

## The Role of Moderation of Supervisory Support in Strengthening Procedural Justice Towards Improving Human Resources Performance

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**Abstract.** *This study aims to describe and analyze the effect of procedural justice on human resource (HR) performance, the effect of supervisory support on HR performance, and the moderating effect of supervisory support on the relationship between procedural justice and performance. The research uses explanatory research, with the population consisting of all HR personnel at the Customs and Excise Supervision and Service Office Type Madya Pabean Tanjung Emas, totaling 203 individuals. The sampling method used is a census, where the entire population is considered as the sample due to its size being less than 200. Data collection was conducted through the distribution of questionnaires using a Likert scale for evaluation, with scores ranging from 1 to 5, where 5 represents Strongly Agree and 1 represents Strongly Disagree. The results of the study show that procedural justice has a positive and significant effect on HR performance. Similarly, supervisory support also has a positive and significant effect on HR performance, where the better the supervisory actions taken by supervisors, the higher the employee performance. Additionally, supervisory support is proven to strengthen the effect of procedural justice on HR performance. These findings have important implications for HR management, especially in improving performance through enhancing procedural justice and effective supervisor support.*

**Keywords:** *HR Performance; Procedural Justice; Supervisory Support.*

### 1. Introduction

Job performance is an important factor that determines the success of an organization, as well as for Employees of the Tanjung Emas Middle Type Customs and Excise Supervision and Service Office. Their main responsibility is to implement government policies efficiently, which requires a high level of performance. Performance refers to employee actions that produce desired results for the organization in terms of quality, quantity, and timeliness

(Rahman Yudi Ardian, 2020). This includes fulfilling individual responsibilities and authorities to achieve organizational goals while complying with legal and ethical standards (Sandi et al., 2019).

Along with the economic development in the city of Semarang as a center of trade in Central Java, the Directorate General of Customs and Excise has a very important and strategic role in carrying out its duties as a trade facilitator, industry supporter, community protector, and revenue collector. Located on Jl. Arteri Yos Sudarso, Semarang, the Tanjung Emas Type Madya Pabean Customs and Excise Supervision and Service Office is committed to providing excellent service and effective supervision to users of customs and excise services. They carry out their duties quickly, efficiently, transparently, and responsively to the needs of service users, supported by related technical agencies.

The Directorate General of Customs and Excise, Customs and Excise Supervision and Service Office of Middle Type of Customs Tanjung Emas is determined to become a service office that is free from corruption, collusion, and nepotism. This is supported by adequate facilities and infrastructure as well as human resources with high integrity, professionalism, synergy, service orientation, and prioritizing perfection.

In addition to physical infrastructure, personal attributes such as effective communication, honesty, strong work ethic, information sharing, respect for diversity, and conflict resolution skills are important factors in prioritizing excellent service and effective supervision of users of customs and excise services.

According to Rhoades et al., (2001) commitment to the organization involves three attitudes: (1) identification with the goals of the organization, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the organization. So it is interpreted that organizational commitment is a form of identification, loyalty and involvement expressed by employees towards the organization. Employees who have good commitment means that the employee has loyalty to the organization where he is currently and will try to optimally achieve the goals of the organization where he works (Mahendrati & Mangundjaya, 2020).

Job performance is also influenced by procedural justice, which is part of organizational justice consisting of distributive, procedural, and interactional justice (Ahmad Jayus et al., 2021a). This study focuses on justice procedural because it is more effective in explaining organizational outcomes through individual attitudes towards the organization (Tjahjono et al., 2020).

Procedural justice, in this study, relates to the fairness of policies and procedures implemented by leaders in performance evaluation. Employees' perceptions of fairness are influenced not only by the outcome of individual decisions but also by the decision-making process itself. A study conducted by (Solum, 2004) showed that procedural justice has a positive impact on job performance. When employees are treated fairly, they tend to respect the decisions made, which in turn affects their job performance. Employees

perceive procedural justice when they have the opportunity to express their opinions and have their proposals considered by the organization's leaders in decision-making.

Procedural justice is the degree of fairness perceived towards the procedures used to distribute, while distributive justice is the degree of fairness perceived in distributing organizational resources and rewards (Erdogan et al., 2001). In other words, procedural justice relates to employee perceptions of the policies and procedures used in determining outcomes, while distributive justice relates to employee perceptions of the outcomes received (Rahman Ahmad & Jameel, 2021).

