 2020). Company leaders are required to carry out programs effectively with appropriate methods in identifying and being proactive on adequate policies and procedures.

Likewise, employee performance is determined by the role of leadership in the organization, based on various empirical studies. In addition to leadership elements, there are different factors that have an effect on worker overall performance, namely organizational justice. In standard, justice is seen as people or businesses who come to court docket with diverse kinds of conflicts and disputes. The concept of organizational justice has extended from the traditional model of work conduct which has a tendency to conceptualize job demands, to a version of labor manage and social guide as the principle factors figuring out individual nicely-being and employee productiveness. Organizational justice is a crucial problem in groups, specifically in distributive justice (Akram et al., 2020). Thus, the concept of distributive justice and its consequences need to be understood by management and decision makers.

Organizations need leaders and employees who are able to work effectively to achieve goals. This concept is important for organizations that wish to develop standard policies and procedures, because basically individuals are an integral part of the organization and provide different performance (Salas et al., 2008). In general, justice is seen as a group of people/individuals who come to court with various kinds of problems and disputes. In dealing with these issues and disputes, a core goal of the justice system is to provide people where they can obtain justice. The concept of justice has developed from the traditional model into a model of work control and social support as the main factors determining individual welfare and employee productivity.

The role of leadership and organizational justice is felt to have a large contribution to the company (Saether, 2019), as well as the quality of work life (QWL) or quality of work life program as an effort to improve performance and employee involvement in company decision making (Foy et al., 2019). Quality of work life (QWL) is able to create a more conducive work environment, seeks to meet employees' high-level needs and requirements (Foy et al., 2019). The QWL approach seeks to develop and improve employee skills and provide a conducive work environment in order to increase work skills and productivity (Foy et al., 2019).

Companies, especially the Makassar Container Terminal, need quality of work life (QWL) to balance work and personal life of employees. The reason for the quality of work life (QWL) is very necessary in an organization, including because the company has the goal of stimulating, motivating and retaining employees who have competence according to company standards. Some employees often have to work more than normal working hours so they need flexible working hours to be able to meet their personal needs.

Quality of work life (QWL) is a demand that must be met with the aid of the complete corporation. QWL refers to the ideas of control technological know-how which makes a speciality of dealing with the enterprise and enhancing the first-class of human assets. Empirically, the great of work life (QWL) is related to other variables which include employee performance variables.

B. METHOD

Primary data is empirical data obtained directly from the object of research, where this data comes from all selected respondents who are the object of research. Secondary data is data that is used as a theoretical reference in solving or answering research problems based on literature and internet sites that can support this research. The population in this study were all employees of the Indonesian Port Container Terminal (Persero) Makassar Branch. The population of this study consisted of 71 permanent (organic) employees, while 329 outsourced employees. Determining the number of special samples of outsourced employees is carried out using the Slovin formula. The number of samples that will be used follows the rules of the Slovin formula, namely from a total population of 329 outsourced employees, a sample of respondents is 77 people. The sample in this study is 71 permanent employees plus 77 outsourced employees so that it becomes 148 people.

to meet the specified statistics in this have a look at, a survey approach changed into utilized in data series. The survey technique is a technique of gathering records obtained directly from the original source. This technique requires contact or relationship with respondents who are the object of studies to gain the vital facts. The technique utilized in collecting this survey approach uses: (1) Questionnaires, the facts collection method used on this study is a questionnaire. This technique is a information collection tool that is most often used in a observe with the purpose of acquiring statistics that has high validity and reliability and with this questionnaire it's far was hoping that the facts or opinions to be acquired could be obtained; (2) Literature look at, is the gathering of secondary data that originates from literature, the internet or the results of previous research obtained from the library and is associated to investigate problems. The version used on this examine is the causality or dating or impact version, and to check the hypotheses proposed in this have a look at, the analytical technique used is more than one regression evaluation.

C. RESULT AND DISCUSSION

Respondent Profile

In wellknown, guys are more energetic than ladies. primarily based on the consequences of facts analysis showed that female respondents have been greater dominant than male respondents. the share of women is fifty seven.93 percent, while the proportion of fellows is forty two.07 percent. This statistics explains that ladies's participation is higher in paintings. Age as a unit of time that measures the time of someone's lifestyles. Age is a trademark of the modifications that arise, mainly describing the enjoy in an employee so that he has a extraordinary level of work enjoy primarily based on age. In terms of age characteristics, the respondents consisted of categories less than 40 years and classes extra than forty one years. The respondents who had been more than 41 years old were the respondents who participated extra in this study.

final training is a positive level of formal training that has been completed with the aid of someone with a degree and transcripts. Most recent education is undergraduate (S1) with a percentage of 79.31 percent. In this study, 6.21 people had high school education or the equivalent. The company places employees according to the educational background of SMA, S1 and S2 to realize high work productivity. The working period is as a result of the employment relationship, so the calculation of the working period since the employment relationship occurred between the employee and the company or since the first time he started working at the company is based on the applicable provisions. The results of the data analysis

show that respondents with more than 6 (six) years of service are the most common category of respondents.

