

CHAPTER V

CONCLUSION

5.1. Introduction

In this chapter, the conclusion of the data analysis, discussion in the previous chapter, an analysis of the result as well as the managerial implication will be presented. Lastly, the limitations of this study and suggestions on improving this study in the future are presented.

5.2. Research Conclusion

Based on this study findings it can be concluded that distributive justice as dimensions of organizational justice has a positive effect on employee well-being. In other words, when perceived justice on this dimension increased the employee well-being will also increase. Moreover, from the descriptive analysis result, it can be concluded that at Grand Senyum Hotel Yogyakarta the front-line employees' perceived justice on this dimension can be categorized as high.

Looking at this study's findings, procedural justice as dimensions of organizational justice has a positive effect on employee well-being. When perceived justice on procedural justice increased positively it will also be increasing employee well-being. Moreover, from descriptive analysis result, it can be concluded that the front-line employees at Grand Senyum Hotel Yogyakarta have high perceived of justice on procedural justice

Regarding this study's findings, interpersonal justice as dimensions of organizational justice has a positive effect on employee well-being. When perceived justice on this dimension increasing the employee well-being will also increase. Moreover, from descriptive analysis results, it can be concluded that the front-line employees at Grand Snyum Hotel Yogyakarta have a high perceived of justice on this dimension.

This study findings also show that there is no effect between informational justice as dimensions of organizational justice and employee well-being. However, based on descriptive analysis results it can be concluded that the front-line employees at Grand Senyum Hotel Yogyakarta have a high perceived of justice on informational justice. This study also revealed the dimensions which have a stronger and weaker effect on employee well-being. Interpersonal justice has a stronger effect on employee well-being followed by procedural justice and distributive justice has a weaker effect on employee well-being compared to those two variables.

5.3. Managerial Implications

As explained before the employee well-being is one of an important factor especially front-line employees on hotel. Because front-line employees is type of employee who working at 24/7 and face the customer directly, they are also the pivotal factor for the hotel and can be a competitive advantage for them. Maintaining the front-line employees well-being to achieve exceptional employee services is one of the biggest challenges for the organization. By knowing the factor

that can affect the employee well-being, a related department manager can formulate the most effective program or decision that can increase overall employee well-being. By improving their overall employee well-being the hotel can gain a competitive advantage from employee services over its competitor.

There are many factors that can affect employee well-being. One of them is organizational justice. An employee who has a high level of employee well-being tends to have a low level of absenteeism and a high level of performance. The high perception of organizational justice that employees feel can increase their level of employee well-being. However, if an employee has a low perception of organizational justice it will lead to decreasing their level of well-being.

For Grand Senyum Hotel Yogyakarta, this study revealed that the three dimensions of organizational justice (distributive, procedural, and interpersonal justice) has a positive effect on employee well-being. Moreover, based on the descriptive analysis of each variable of organizational justice on the front-line employee at Grand Senyum Hotel reveal that each of organizational justice (distributive, procedural, interpersonal, and informational justice) have categorized at a high level. This indicates that in general, there is an implication of high organizational justice practices at Grand Senyum Hotel Yogyakarta. The higher the level of perceptions that front-line employees feel about organizational justice the higher their level of well-being. Grand Senyum Hotel should maintain its high organizational justice practices.

Looking at the descriptive analysis results of each item on four organizational justice dimensions, the lowest mean score of the item in distributive justice compared to the others item on respective dimension is the question number 5 (refer to table. 8, page. 45) which mention whether the outcomes of front-line employees are justified given by their performance. To increasing on this aspect, the related department at Grand Senyum Hotel needs to overview the current outcome formula based on the performance given by their front-line employees. For items in procedural justice dimensions that have the lowest mean value compared to other items in the respective dimension is question number 4 which mentions whether the procedure has free of bias or not (refer to the table. 9, page. 46-47). To improving on this sector, the related department at Grand Senyum Hotel should avoid a certain bias when formulating a procedure. They can use feedback from the front-line employee to formulating a new procedure or reviewing the current procedure.

For items in interpersonal justice dimensions that have the lowest mean result compared to the other items in the respective dimension is question number three which mentions whether the supervisor/manager treated the front-line employees with respect or not. To improving on this aspect, the supervisor/manager should treat the front-line employees with more respect. They can demonstrate certain actions to show that the front-line employees are respected at the workplace such as: encourage them to express their idea, praising them more frequently, use their ideas/opinion and let them know that their ideas/opinions are implemented on new policy or current policy. The item from informational justice which has the lowest mean result compared to the other items in the respective dimensions is question

number one which mentions whether the supervisor/manager candid their communication to the front-line employees or not (refer to the table. 11, page. 48-49). To improve on this sector, The supervisor/manager at Grand Senyum Hotel should candid their communication more often when talking to their front-line employees.

Interesting result also arises in this study, beside the high level of perceived justice on informational justice dimension the content of the information itself and how the supervisor communicate that information perhaps did not matter to the front-line employees, this result can be seen from the regression result which showed that this dimension does not have any significant effect on employee well-being. This finding is different from previous research. Also, this phenomenon needs further investigation to find the root of the problem, whether this problem comes from any statistical error or not.