Distributive justice is related to employee perceptions of outcomes received. Procedural justice is related to employee perceptions of policies and procedures used in determining outcomes ((Ahmad Jayus et al., 2021b). Thus, individuals in their efforts to fulfill a sense of justice in the workplace, the outcomes they receive are not enough. They pay attention to the methods or procedures for how these outcomes are determined. The conceptual basis of distributive justice comes from Adam's 1965 theory of justice (Colquitt & Jackson, 2006).

Research related to the role of procedural justice on performance still leaves interesting differences in research results to analyze. The differences in the results of this study can open up the potential to find interesting research gaps. Although research by (Faeq & Ismael, 2022) found that procedural justice significantly predicts HR performance, it is different from research conducted by (Ahmad Jayus et al., 2021a; Rahman Ahmad & Jameel, 2021; Tjahjono et al., 2020) showing that procedural justice does not have a significant direct effect on work performance.

These differences raise questions about additional factors that may mediate or moderate the relationship between procedural justice and job performance. Further research could investigate whether there are other variables that influence the relationship, such as organizational contextual factors or individual characteristics. In addition, these differences also indicate the need for more in-depth research to understand the roles and mechanisms that may be involved in the effect of procedural justice on job performance. Thus, there is a research gap that can be explored further further to fill this knowledge gap, thus supervisory support is proposed to be a moderating variable.

The actions of supervisors (supervisory officers) in carrying out their daily functions will affect employee perceptions of procedural justice and distributive justice. Both procedural justice and distributive justice are signals of status or attention from supervisors to their subordinates (Idowu & Ndidiamaka, 2018). This study examines the effect of procedural justice on the performance of human resources at the Tanjung Emas Customs and Excise Supervision and Service Office.

## 2. Research Methods

This research was conducted to test the hypothesis with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory

used as a basis. In relation to the above, the type of research used is "explanatory Research" or research that is explanatory in nature, meaning that this research emphasizes the relationship between research variables by testing the hypothesis, the description contains a description but the focus lies on the relationship between variables. (Singarimbun, 1989).

### 3. Results and Discussion

#### 3.1. Respondent Description

The respondents of this study were employees of the Office of Supervision and Customs and Excise Service Type Middle Tanjung Emas Customs has 203 employees Respondents have sufficient knowledge to answer the problems raised in this study, so they are expected to provide the information needed in this study. The research was carried out by distributing research questionnaires on January 6-15, 2024. The distribution of questionnaires used an online questionnaire (google form). The results of the distribution of research questionnaires obtained 203 questionnaires that were completely filled out and could be further analyzed. The description of respondents can be presented according to their characteristics which are presented as follows:

##### 1. Gender

The characteristics of the respondents in this study can be explained based on gender, which can be shown in the following table:

Respondent Description Based on Gender

Gender	Frequency	Percentage
Man	153	75.4
Woman	50	24.6
Total	203	100.0

Source: Data processing results, 2024.

The data presentation in Table shows that there were 153 male respondents (75.4%) and 50 female respondents (24.6%). The findings show that the number of male employees in the Office Supervision and Services of Customs and Excise Type Middle Pabean Tanjung Emas more much compared to women.

##### 2. Age

The characteristics of the respondents in this study can be explained based on age levels which can be shown in the following table:

Respondent Description Based on Age

Age	Frequency	Percentage
21 - 30 years	79	38.9
31 - 40 years	80	39.4
41 - 50 years	28	13.8

51 - 60 years	16	7.9
Total	203	100.0

Source: Data processing results, 2024.

The findings in Table show that the number of respondents aged 21-30 years was 79 respondents (38.9%), those aged 31-40 years were 80.

respondents (39.4%), aged 41-50 years as many as 28 respondents (13.8%), and there were 16 respondents (7.9%) aged 51-60 years. Based on the results of the questionnaire above, it can be seen that most respondents are aged 31-40 years. In this age range, employees generally have a lot of experience in carrying out their duties.

### 3. Last education

The characteristics of the respondents in this study can be explained based on their last education, which can be shown in the following table:

Respondent Description Based on Last Education

last education	Frequency	Percentage
High School/Vocational School	3	1.5
IN	41	20.2
DIII	50	24.6
DIV	2	1.0
S1	92	45.3
S2	14	6.9
S3	1	0.5
Total	203	100.0

Source: Data processing results, 2024.

