

Impact of Distributive and Procedural Justice: Review of Logistic Dry Ports' Employee Performance

Mohammad Annas¹, Humairoh², Arief Iswariyadi³

Universitas Multimedia Nusantara
Universitas Muhammadiyah Tangerang
Universitas Multimedia Nusantara

Abstract: The scope of this study is to examine the impact of organizational justice (distributive and procedural justice) on employees' job performance at logistics dry ports employees. Employees who were allowed to get in surveys were employees who have been worked for at least 1 year. The survey was conducted using a questionnaire which will be distributed to those companies in particular surrounding western and eastern part of Java region. The total number of questionnaires sent was 372 to all employees, with rate of return (response rate) was 92% or a full return. Based on the results of the hypotheses test, the significance level of distributive justice on employees' job performance is 0.000, which was below than 0.05. The results of data analysis showed that procedural justice has a significant effect on employees' job performance. Based on the results of the hypotheses test, the significance level of procedural justice on employees' job performance was 0.000, which was less than 0.05. Both distributive and procedural justice simultaneously gave impact on employee job performances.

Keywords: distributive justice, procedural justice, job performance

1. Research Background

The current era of globalization has had a significant impact on the survival of companies and organizations. When it is linked to the current global economic crisis, it has worsened the economy, demanding that every company be able to increase its competitiveness. Companies that were able to compete that will continue to exist in the current era of globalization. To be able to achieve the goals of a company, the company needs the right workforce, so that it can lead to achieving the goals of the company. Companies need employees who have high job performance in order to win the business competition (Kroese, 2022).

Perceptions of organizational justice were an important component in organizational decision-making. In this study connecting with job performance, turnover, leadership, organizational citizenship, organizational employees, organizational commitment, trust, customer satisfaction, job performance, broad roles, alienation, and the relationship between leaders and subordinates (Jordan et al., 2019). Basically, the company's success depends on human resources. With the existence of quality human resources, this can become a strength for the company so that it can continue to progress and develop. If human resources were managed properly and appropriately, it will result in positive job performance for employees. If employees were treated unfairly by the company, such as getting benefits that were not in accordance with their contributions and were not involved in the decision-making process, then this can reduce employee job performance. smooth operation of the company.

The results of this study aim to examine the nature, strength and importance of the relationship between

organizational justice, employees' job performance, and work performance. First, organizational justice in this study includes three main components, namely distributive justice, procedural justice, and interactional justice. Second, job s performance includes five main components, namely salary, promotion, relationship with colleagues, supervisor style, and the job itself. Furthermore, the third, work performance includes five main components, namely work skills, understanding of work tasks, enthusiasm for work, work performance, and readiness to innovate.

Research on perceptions of organizational justice that focuses on the role of justice in the workplace has shown that perceptions of organizational justice greatly influence workers' attitudes such as job performance, turnover intensity and organizational commitment as well as work environment behaviors such as absenteeism and organizational behavior. Organizational justice and job performance were related to each other. Employees want fair treatment from both the distributive and procedural sides or what is commonly referred to as distributive justice and procedural justice. Distributive justice focuses on fairness in decisions on results, procedural justice focuses on procedures for allocating these results. Companies that prioritize organizational justice, where every employee's work is valued and every employee is treated fairly in accordance with company policy, then every employee will feel happy at work, which will create a feeling of satisfaction and good performance in employees in completing their work. Thus, it can be seen that distributive justice, procedural justice and job performance have an important role in achieving company goals. Logistics dry ports consist of many establishments engaged in the supply of industrial goods. The products line was designed and manufactured to meet the requirements of ANSI (American National Standards), JIS (Japanese Industrial Standards), DIN (Drug Identification Number), ASME (American Society of Mechanical Engineers) / ASTM (American Society for Testing and Materials), and other international standards. Those companies provided various product lines for industries that were different from chemicals, including the petrochemical, pulp & paper, oil & gas, pharmaceutical, refineries, mining, power stations, EPC contractor industries. The product lines offered includes valves, gaskets, steam, and other induntrial products that comply with international standards..

For employees who work in engine supply companies, the demands and workload carried by employees were quite high considering the type of work that demands quality factory machinery, valves, steam, pipes and other goods that will be supplied to many industrial companies with high quality, reliability and products and types of services were tailored to the needs of industrial companies that were growing rapidly so that this engine supply company can compete with other similar companies.