5.4.Limitations

In this study, the design and execution are not perfect. Several limitations are found in this study after reviewing the research methodology and the results of the research itself.

1. Because the data is gathered in one time it is possible that there is a common bias
2. The study is conducted at Grand Senyum Hotel Yogyakarta so it cannot be said that the results of this study can be generally applied in any other company, organization or even tourism/hotel industry

3. Because the majority of respondents have a years of service below 1 years it is possible that there is a bias regarding to how respondent comperhend the jsutice practice in the hotel
4. The sample size relatively small

5.5.Suggestion for Future Research

Looking at the study limitations, there are few suggestions to improve future research regarding to this topic.

1. The data should be collected in a different time to improve the generalization and reduce the sampling bias
2. Conduct a study on multiple organization to improve the generalization of the effect of organizational justice toward employee well-being in a bigger picture
3. Additional screening and demographic profiling should be used, to explore why there is no significant effect of informational justice toward employee well-being
4. Use specific respondent which have minimum 3 years of of service to reduce a certain bias regarding to how employee comprehend the justice practices in the organization

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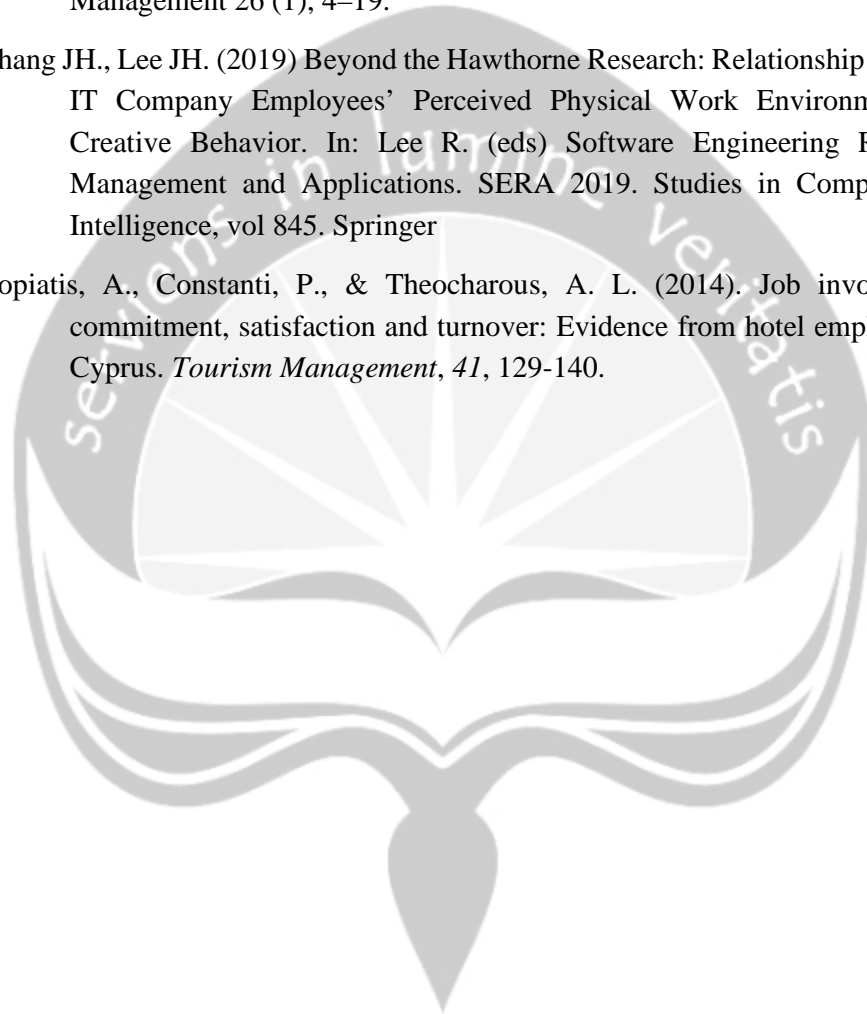
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APPENDIX

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1	26	52.0	52.0	52.0
	1-<3	24	48.0	48.0	100.0
	Total	50	100.0	100.0	

Appendix 1 Years of Service: Frequency result

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20	11	22.0	22.0	22.0
	20-<25	17	34.0	34.0	56.0
	30-<35	9	18.0	18.0	74.0
	35-<40	8	16.0	16.0	90.0
	>=40	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

Appendix 2 Age: Frequency result

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	22	44.0	44.0	44.0
	Female	28	56.0	56.0	100.0
	Total	50	100.0	100.0	

Appendix 3 Gender: Frequency result

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA/Sederajat	24	48.0	48.0	48.0
	D3/D1/Sederajat	25	50.0	50.0	98.0
	S1	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Appendix 4 Education: Frequency result