Table shows that the majority of respondents have a last education of S1 level, which is 92 respondents (45.3%). Furthermore, respondents with the last education of D3 are 50 respondents (24.6%), D1 are 41 respondents (20.2%), D4 are 2 respondents (1.0%), SMA/SMK respondents are 3 people (1.5%), respondents who have the last education of S2 are 14 people (6.9%), and respondents who have the last education of S3 are 1 person (0.5%). The higher education that respondents have makes it easier for them to understand the knowledge related to their duties well.

### 3.2. Discussion

#### The influence of procedural justice on performance.

Hypothesis 1 testing proves that Procedural justice has a positive and significant effect on human resource performance, the results of which are also reinforced by research results

which reveal that there is a positive and significant relationship between organizational justice and performance (Faeq & Ismael, 2022). Then other researchers say that there are important factors that link procedural justice to increased performance (De Clercq, 2020).

The measurement of the Procedural justice variable is reflected through four indicators, namely the Fair Process, Transparency, Accessibility, and Flexibility indicators. Meanwhile, the measurement of the HR Performance variable is reflected through five indicators, namely Quality, Quantity, Timeliness, Cost effectiveness, and Cooperation.

The Procedural Justice variable has the highest outer loading value on the flexibility indicator, while the HR Performance variable has the highest outer loading value on the quantity indicator. This finding indicates that the higher the level of flexibility in the procedures applied, the greater the amount or volume of work that can be completed by human resources. This means that the higher the flexibility in procedural justice procedures, the greater the amount of output or work results that can be produced by HR. Flexibility in procedures allows employees to work more freely in completing their tasks, reduce bureaucratic obstacles, and increase efficiency in working. Thus, employees can be more productive and produce a higher quantity of work.

The Procedural Justice variable has the lowest outer loading value on the accessibility indicator, while the HR Performance variable shows the lowest outer loading value on the cooperation indicator. This finding indicates that increasing accessibility in justice procedures will contribute to increasing cooperation within the organization. In other words, the easier the access to fair, transparent, and reliable procedures, the higher the level of cooperation between individuals in the work environment. Good accessibility allows employees to understand the rules and procedures more clearly, reduce uncertainty, and encourage trust and collaboration within the team. In addition, high cooperation can play a role in increasing organizational effectiveness, creating a more harmonious work environment, and strengthening employee commitment to common goals. Therefore, organizations need to pay attention to strategies for increasing accessibility in justice procedures in order to create a more conducive work environment and support optimal HR performance.

### **The influence of supervisory support on performance.**

Hypothesis 2 testing proves that Supervisory support has a positive and significant effect on HR performance, the results of which are also reinforced by the results of (Lee et al., 2020) which show that supervision has a significant positive effect on employee performance.

The measurement of the Supervisory support variable is reflected through four indicators, namely the Emotional Support, Assessment Support, Information Support, and Physical Support indicators, while the Measurement of the HR Performance variable is reflected through five indicators, namely the Quality, Quantity, Timeliness, Cost effectiveness, and Cooperation indicators.



The Supervisory Support variable with the highest outer loading value is represented by the Physical Support indicator, while the HR Performance variable has the highest outer loading value in the Quantity indicator.

This finding indicates that an increase in Physical Support provided by superiors or supervisors has a direct impact on increasing the quantity of work output produced by HR.

This means that the greater the supervisor's attention to providing physical support—such as adequate work facilities, access to necessary resources, and a comfortable work environment—the higher the individual's productivity in completing their tasks. Optimal physical support allows employees to work more effectively, reduces operational obstacles, and increases their capacity to complete a greater amount of work in a given time.

In addition, these results also reflect the importance of the role of supervisors in creating a conducive work environment. When employees feel physically supported with adequate facilities and infrastructure, they are more motivated to work efficiently and improve their work results. Thus, organizations that seek to improve HR performance, especially in terms of work quantity, need to ensure that supervisors are able to provide optimal physical support.