Research Instrument Test

Validity Test can be seen in the table below.

Table 1. Validity Test

Variable	Cronbach's Alpha (> 0,60)	Decision	Corrected Item (>0,50)	Indicators	Corrected Item- Total Correlation	Decision
Leadership	0,756	Reliable	> 0,50	X1.1	0,565	Valid
				X1.2	0,656	
				X1.3	0,654	
Distributive Justice	0,870	Reliable	> 0,50	X2.1	0,806	Valid
				X2.2	0,729	
				X2.3	0,725	
Quality of Work Life	0,857	Reliable	> 0,50	X31.1	0,639	Valid
				X31.2	0,752	
				X32.1	0,794	
				X32.2	0,728	
				X33.1	0,529	
				X33.2	0,537	
				Y11.1	0,633	
				Y11.2	0,628	
				Y12.1	0,694	
				Y12.2	0,652	
Employee Performance	0,892	Reliable	> 0,50	Y13.1	0,717	Valid
				Y13.2	0,607	
				Y14.1	0,514	
				Y14.2	0,678	
				Y15.1	0,620	
				Y15.2	0,575	

This research instrument has a significance level greater than 0.50, so that all items in the instrument are said to be valid. Cronbach's alpha for all instruments (independent variable and dependent variable) is greater than 0.60, measurement can give consistent results if repeated measurements are carried out on the same subject.

Examination of hypothesis test

Multiple linear regression analysis, this analysis is to decide the direction of the relationship among the impartial variables and the based variable whether or not each independent variable is positively or negatively related and to are expecting the value of the established variable if the value of the impartial variable increases or decreases. If the regression coefficient is significant at a probability of 0.05, then the independent variable has a significant influence on the dependent variable.

Table 2. Hypothesis test

Variable	β	S.E	t	Prob.
Leadership	0,129	0,056	2,303	0,023
Distributive Justice	0,292	0,069	4,253	0,000

Quality of Work Life	0,416	0,075	5,586	0,000
<i>Constant</i> = 0,658				
F Count = 51,127				
Sig = 0,000				
R ² = 0,521				
R = 0,722				
Adjusted R Square = 0,511				

The management variable regression coefficient is 0.129. The coefficient indicates a high-quality and vast dating between management variables on employee overall performance. this will be interpreted with the aid of increasing the satisfactory of management could have an effect on enhancing worker performance. The regression coefficient of the distributive justice variable is 0.292. The coefficient shows a positive and substantial dating among distributive justice variables on employee overall performance. this could be interpreted by increasing the first-class of distributive justice will have an effect on improving worker performance. The regression coefficient of the fine of work lifestyles variable is 0.416. The coefficient suggests a superb and considerable relationship among the great of work life variable and worker overall performance. this can be interpreted by means of growing the exceptional of work existence can have an effect on improving worker overall performance.

The probability value of the leadership variable is 0.023, this value is smaller than $\alpha = 0.05$. This indicates a positive and significant influence between leadership variables on employee performance. Increasing employee performance is determined by increasing the quality of leadership in the company. These results prove that the first hypothesis is accepted. The probability value of the distributive justice variable is 0.000, this value is smaller than $\alpha = 0.05$. This indicates that there is a positive and significant influence between distributive justice variables on employee performance. Increasing employee performance is determined by increasing the quality of distributive justice within the company. These results prove that the second hypothesis is accepted. The probability value of the quality of work life variable is 0.000, this value is smaller than $\alpha = 0.05$. This indicates that there is a positive and significant influence between the quality of work life variable on employee performance. The quality of work variable is more influential (dominant) on employee performance compared to other independent variables (leadership and distributive justice). Increasing employee performance is determined by improving the quality of work life within the company. These results prove that the third hypothesis is accepted. The adjusted R square value is 0.511, this means that 51.10 percent of employee performance can be explained by variations in the variables of leadership, distributive justice and quality of work life, while the rest is explained by other variables such as trust, organizational culture, organizational commitment, job satisfaction, and so on.

D. CONCLUSION

Leadership has a positive and significant effect on employee performance. Improved leadership will improve employee performance. Leaders always give simple and repetitive tasks, so you can quickly learn. There is a positive and significant influence between distributive justice on employee performance, this means that if there is an increase in distributive justice in the organization it will improve employee performance. The benefits received by employees are in accordance with the contributions made to the company. Increasing the quality of work life in the organization will improve employee performance. Assessment of the quality of work life in the company will have an impact on employee attitudes and behavior. Compatibility of career stages with procedures set by the company.

Quality Of Work Life recognizes the existence of trade unions in organizations with their various roles in fighting for the interests of workers, including in terms of wages and salaries, work safety, and settlement of needs disputes based on various normative provisions that apply in a particular country. Quality of Work Life emphasizes the importance of humane management which essentially means the appearance of a democratic management style including a sympathetic supervisor. In improving the Quality of Work Life, job enrichment is an important integral part. Quality of Work Life includes an understanding of the importance of management's social responsibility and management's treatment of employees that can be ethically justified.