		Position			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Housekeeping	14	28.0	28.0	28.0
	Waiter/Waitress	6	12.0	12.0	40.0
	Receptionist	10	20.0	20.0	60.0
	Bell Driver	10	20.0	20.0	80.0
	Therapist	4	8.0	8.0	88.0
	Security	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

Appendix 5 Position: Frequency result

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Distributive_Justice	50	1.50	4.75	3.9050	.79039
Procedural_Justice	50	1.57	4.86	3.9116	.88581
Interpersonal_Justice	50	1.25	4.75	3.9100	.94728
Informational_Justice	50	1.40	5.00	4.0240	.96268
Psychological_WB	50	1.50	5.00	4.0538	.95240
Valid N (listwise)	50				

Appendix 6 Scale descriptive

Reliability Statistics		
Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.717	.717	4

Appendix 7 Distributive Justice: Reliability Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Distri1	50	1	5	3.86	1.125
Distri2	50	2	5	4.06	.843

Distri3	50	1	5	3.96	1.087
Distri4	50	1	5	3.74	1.209
Valid N (listwise)	50				

Appendix 8 Distributive Justice: Item Statistic

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Distri1	11.76	5.615	.584	.435	.604
Distri2	11.56	7.558	.373	.184	.724
Distri3	11.66	5.413	.672	.503	.547
Distri4	11.88	6.026	.422	.185	.714

Appendix 9 Distributive Justice: Validity Test

Reliability Statistics		
Cronbach's Alpha	Items	N of Items
.913	.913	7

Appendix 10 Procedural Justice: Reliability Test

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Proce1	23.50	29.480	.709	.530	.902
Proce2	23.46	27.682	.802	.716	.892
Proce3	23.48	28.581	.791	.638	.894
Proce4	23.54	28.335	.745	.571	.899
Proce5	23.44	27.925	.801	.684	.892
Proce6	23.38	29.098	.677	.518	.906
Proce7	23.48	29.275	.629	.480	.911

Appendix 11 Procedural Justice: Validity Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Proce1	50	1	5	3.88	1.023

Proce2	50	1	5	3.92	1.122
Proce3	50	1	5	3.90	1.035
Proce4	50	1	5	3.84	1.113
Proce5	50	1	5	3.94	1.096
Proce6	50	1	5	4.00	1.107
Proce7	50	1	5	3.90	1.147
Valid N (listwise)	50				

Appendix 12 Procedural Justice: Item Statistic

Reliability Statistics		
Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.870	.870	4

Appendix 13 Interpersonal Justice: Reliability Test

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Interpe1	11.70	8.378	.667	.503	.859
Interpe2	11.74	9.666	.618	.454	.874
Interpe3	11.76	7.941	.800	.654	.802
Interpe4	11.72	7.716	.824	.689	.791

Appendix 14 Interpersonal Justice: Validity Test

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Interpe1	50	1	5	3.94	1.185
Interpe2	50	2	5	3.90	.974
Interpe3	50	1	5	3.88	1.136
Interpe4	50	1	5	3.92	1.158
Valid N (listwise)	50				

Appendix 15 Interpersonal Justice: Item Statistic

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.936	.936	5

Appendix 16 Informational Justice: Reliability Test

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Informa1	50	1	5	3.96	1.106
Informa2	50	1	5	4.00	1.010
Informa3	50	1	5	4.02	1.078
Informa4	50	1	5	4.02	1.116
Informa5	50	1	5	4.12	1.081
Valid N (listwise)	50				

Appendix 17 Informational Justice: Item Statistic

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Informa1	16.16	14.913	.824	.689	.922
Informa2	16.12	15.659	.812	.674	.925
Informa3	16.10	14.827	.865	.754	.915
Informa4	16.10	14.908	.814	.674	.924
Informa5	16.00	15.020	.833	.706	.921

Appendix 18 Informational Justice: Validity Test

Reliability Statistics

Cronbach's Alpha Based on Standardized		
Cronbach's Alpha	Items	N of Items
.972	.972	14

Appendix 19 Psychological Well-Being: Reliability Test

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Psycho1	52.64	154.766	.830	.793	.970
Psycho2	52.66	154.025	.789	.770	.970
Psycho3	52.80	153.551	.784	.730	.970
Psycho4	52.78	149.889	.885	.856	.968
Psycho5	52.68	156.426	.775	.779	.970
Psycho6	52.72	153.308	.850	.798	.969
Psycho7	52.68	149.896	.908	.884	.968
Psycho8	52.72	154.165	.832	.767	.969
Psycho9	52.68	152.957	.836	.782	.969
Psycho10	52.60	154.204	.840	.793	.969
Psycho11	52.74	153.543	.865	.845	.969
Psycho12	52.72	153.634	.853	.843	.969
Psycho13	52.72	154.451	.821	.844	.970
Psycho14	52.74	156.400	.751	.747	.971