With such working conditions, organizational justice is very important in creating job performance for employees, because without good organizational justice from the company it will be difficult to create feelings of pleasure in employees amidst high demands and workloads. The trend of the employee evaluation index for the performance & engagement section was shown in the imagebelow:

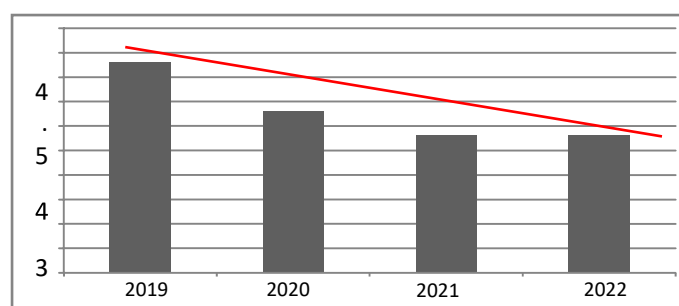


Figure 1. Cumulative Index Result of Employee EvaluationSource: Research Data (2023)

From the Figure 1 above, it can be seen that the level of employee evaluation (performance & engagement section) is unstable and tends to decrease. It was interesting to observe because the impact of human resource divisions and top rank management which is improved from year to year does not contribute much to the level of employee engagement. Based on the phenomena and descriptions that have been described, it can be seen an overview of the role and importance of distributive justice and procedural justice in creating job performance for employees. In accordance with the explanation above, the formulation of the research

problem as follows: did distributive justice gave impact on employees' job performance? did procedural justice gave impact on employees' job performance?

2. Literature Review

Human resource management is the process of acquiring, training, appraising, and compensating employees, and maintaining employee relations, health and safety, and fairness (Shirmohammadi et al., 2023). Organization is a system of consciously coordinated activities or forces of two or more persons, meaning a system of consciously coordinated activities or forces of two or more people (Curri van, 1999). Organization is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals relatively continuous efforts to achieve a common goal or set of goals (Degbey et al., 2021). The definition of organizational behavior is a field of study that investigates the impact that individuals, groups, and structures have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness (Dixon-Fowler et al., 2020). That is, the field of study that investigates the impact of individuals, groups, and structures on behavior in organizations, for the purpose of applying such knowledge to improve organizational effectiveness.

Organizational behavior is an interdisciplinary field dedicated to better understanding and managing people at work. That is, an interdisciplinary field dedicated to better understanding and managing people in the workplace. It can be concluded that Organizational Behavior is a field of study dedicated to managing people, groups, and structures in organizational behavior, with the aim of applying knowledge to improve organizational effectiveness. In the previous sub-chapter, the meaning of organizational behavior has been described, so the following is an outline of organizational justice.

Organizational justice as an overall perception of what is fair in the workplace, composed of distributive, procedural, and interactional justice (Celani et al., 2008). That is, organizational justice is the overall perception of what is fair in the workplace, which consists of distributive, procedural, and interactional justice. The general definition of organizational justice is employees' perceptions of fairness in all organizational processes and practices were assumed to influence their behavior and work outcomes. That is, employees' perceptions of fairness in all organizational processes and practices were thought to influence their behavior and work results. From the several theories that have been mentioned, it can be concluded that Organizational Justice is the overall perception of fairness in all processes and fair organizational practices in the workplace so that they were thought to influence their behavior and work results.

The organizational justice construct has been divided into two factors, namely distributive justice, procedural justice. The first factor conceptualizes fairness by suggesting that employees determine whether they have been treated fairly at work by comparing the ratio of their own outcomes (such as wages or status) to inputs (such as effort or time) with the ratios of their co-workers. The second factor in organizational justice is an assessment that refers to process elements, and is termed procedural justice. People feel affirmed if the procedures adopted treat them with respect and dignity making it easier to accept an outcome even if they don't like it.