On the other hand, the Assessment Support indicator in the Supervisory Support variable has the lowest outer loading value, as does the Cooperation indicator in the HR Performance variable. These results indicate that an increase in the Assessment Support aspect can contribute to an increase in Cooperation in a team or organization. In other words, when a supervisor providing constructive feedback, conducting fair evaluations, and giving appropriate rewards to employee performance, then employees will feel more appreciated and motivated. This encourages them to be more active in working together with coworkers, creating a more harmonious work environment, and increasing team effectiveness.

In addition, supervisor support in the form of objective and transparent assessments can increase trust and a sense of fairness among team members. Employees who feel appreciated for their contributions tend to be more open to collaborating, sharing information, and working synergistically to achieve organizational goals. Thus, increasing Assessment Support from superiors not only has a positive impact on individuals but also strengthens teamwork dynamics within the organization.

### **The influence of the moderating effect of supervisory support on the relationship between procedural justice and performance.**

In testing hypothesis 3, the original sample estimate value for the moderation variable (Supervisory support x Procedural justice) was obtained at 0.175. This value proves that the moderator variable Supervisory support is able to strengthen the influence of Procedural justice on HR performance. So it can be said that good Supervisory support is able to strengthen the influence of Procedural justice on HR performance. These results confirm

previous research which states that when employees feel fairness in procedures, they tend to be more motivated to make a positive contribution to their performance (De Clercq et al., 2020). However, the effect of procedural justice on performance can be stronger if supported by high supervisory support (Rauf et al., 2021).

Supervisory support variable measurement is reflected through four indicators, namely Emotional Support, Assessment Support, Information Support, and Physical Support indicators, then Procedural justice variable measurement is reflected through four indicators, namely Fair Process, Transparency, Accessibility, and Flexibility indicators. While the measurement of HR Performance variables is reflected through five indicators, namely Quality, Quantity, Timeliness, Cost effectiveness, and Cooperation indicators.

The Supervisory Support variable has the highest outer loading value on the Physical Support indicator, while the Procedural Justice variable shows that the indicator with the highest outer loading value is Flexibility. Meanwhile, the HR Performance variable has the highest outer loading value on the Quantity indicator. These results indicate that the higher the Physical Support provided by superiors, the stronger the influence of Flexibility in increasing employee work Quantity. In other words, when superiors provide optimal physical support, for example in the form of providing adequate work facilities, direct assistance in completing tasks, or protection against work risks, this can increase employee perceptions of flexibility in work procedures.

The Supervisory Support variable has the lowest outer loading value on the Assessment Support indicator, while the Procedural Justice variable shows the lowest outer loading value on the Accessibility indicator. Meanwhile, in the HR Performance variable, the Cooperation indicator has the lowest outer loading value. These results indicate that increasing Assessment Support in Supervisory Support contributes to strengthening the role of Accessibility in Procedural Justice, which can ultimately improve Cooperation in HR Performance. In other words, the better the support provided by superiors in the form of objective and constructive assessments, the more open the accessibility to organizational procedures and policies will be. This has implications for increasing cooperation among employees, because they feel that the applicable system is fair and easily accessible, and there is support from superiors that encourages them to work more effectively in teams.

#### 4. Conclusion

This study aims to describe and analyze the influence of procedural justice on human resource (HR) performance, the influence of supervisory support on HR performance, and the moderating influence of supervisory support on the relationship between procedural justice and performance. The answers to the research questions are as follows: 1. The effect of procedural justice on HR performance. Procedural justice, which is the extent to which the procedures implemented in an organization are considered fair by employees, has a positive effect on human resource performance. This means that the fairer the procedures implemented, the higher the employee performance. Employees who feel they are treated



fairly in terms of procedures tend to perform better because they feel valued and treated fairly. 2. The influence of supervisory support on HR performance. Support provided by superiors or supervisors has a positive influence on employee performance. The better the support provided by superiors in the form of attention, guidance, and adequate facilities, the higher the employee performance. The support in question can be in the form of emotional, physical, or instructional support that makes it easier for employees to complete their tasks. 3. The moderating role of supervisory support in the influence of procedural justice on HR performance. Support from superiors can strengthen the positive effects of procedural justice on employee performance. This means that even though the procedures implemented in the workplace are considered fair, additional support from superiors in the form of good supervision can further improve employee performance. Supervisors who provide effective support help employees to take advantage of existing procedural justice, resulting in more significant performance improvements.

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