*Appendix 20 Psychological Well-Being: Validity Test***Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Psycho1	50	1	5	4.12	1.062
Psycho2	50	1	5	4.10	1.147
Psycho3	50	1	5	3.96	1.177
Psycho4	50	1	5	3.98	1.220
Psycho5	50	1	5	4.08	1.047
Psycho6	50	1	5	4.04	1.106
Psycho7	50	1	5	4.08	1.192
Psycho8	50	1	5	4.04	1.087
Psycho9	50	1	5	4.08	1.140
Psycho10	50	1	5	4.16	1.076
Psycho11	50	1	5	4.02	1.078
Psycho12	50	1	5	4.04	1.087
Psycho13	50	1	5	4.04	1.087
Psycho14	50	1	5	4.02	1.078
Valid N (listwise)	50				

Appendix 21 Psychological Well-Being: Item Statistic

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.878	.867	4.86275

a. Predictors: (Constant), Informational_Justice, Distributive_Justice, Procedural_Justice, Interpersonal_Justice

Appendix 22 Regression: Goodness of Fit

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.025	4	9.756	80.986	.000 ^b
	Residual	5.421	45	.120		
	Total	44.447	49			

a. Dependent Variable: Psychological_WB_X5

b. Predictors: (Constant), Informational_Justice_X4, Distributive_Justice_X1, Procedural_Justice_X2, Interpersonal_Justice_X3

Appendix 23 Regression: F-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.922	3.571		-.538	.593
	Distributive_Justice	1.151	.422	.273	2.730	.009
	Procedural_Justice	.847	.297	.394	2.853	.007
	Interpersonal_Justice	1.329	.538	.378	2.469	.017
	Informational_Justice	-.162	.441	-.059	-.368	.715

a. Dependent Variable: Psychological_Well_Being

Appendix 24 Regression: Coefficient

ID	Age	Years_of_Service	Gender	Education	Position	District 1	District 2	District 3	District 4
1	2	2	1	4	4	4	4	4	4
2	4	1	2	3	6	4	4	4	4
3	3	2	2	3	1	4	3	3	4
4	3	2	2	2	6	4	5	4	4
5	2	2	2	2	6	4	4	4	4
6	5	2	2	2	6	4	4	4	4
7	3	1	1	2	6	4	4	4	4
8	2	2	1	2	6	5	5	5	1
9	2	2	2	3	1	5	4	4	4
10	2	1	2	3	1	4	3	3	3
11	2	1	2	3	1	4	4	4	3
12	1	1	2	2	1	2	2	2	1
13	4	1	1	3	1	4	3	5	1
14	3	2	1	3	3	4	2	4	5
15	2	2	1	3	4	4	4	4	4
16	2	1	1	3	4	3	4	3	4
17	4	2	1	2	4	4	4	4	4
18	2	2	2	2	3	4	3	1	4
19	1	1	1	2	3	5	3	4	5
20	2	2	2	2	1	4	5	4	4

Appendix 25 Questionnaire Data

ID	Proce 1	Proce 2	Proce 3	Proce 4	Proce 5	Proce 6	Proce 7
1	5	3	4	4	3	4	4
2	4	4	4	4	4	5	5
3	4	4	4	4	3	4	4
4	5	3	4	3	4	4	5
5	4	4	4	4	4	4	4
6	4	3	4	4	4	5	4
7	3	4	4	4	5	4	4
8	3	3	4	1	4	5	5
9	3	4	4	4	4	4	4
10	4	3	4	4	4	4	4
11	4	4	3	4	4	5	2
12	4	4	4	5	5	4	4
13	4	5	3	3	2	5	1
14	4	3	3	5	4	4	4
15	5	5	5	4	4	3	3
16	3	4	4	3	4	5	1

17	5	4	4	5	4	3	4
18	2	1	2	2	1	2	4
19	5	5	5	4	4	5	5
20	4	4	5	5	4	5	4

ID	Interpe 1	Interpe 2	Interpe 3	Interpe 4	Informa 1	Informa 2	Informa 3
1	4	4	4	4	3	4	4
2	5	4	4	4	4	4	4
3	4	4	4	4	4	4	4
4	4	3	4	4	4	3	4
5	5	3	3	4	4	4	4
6	4	5	4	4	4	4	4
7	5	4	4	4	4	4	4
8	3	5	5	5	5	5	5
9	4	4	4	4	4	4	4
10	4	4	3	4	4	4	4
11	5	4	5	5	4	5	4
12	4	3	4	2	5	4	4
13	4	3	3	3	5	4	4
14	1	5	1	2	3	3	4
15	5	4	4	4	4	5	5
16	4	4	3	3	3	4	3
17	4	5	5	3	4	5	5
18	2	2	2	3	1	2	2
19	5	4	4	5	5	4	4
20	4	5	4	5	5	4	4

ID	Informa 4	Informa 5	Psycho 1	Psycho 2	Psycho 3	Psycho 4	Psycho 5
1	4	4	4	5	4	5	4
2	4	4	5	5	5	4	5
3	4	3	4	4	4	4	4
4	3	4	5	5	5	5	5
5	4	3	5	4	4	5	5
6	3	4	5	4	4	5	5
7	3	4	5	4	4	5	5
8	4	4	5	4	5	4	4
9	4	4	5	5	4	4	4
10	3	4	5	4	4	4	4
11	5	5	4	5	5	3	4