Some experts provide different definitions of distributive justice (Jordan et al., 2019). Distributive justice is justice that is felt in how resources and benefits were distributed (Celani et al., 2008). Distributive justice is the extent to which everyone is treated equally under a policy (Miao et al., 2020). Distributive justice is an employee's perception of fairness based on the number of benefits and their allocation to employees (Gilliland, 2008). In assessing fairness, individuals evaluate the value of their job inputs (eg, training and motivation) relative to the outcomes received from the organization (eg, wages/salaries and promotions) (Erdogan, 2002). Individuals determine the reasonableness of their input/output ratios by comparing their ratios to reference ratios such as co-workers (Blader & Tyler, 2003). Distributive justice involves the equity of the results of the allocation and is based on the theory of equity (Barber & Simmering, 2002). Distributive justice can be based on a comparison between the contributions and results received by an employee with other employees in one company (Leung & Kwong, 2003). For example, employees were salaries, working hours, and the benefits they receive (Ryan & Wessel, 2015). If the results of the comparison were positive, employees feel they were being treated fairly (Gelens et al., 2013). However, if the results were negative, the employee may feel unfairly treated. This can lead to mistrust, respect and other social problems within the company (Veiga et al., 2004).

Based on these theories, it can be concluded that distributive justice is perceived justice regarding how rewards and resources were distributed throughout the organization (Cropanzano & Byrne, 2001). This can be done by evaluating the inputs that have been carried out by the company with the outputs obtained by employees (Flint, 1999).

Procedural justice is the employee's perception of the fairness of the decision-making process (Alder & Ambrose, 2005). Companies that ignore the implementation of procedural justice can bring negative things to the behavior of employees which include dissatisfaction with the results of company decisions, not complying with company rules and procedures, and, in some cases, decreased employee performance (Cropanzano & Byrne, 2001). Procedural justice is justice that is understood based on the process used to determine the distribution of rewards (Gelens et al., 2013). Procedural justice is the extent to which rules were always correctly followed to carry out policies (Cropanzano & Wright, 2003). Procedural justice is justice that is felt from the processes and procedures used to make allocation decisions from several of these theories it can be concluded that procedural justice is justice that is understood from the processes and procedures used to make and determine decisions (Flint, 1999). Someone feels satisfied with his job if the work environment can meet his needs (Jordan et al., 2019). Some experts provide different definitions of job performance (Ryan & Wessel, 2015). Job performance describes positive feelings about work, resulting from characteristic evaluations (Thomas et al., 2022). Job performance is an affective or emotional response to one's job (Currvan, 1999). It can be concluded that employees' job performance is a person's positive feelings about their work and one's evaluation of aspects of their work (Dixon-Fowler et al., 2020). A person feels satisfied with his job if the work environment can meet his needs (Saks, 2022). There were various determinants of job performance (Shirmohammadi et al., 2023). Each of these determinants may be important to some people and very important to others.

3. Research Framework and Hypotheses

Based on the above description then the research framework as well as its hypotheses was defined as follow:

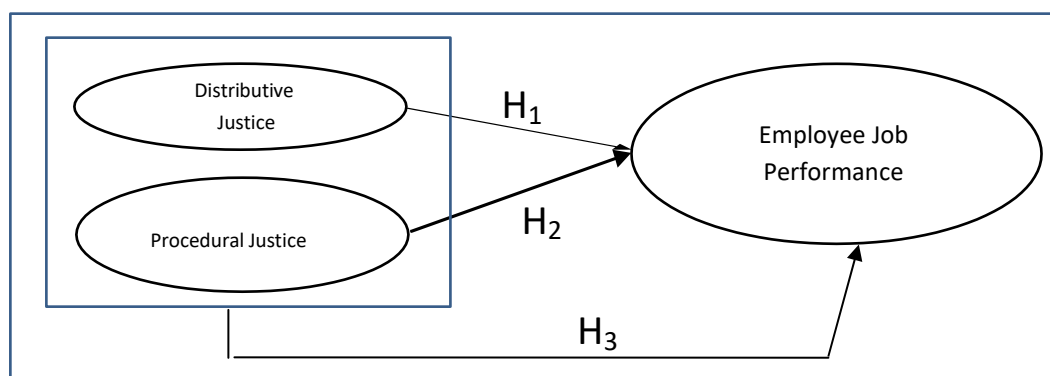


Figure 2. Research FrameworkSource: Research Data (2023)