12	4	4	2	2	1	2	3
13	4	5	5	4	2	3	4
14	3	3	4	5	4	3	3
15	5	5	4	5	5	3	1
16	4	3	4	5	4	5	5
17	5	4	4	5	4	4	3
18	2	3	2	1	2	1	3
19	5	5	4	4	5	5	5
20	5	5	4	4	4	5	4

ID	Psycho 6	Psycho 7	Psycho 8	Psycho 9	Psycho 10	Psycho 11	Psycho 12
1	4	4	3	4	4	3	5
2	5	4	4	4	4	5	5
3	4	4	4	4	3	4	4
4	5	5	5	5	5	5	5
5	4	5	5	5	5	5	5
6	5	5	5	5	5	5	5
7	5	5	5	5	5	5	5
8	5	5	5	5	5	5	4
9	4	4	4	4	4	4	4
10	4	4	4	3	3	3	3
11	4	4	3	5	4	2	4
12	2	3	4	5	5	3	4
13	3	4	4	3	3	3	5
14	5	3	3	5	3	4	3
15	3	4	5	4	4	4	3
16	4	5	5	4	5	4	3
17	4	3	3	4	5	5	5
18	2	1	2	2	1	2	2
19	5	4	4	5	5	5	5
20	5	4	4	4	4	4	4

ID	Psycho 13	Psycho 14
1	4	4
2	5	5
3	4	4
4	5	5
5	5	5
6	5	5

7	5	5
8	5	5
9	4	5
10	4	4
11	5	1
12	5	4
13	4	3
14	2	3
15	4	4
16	3	3
17	4	5
18	1	2
19	5	4
20	4	5

ID	Age	Years_of_Service	Gender	Education	Position	District 1	District 2	District 3	District 4
21	3	2	1	3	2	5	4	5	5
22	2	1	1	3	2	5	4	4	4
23	3	1	1	2	1	5	5	5	4
24	3	2	1	2	1	5	5	5	1
25	1	1	2	2	1	1	2	2	1
26	2	2	2	3	3	1	3	2	3
27	4	2	1	3	3	2	3	2	2
28	2	2	2	3	3	1	5	2	2
29	1	1	1	2	4	1	5	1	2
30	1	1	2	2	4	4	4	5	4
31	2	2	1	2	2	5	5	4	5
32	1	1	1	3	2	5	4	5	3
33	5	1	2	3	2	4	4	5	4
34	4	1	1	3	2	4	4	4	3
35	1	2	2	2	3	3	5	4	5
36	2	2	2	2	3	3	4	5	5
37	1	1	2	3	3	4	5	5	5
38	2	1	2	3	3	4	5	4	4
39	4	2	1	3	4	5	4	4	5
40	4	2	2	2	4	4	4	5	5
41	3	1	2	2	4	5	5	4	4
42	5	1	1	2	4	3	5	5	5
43	5	1	1	3	1	3	4	5	5
44	2	1	2	3	1	4	4	4	5
45	4	1	2	3	1	5	4	4	4

46	1	1	2	3	1	5	4	4	4
47	3	2	2	2	5	4	5	5	4
48	1	1	2	2	5	4	5	5	4
49	1	1	1	2	5	4	4	5	5
50	5	2	2	3	5	5	5	5	4

ID	Proce 1	Proce 2	Proce 3	Proce 4	Proce 5	Proce 6	Proce 7
21	4	4	5	5	5	4	4
22	5	5	4	4	5	5	4
23	4	5	4	4	5	5	5
24	4	5	5	3	5	5	4
25	2	2	1	2	1	2	1
26	1	2	2	2	2	2	2
27	2	1	1	2	2	2	2
28	2	2	2	1	2	1	2
29	2	1	2	1	2	1	2
30	5	5	4	5	5	5	5
31	5	5	5	5	4	5	5
32	4	4	5	4	4	4	4
33	4	4	4	4	5	4	5
34	5	4	5	4	5	4	5
35	4	5	5	5	5	4	5
36	4	5	5	5	5	5	4
37	4	4	4	3	4	5	5
38	5	4	4	4	5	3	4
39	5	5	4	4	4	4	4
40	4	4	5	5	4	5	5
41	3	5	4	4	5	5	5
42	3	5	4	5	5	3	5
43	4	4	5	4	5	3	4
44	3	4	5	5	4	5	4
45	3	4	4	4	3	4	4
46	4	5	3	5	3	5	4
47	5	4	5	4	4	3	3
48	5	5	4	4	4	4	4
49	5	5	4	5	5	5	5
50	5	5	3	4	5	4	5