Methodology

This research was conducted using cross-sectional studies, which is a data collection technique in which data were collected only once, perhaps over several periods of days or weeks or months, in answering questionnaire questions. The data collection method consists of 2 parts, namely primary data and secondary data: The scope of this study is to examine the impact of organizational justice (distributive justice and procedural justice) on employees' job performance at logistics dry ports employees. Employees who were allowed to conduct surveys were employees who have been worked for at least 1 year. The survey was conducted using a questionnaire which will be distributed to those companies in particular surrounding western and eastern part of Java region. Population is all groups of people, events, or things of interest that the researcher wants to investigate. In this study, the population is all permanent employees who worked for the dry ports with the various level and position starting from Staff to Manager level with total respondents of 372 employees.

The sampling technique used was purposive sampling. The total number of questionnaires sent was 372 to all employees, with rate of return (response rate) was 92% or a full return. The questions in the screening

question section consisted of 2 questions, namely whether the respondent was a permanent employee of the dry ports and whether the respondent's working experience was more than or equal to 1 year. The period for filling out the questionnaire for the pretest was carried out. This pretest was carried out to test the validity and reliability of the variables that the researchers would use in this study. The number of respondents in the pretest was 30 people. Then filling out the second questionnaire with 372 respondents. The independent variable is the variable that influences or causes the change or the emergence of the dependent variable. The independent variables in this study were distributive justice (X₁) and procedural justice (X₂). Distributive Justice is justice that is understood based on the amount and allocation of rewards to a number of individuals. This variable is measured with an interval scale of 1 to 5, where if the respondent fills in towards number 1, then the respondent feels strongly disagree with the statement, and vice versa if the respondent fills in towards number 5, then the respondent feels very agree with the statement. Procedural Justice is the employee's perception of the process a decision is made. This variable is measured with an interval scale of 1 to 5, where if the respondent fills in towards number 1, then the respondent feels strongly disagree with the statement, and vice versa if the respondent fills in towards number 5, then the respondent feels very agree with the statement. Employees' job performance is a positive feeling about a job, resulting from an evaluation of characteristics. This variable is measured with an interval scale of 1 to 5, where if the respondent fills in towards number 1, then the respondent feels strongly disagree with the statement, and vice versa if the respondent fills in towards number 5, then the respondent feels very agree with the statement. Research variables have a high level of abstraction, so appropriate indicators were needed to measure these variables. The use of indicators is also intended to equalize perceptions and avoid misunderstandings in defining the variables being analyzed. The operational definition is presented in the following tables:

Data Analysis Processing Techniques

In research in social sciences such as management, psychology, and sociology, the research variables were generally formulated as a latent variable, namely a variable that cannot be measured directly, but is formed through observed dimensions or observed indicators. There were two test instruments, namely the validity test and the reliability test to measure the feasibility of a questionnaire used in research. Validity test is used to measure the legitimacy or validity of an indicator. An indicator is said to be valid if the questions on the questionnaire were able to reveal something to be measured. The method used to test the validity of a questionnaire in this study was by using the Confirmatory Factor Analysis (CFA) test. Test with CFA is a factor used to test whether a construct has unidimensionality or whether the indicators used can confirm a construct or variable. If each indicator is a construct measuring indicator it will have a high loading factor value. The test tool in this study used to measure the level of intercorrelation between variables and whether factor analysis can be performed is the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA). Questionnaire statements can be concluded as valid if they meet the desired value factors, namely KMO must be ≥ 0.50 , significant level must be ≤ 0.05 , MSA must be ≥ 0.50 and loading factor must be ≥ 0.50 . Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if one's answers to statements were consistent or stable from time to time. To measure reliability, the Cronbach's alpha statistical test is used where a variable is said to be reliable if it gives a Cronbach's alpha value > 0.60 .

The multicollinearity test aims to test whether the regression model finds a correlation between the independent (independent) variables. A good regression model should not have a correlation or not find multicollinearity between the independent variables. Multicollinearity can be seen from the tolerance value and variance inflation factor (VIF). The value used to indicate the presence of multicollinearity is tolerance ≤ 0.10 or equal to VIF ≥ 10 . The normality test aims to test whether in the regression model, the confounding variables or residuals have a normal distribution. As is known, the t and F tests assume that the residual values follow a normal distribution. In principle, normality can be detected by looking at the histogram of the residuals. If the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the assumption of normality. Heteroscedasticity is a situation in the regression model where there is an inequality of variance from the residual of one observation to another. A good regression model is one that has homoscedasticity or

does not have heteroscedasticity. The way to find out whether there is heteroscedasticity is by looking at the plot graph. If there is no clear pattern and the dots spread above and below the number of zero on the Y axis, then there is no heteroscedasticity.

The coefficient of determination (R^2) measures how far the model's ability to explain the variation of the independent variable. The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable. Regression is a statistical method for examining the relationship between one dependent variable and one or more independent variables. Multiple regression is used to test the effect of one independent variable on more than one dependent variable.

The simple regression equation used in this study is:

$$Y_1 = a + b_1X_1 + b_2X_2 + e \quad Y_2 = a + b_1X_1 + b_2X_2 + e$$

Information:

Y_1 = Employees' Job performance

Y_2 = Work Performance X_1 = Distributive Justice X_2 = Procedural Justice A = Constant B = Coefficient of

Regression Line

E = Error

The t statistical test basically shows how far one explanatory or independent variable individually explains the variation of the dependent variable. The null hypothesis (H_0) to be tested is whether a parameter (b_i) is equal to zero, or: $H_0 : b_i = 0$, meaning whether an independent variable is not a significant explanation of the dependent variable. The alternative hypothesis (H_A) is that the parameter of a variable is not equal to zero, or $H_A : b_i \neq 0$, meaning that the variable is a significant explanation of the dependent variable. The multicollinearity test aims to test whether the regression model found a correlation between the independent (independent) variables. The value commonly used to indicate the presence of multicollinearity is the Tolerance value ≤ 0.10 or the same as $VIF \geq$

10. The results of multicollinearity test as follows:

Table 1: Test of Multikolonieritas untuk Variabel Distributive Justice, Procedural Justice dan Employees' Job performance

Coefficients^a

Model	Instandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.841	.392		4.697	.000		
DJ	.034	.112	.031	.299	.766	.902	1.108
PJ	.423	.082	.535	5.179	.000	.902	1.108

a. Dependent Variable: JS

Source: Research Data (2023)

From the results of data processing it can be seen that there is no multicollinearity because the tolerance value of the two independent variables is not less than 0.10 and the VIF value does not exceed 10. So it can be said that in the regression model there is no correlation between the two independent variables. The normality

test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The basis for decision making in the normality test is that if the data spreads around the diagonal line and follows the direction of the diagonal line or the histogram graph shows a normal distribution pattern, then the regression model meets the normality assumption. . The results of the normality test were as follows:

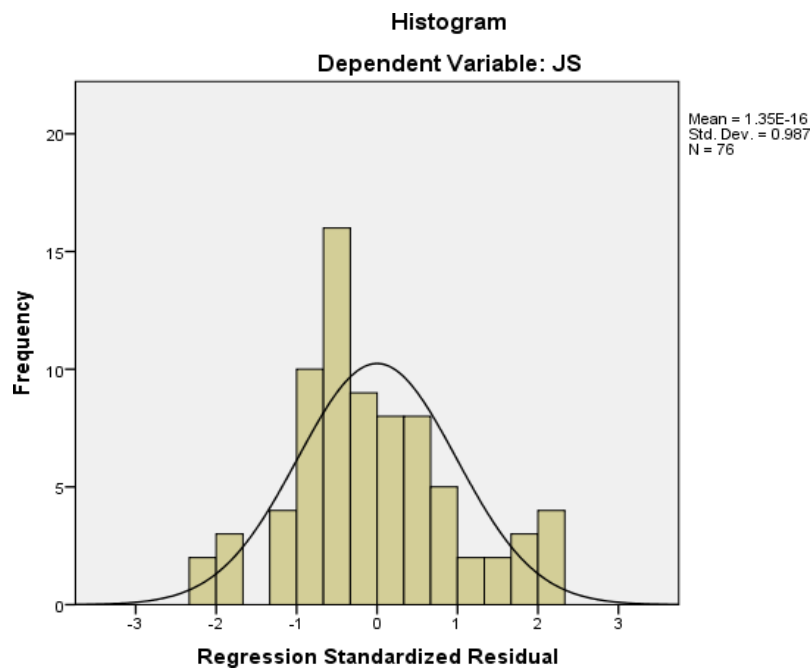


Figure 3: Normality Test Results for Distributive Justice, Procedural Justice and VariablesEmployees' Job Performance