ID	Interpe 1	Interpe 2	Interpe 3	Interpe 4	Informa 1	Informa 2	Informa 3
21	4	5	4	5	4	5	4
22	4	4	4	4	4	5	5
23	4	4	5	4	5	5	5
24	5	4	5	4	5	5	4
25	2	2	2	2	2	2	1
26	1	2	2	2	2	1	1
27	1	2	2	1	1	2	1
28	1	2	1	1	2	2	2
29	2	2	1	1	1	2	2
30	4	5	4	5	5	4	5
31	4	5	5	5	4	4	5
32	4	4	5	5	5	5	4
33	4	4	5	5	4	4	5
34	5	3	4	3	5	4	4
35	5	4	5	4	5	4	4
36	5	4	4	5	4	4	4
37	3	5	4	5	4	5	5
38	3	4	5	5	4	5	5
39	4	3	5	5	5	5	5
40	5	3	4	4	5	4	5
41	5	4	4	5	4	5	4
42	5	5	5	4	5	5	5
43	4	5	5	5	4	4	5
44	4	5	5	4	4	3	5
45	5	4	3	4	3	4	4
46	5	3	5	4	5	5	4
47	5	4	4	5	5	5	4
48	5	5	4	4	5	5	4
49	5	5	4	5	4	4	5
50	4	5	5	5	4	3	5

ID	Informa 4	Informa 5	Psycho 1	Psycho 2	Psycho 3	Psycho 4	Psycho 5
21	4	5	5	4	4	5	5
22	4	5	5	5	5	4	4
23	4	4	5	5	5	4	5
24	4	5	5	5	5	4	5
25	2	2	1	2	2	2	2
26	2	1	2	1	2	1	2
27	2	1	2	2	2	1	2

28	1	2	2	1	1	1	2
29	1	2	2	2	1	2	2
30	5	5	4	5	4	5	4
31	5	5	4	5	5	4	4
32	5	4	4	5	4	5	4
33	5	5	5	4	4	4	4
34	5	5	5	5	4	4	4
35	4	5	5	4	5	5	5
36	4	5	4	4	5	5	5
37	4	5	4	4	4	5	5
38	4	5	4	5	3	5	4
39	5	4	4	5	4	4	5
40	5	4	3	5	4	4	4
41	5	5	4	4	3	5	5
42	5	5	4	4	4	4	5
43	5	5	5	4	5	5	5
44	5	5	5	4	5	5	5
45	5	5	5	5	5	4	4
46	5	4	5	4	5	5	5
47	5	4	4	4	5	4	5
48	3	5	5	4	5	5	4
49	5	5	5	5	4	5	5
50	5	4	4	5	5	4	4

ID	Psycho 6	Psycho 7	Psycho 8	Psycho 9	Psycho 10	Psycho 11	Psycho 12
21	4	5	4	4	5	5	4
22	4	4	4	4	5	5	5
23	5	5	4	5	5	4	4
24	4	4	4	5	5	5	4
25	2	1	2	2	2	1	2
26	2	1	2	1	2	2	2
27	2	1	2	1	2	2	1
28	1	2	1	1	2	2	1
29	1	2	1	2	2	2	2
30	5	5	5	5	4	5	5
31	5	4	5	5	4	5	5
32	5	4	5	4	4	4	4
33	5	5	4	4	4	4	5
34	4	4	4	4	4	4	4
35	5	5	4	5	4	4	4
36	4	4	5	4	4	4	4

37	4	5	5	5	4	5	5
38	5	4	5	4	5	4	4
39	4	5	5	5	5	5	5
40	4	5	5	4	5	4	4
41	5	5	4	5	5	4	4
42	4	5	5	5	5	4	4
43	4	4	4	5	5	5	5
44	4	5	5	4	5	5	5
45	4	5	4	5	5	5	5
46	4	5	4	5	5	5	5
47	5	5	4	4	5	4	4
48	5	5	5	4	5	4	4
49	5	5	5	3	5	4	4
50	5	5	5	5	4	5	5

ID	Psycho 13	Psycho 14
21	4	5
22	4	5
23	5	4
24	4	3
25	2	2
26	2	2
27	1	2
28	2	2
29	2	2
30	5	5
31	4	5
32	4	5
33	5	5
34	4	5
35	4	5
36	4	5
37	4	4
38	4	4
39	5	4
40	5	4
41	5	4
42	5	4
43	5	4
44	5	4
45	4	5

46	4	5
47	4	4
48	4	4
49	4	4
50	5	4



Appendix 26 Questionnaire

Surat Pengantar Kuesioner Penelitian

Kuesioner Penelitian

Pengantar

Saya Abimanyu Damar Herdias, mahasiswa tingkat akhir Fakultas Ekonomi dan Bisnis Universitas Atma Jaya Yogyakarta sedang mengadakan penelitian di Grand Senyum Hotel Yogyakarta dalam rangka penyelesaian tugas akhir/ skripsi. Penelitian saya ini berjudul: **"Pengaruh Keadilan Organisasional Terhadap Kesejahteraan Karyawan Pada Karyawan Frontliner di Grand Senyum Hotel Yogyakarta"**.