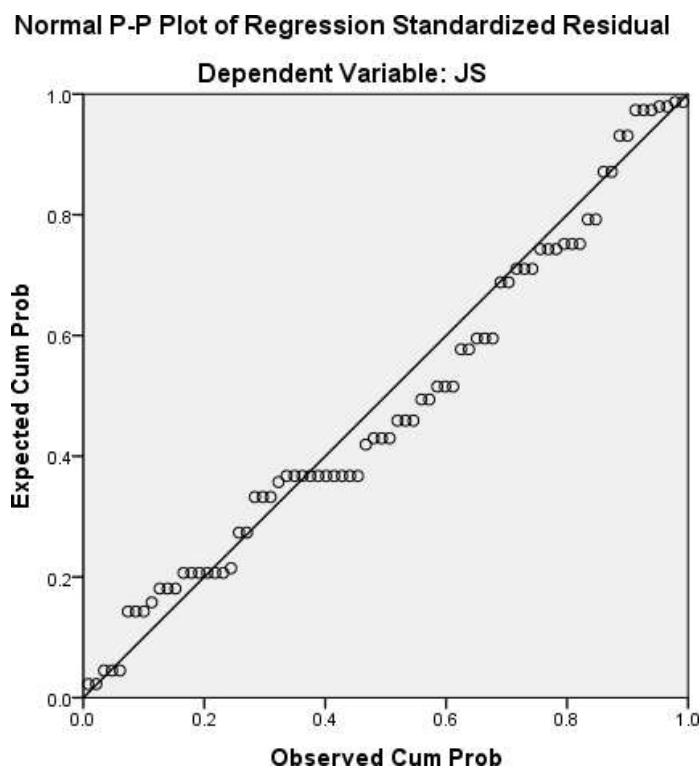


Figure 4: Regression Standardized ResidualSource: Research Data (2023)

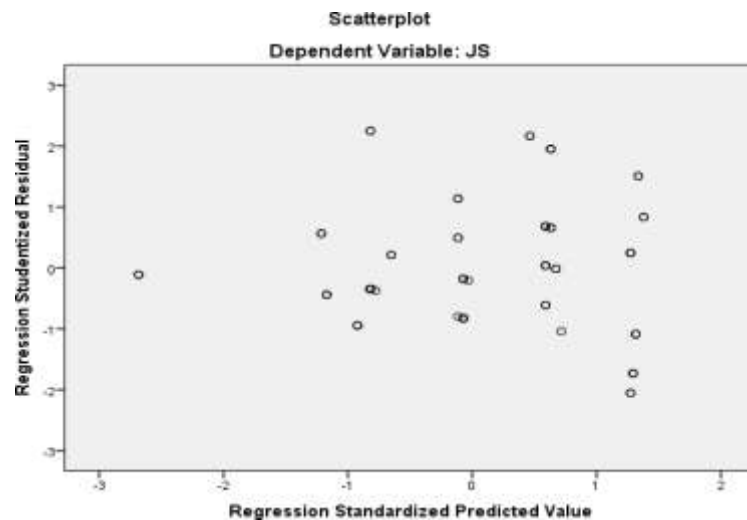


Figure 5: Heteroscedasticity Test Results for Distributive Justice, Procedural Justice and Employees' Job Performance

Source: Research Data (2023)

Based on data processing, it can be seen that in the scatter plot there is no clear pattern formed and the points spread above and below zero on the Y axis. Thus, it can be concluded that there is no heteroscedasticity. The coefficient of determination test (R^2) basically measures how far the model's ability to explain the variation in the dependent variable. The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain the variation in the dependent variable is very limited. Values close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable. Therefore, in testing the coefficient of determination it is recommended to use the Adjusted R^2 value when evaluating which is the best regression model. Unlike R^2 , the value of Adjusted R^2 can increase or decrease if one independent variable is added to the model. The test results were as follows:

Table 2: Model Test Results for Distributive Justice and Procedural Justice Variables towards Employees' Job Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Error of the Estimate
1	.545 ^a	.517	.508	.63469

a. Predictors: (Constant), PJ, DJ

b. Dependent Variable: JS

Source: Research Data (2023)

From the results of data processing it can be seen that the Adjusted R^2 value is 0.508. Which means that the employees' job performance variable can be explained by the two independent variables (distributive justice and procedural justice) of 0.508 or 50.8%. The rest ($100\% - 50.8\% = 49.2\%$) is explained by other variables outside of these variables, such as rewards, work environment, etc.

The t statistical test basically shows how far the influence of one explanatory/independent variable individually explains the variation of the dependent variable. One way to do the t-test is to compare the value of the t statistic with the critical value according to the table. If the t statistic value calculated $>$ t table then the

alternative hypothesis (H_A) is accepted. Which means that an independent variable individually affects the dependent variable. The results of testing the hypothesis were as follows:

Table 3: Test the Distributive Justice and Procedural Justice Hypotheses on Employees' Job Performance

Coefficients^a

Model	nstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.841	.392		4.697	.000		
DJ	.434	.112	.031	3.459	.000	.902	1.108
PJ	.423	.082	.535	5.179	.000	.902	1.108

a. Dependent Variable: JS

Source: Research Data (2023)

From the results of the t test, it could be seen that:

The significant probability of distributive justice variable (X₁) is 0.000 or below 0.05, which means that distributive justice has significant effect on employees' job performance. This can also be seen from the tcount < ttable where 4.573 > 1.665, which means H₀ is rejected and H_A is accepted. (ttable obtained from df=76- 2=74; alpha 0.05). The significant probability of the procedural justice variable (X₂) is 0.000 or below 0.05, which means that procedural justice has a significant effect on employees' job performance. This can also be seen from the tcount > ttable where 5,179 > 1,665, which means H₀ is rejected and H_A is accepted. (ttable obtained from df=76- 2=74; alpha 0.05)

Thus, from the results of the individual test or t test it can be concluded that procedural justice is proven to have a significant relationship with employees' job performance, meaning that procedural justice has a relationship with employees' job performance of the employees, so that if procedural justice is increased, it will effect on employees' job performance of employees of logistics dry pots companies. Regression analysis is basically a study of the dependence of the dependent variable (bound) with one or more independent variables (explanatory/independent variables) where the results of the regression analysis were in the form of coefficients for each independent variable obtained by predicting the value of the dependent variable with an equation . In this study, researchers used multiple linear regression analysis.

Model regresi berganda: $Y = a + b_1X_1 + b_2X_2 + e$

Table 4: Regression Test of Distributive Justice and Procedural Justice Variables against Employees' Job Performance

Coefficients^a

Model	nstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.841	.392		4.697	.000		
DJ	.434	.072	.431	3.459	.000	.902	1.108
PJ	.423	.082	.535	5.179	.000	.902	1.108

a. Dependent Variable: JS

Source: Research Data (2023)

$$JS = 1.841 + 0.034 DJ + 0.423 PJ + 0.392$$

From the results of the regression equation, it can be concluded as follows:

A constant value of 1.841 states that if the value of the distributive justice and procedural justice variables is 0, then employees' job performance (Y1) has a positive value of 1.841. The X1 regression coefficient of 0.434 indicates that for every 1 unit change in the distributive justice variable, it can cause a change of 0.434 for the employees' job performance (Y1) variable unit. The regression coefficient X2 of 0.423 indicates that for every 1 unit change in the procedural justice variable, it can cause a change of 0.423 for the employees' job performance variable unit (Y1).

4. Conclusions

After conducting research and studies based on the results of processed data to analyze the impact of distributive justice and procedural justice on employees' job performance for permanent employees of logistics dry ports had the following conclusions that can be drawn as; the results of data analysis show that distributive justice gave a positive impact on employees' job performance. Based on the results of the hypothesis test, the significance level of distributive justice on employees' job performance is 0.000, which is greater than 0.05. The results of data analysis showed that procedural justice has a significant effect on employees' job performance. Based on the results of the hypothesis test, the significance level of procedural justice on employees' job performance was 0.000, which was less than 0.05. Both distributive and procedural justice simultaneously gave impact on employee job performances.

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Corresponding Author: **Mohammad Annas**, Universitas Multimedia Nusantara

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