Hasil penelitian ini nantinya diharapkan tidak hanya menambah khasanah penelitian disiplin ilmu manajemen sumber daya manusia di Fakultas Ekonomi dan Bisnis Universitas Atma Jaya Yogyakarta saja, melainkan juga dapat dipergunakan oleh departemen terkait di Grand Senyum Hotel Yogyakarta sebagai bahan masukan dan evaluasi terhadap kebijakan perihal kesejahteraan karyawan.

Demi kelancaran proses penelitian ini, sudi kiranya Bapak/Ibu/Sdr/i meluangkan waktu untuk mengisi pertanyaan yang ada dalam kuesioner ini. Jawaban dari Bapak/Ibu/Sdr/i akan saya jaga

kerahasiaannya serta tidak akan mempengaruhi karir Bapak/Ibu/Sdr/I. Oleh karena itu, saya mengharapkan kesediaan Bapak/Ibu/Sdr/i dalam memberikan jawaban yang dianggap paling benar dan mencerminkan kondisi Bapak/Ibu/Sdr/I saat ini. Atas kerjasama Bapak/Ibu/Sdr/i, saya ucapkan terima kasih.

Peneliti

Abimanyu Damar Herdias

Email: abimanyudamar@protonmail.com

Hp: 087722061468

KUESIONER UNTUK KARYAWAN

Petunjuk Pengisian

BAGIAN A

Bagian ini menanyakan data diri Bapak/Ibu yang akan membantu peneliti untuk mengklarifikasi jawaban Anda. Berilah tanda silang (X) dalam kotak yang paling sesuai dengan keadaan Anda.

Umur:

- < 20 Tahun
- 20-< 25 Tahun
- 25- < 30 Tahun
- 30- < 35 Tahun
- 35- < 40 Tahun
- 40 Tahun

Lama Bekerja:

- < 1 Tahun
- 1-< 3 Tahun
- 3-<5 Tahun
- 5 Tahun

Jenis Kelamin :

- Laki-Laki
- Perempuan

Pendidikan Terakhir:

- SMP/Sederajat
- SMA/Sederajat
- D3/D1/Sederajat
- S1

Posisi Pekerjaan:

- Bell Driver
- Therapist
- Security
- Housekeeping
- Resepsionis
- Waiter/Waitress
- Lainnya..... (Mohon diisi)

BAGIAN B

Mohon Bapak/Ibu beri tanda (**X**) pada kolom yang tersedia sesuai dengan keadaan Bapak/Ibu yang sebenarnya pada masing-masing pertanyaan di bawah

Keterangan: SS: Sangat Setuju

S: Setuju

N: Netral

TS: Tidak Setuju

STS: Sangat Tidak Setuju

No	Pertanyaan:	STS	TS	N	S	SS
1	Penghargaan yang diberikan mencerminkan usaha yang sudah saya lakukan pada pekerjaan saya					
2	Penghargaan yang diberikan sudah sepadan dengan hasil pekerjaan yang saya kerjakan					
3	Penghargaan yang diberikan sudah sesuai dengan performa yang saya berikan					

No	Pertanyaan:	STS	TS	N	S	SS
4	Penghargaan yang diberikan mencerminkan kontribusi yang saya berikan terhadap perusahaan					
5	Saya dapat memberikan pendapat/opini terhadap prosedur yang sudah berjalan kepada pihak hotel					
6	Saya merasa bisa mempengaruhi pengambilan keputusan oleh pihak hotel					
7	Secara umum semua prosedur di hotel yang dilaksanakan sudah konsisten					
8	Keputusan yang diambil oleh hotel bebas dari prasangka/praduga					
9	Keputusan yang diambil oleh hotel sudah berdasarkan dengan data yang akurat					
10	Adanya kesempatan untuk melakukan banding terhadap hasil kerja yang sudah sesuai prosedur					

No	Pertanyaan:	STS	TS	N	S	SS
11	Prosedur yang berjalan saat ini sudah sesuai dengan standar moral/etika					
12	Supervisor saya memperlakukan saya dengan sopan					
13	Supervisor saya memperlakukan saya dengan penuh martabat					
14	Supervisor saya memperlakukan saya dengan penuh hormat					
15	Supervisor saya mampu menahan diri dari ucapan atau komentar yang tidak benar					
16	Supervisor saya terbuka dan jujur ketika berkomunikasi dengan saya					
17	Dalam penjelesan suatu prosedur Supervisor saya menjelaskan prosedur tersebut secara menyeluruh					
18	Supervisor saya memberikan penjelasan yang masuk akal ketika menjelaskan suatu prosedur					

No	Pertanyaan:	STS	TS	N	S	SS
19	Dalam menjelaskan suatu prosedur Supervisor saya dapat menjelaskan secara singkat, padat dan jelas					
20	Supervisor saya menyesuaikan gaya berbicara berdsarakan kebutuhan setiap individu					

BAGIAN C

Berikut ini terdapat 14 pernyataan tentang apa yang anda pikirkan dan rasakan. Berikan tanda silang (X) pada kolom dibawah yang dapat mendiskripsikan pengalaman anda setidaknya dalam kurun waktu **dua minggu** terakhir.

Keterangan:

1: Tidak Pernah

2: Jarang

3: Kadang-Kadang

4: Sering

5: Selalu

No	Pernyataan	1	2	3	4	5
5	Saya memiliki banyak energi untuk disalurkan					
6	Saya dapat menyelesaikan permasalahan dengan baik.					
7	Saya dapat berpikir dengan jernih.					
8	Saya merasa baik-baik saja terhadap diri saya pribadi.					
9	Saya merasa memiliki kedekatan dengan orang lain.					
10	Saya merasa percaya diri.					
11	Saya yakin dengan apa yang menjadi pendirian saya					
12	Saya merasa dicintai					
13	Saya tertarik dengan hal-hal baru.					
14	Saya merasa ceria					

No	Pernyataan	1	2	3	4	5
1	Saya merasa optimis tentang masa depan saya					
2	Saya merasa berguna					
3	Saya merasa tenang					
4	Saya merasa tertarik berinteraksi terhadap orang lain					

Terima kasih atas parsitipasi anda



UNIVERSITAS ATMA JAYA YOGYAKARTA
Fakultas Bisnis dan Ekonomika

Nomor : 3137/R/I
Hal : Ijin Penelitian

5 September 2019

Kepada:

Yth. Pimpinan Grand Senyum Hotel
Jl. Pangeran Diponegoro No.27, Gowongan, Kec.Jetis Yogyakarta

Dengan hormat,

Sehubungan dengan penulisan Skripsi yang berjudul **“Pengaruh Keadilan Organisasi Terhadap Kesejahteraan Karyawan Frontliner di Grand Senyum Hotel ”** yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : Abimanyu Damar Herdias
No_Mhs : 21448 /Manajemen Kelas Internasional
No_HP : 087722061468
Alamat : Jl. Babarsari No.10

Kami mohon Bapak/Ibu berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan.

1. Jumlah Karyawan

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Demikian, atas perhatian dan kerjasamanya, kami mengucapkan terima kasih.

a.n Dekan,
Wakil Dekan I,

Drs.  M.Si.,Akt.,CA.


UNIVERSITAS ATMA JAYA YOGYAKARTA
FAKULTAS
BISNIS DAN EKONOMIKA



UNIVERSITAS ATMA JAYA YOGYAKARTA
akultas Bisnis dan Ekonomika

Nomor : 1137/R/I

10 September 2019

Hal : Pencarian data dan penyebaran kuesioner
untuk penulisan skripsi.

Yth. Pimpinan Grand Senyum Hotel
Jl. Pangeran Diponegoro No.27, Gowongan, kec. Jetis

Dengan hormat,

Sehubungan dengan penulisan skripsi berjudul **"Pengaruh Keadilan Organisasi Terhadap Kesejahteraan Karyawan Frontliner di Grand Senyum Hotel "** yang dilakukan oleh mahasiswa kami dengan identitas :

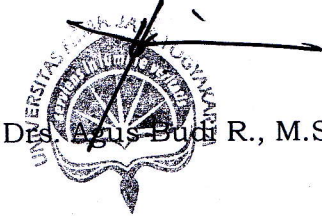
Nama : Abimanyu Damar Herdias
No_Mhs/Prodi : 21448/Manajemen Kelas Internasional
No_HP : 081122061468
Alamat : Jl. Babarsari No.10,Sleman, Yogyakarta

Kami mohon Bapak/Ibu berkenan memberikan izin kepada mahasiswa tersebut di atas untuk menyebarkan kuesioner di lingkungan instansi Bapak/Ibu dan mendapatkan data yang diperlukan.

Skripsi yang ditulis oleh yang bersangkutan ini merupakan suatu karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Demikian, atas perhatian dan kerjasamanya kami mengucapkan terima kasih.

an. Dekan,
Wakil Dekan I,


Des. Agus Budi R., M.Si.Ak.CA
FAKULTAS
BISNIS DAN EKONOMIKA

SURAT KETERANGAN RISET PERUSAHAAN

Yang bertanda tangan di bawah ini :

Nama : Sri Martini
Jabatan : Human Resource Manager

Menerangkan bahwa :

ABIMANYU DAMAR HERDIAS

Dari mahasiswa Atma Jaya Yogyakarta jurusan International Business and Management Program telah melakukan kegiatan berupa menyebarkan kuesioner di Hotel Grand Senyum Pada tanggal 10 September 2019 dengan tema “Pengaruh Keadilan Organisasi Terhadap Kesejahteraan Karyawan Frontliner di Hotel Grand Senyum” yang di butuhkan untuk keperluan Skripsi.

Dengan demikian surat keterangan ini dibuat untuk dipergunakan sebagaimana mestinya.

Yogyakarta, 10 Desember 2019



GRAND SENYUM HOTEL

Hotel Grand Senyum Yogyakarta
Sri Martini