



## Perception of Justice Regarding Direct Compensation and Its Impact on the Performance of Personnel Managers at Dinas Keuangan Angkatan Laut

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**Abstract:** Justice in direct compensation can be categorized into three main types: distributive justice, procedural justice, and interactional justice. The objective of this research is to understand the perceptions of personnel management staff at Dinas Keuangan Angkatan Laut regarding the justice of the direct compensation they receive and to analyze the impact of these justice perceptions on their motivation and performance. The method used in this research is qualitative descriptive. The findings indicate that transparency in policies, alignment between workload and compensation, and social comparison are key elements shaping employees' perceptions of fairness within the organization.

**Keywords:** justice, direct compensation, personnel management performance.

### INTRODUCTION

The perception of justice regarding direct compensation is a key element that influences the motivation and performance of personnel managers in various organizations, including Dinas Keuangan Angkatan Laut. According to (Liza Shopia Indriani et al., 2024), direct compensation includes base salary, allowances, and bonuses received by individuals as a reward for their contributions and performance. In this context, the perception of justice encompasses not only the alignment between compensation and job responsibilities but also the transparency of the compensation determination process, equity with peers, and recognition of individual contributions. Justice in direct compensation can be categorized into three main types: distributive justice, procedural justice, and interactional justice (Dewi et al., 2020). Distributive justice relates to the extent to which the outcomes or rewards received are perceived as commensurate with the effort or contributions made. For example, if a personnel manager feels that their salary or allowances are not proportional to their workload or achievements, then the perception of distributive justice will be affected.

Procedural justice refers to the fairness in the processes or mechanisms used to determine compensation. In Dinas Keuangan Angkatan Laut, transparency in the determination of salary and bonus policies, including performance evaluation mechanisms, is an important element in enhancing trust in the system. According to (Sumar et al., 2020),

interactional justice encompasses how individuals are treated during the compensation determination process, such as the respect and recognition given by supervisors or management. The perception of justice regarding direct compensation has a significant impact on the performance of personnel managers. When compensation is perceived as fair, individuals are more likely to be motivated to contribute their best, feel valued, and remain loyal to the organization. Conversely, injustice in compensation can trigger dissatisfaction, decrease motivation, and potentially increase employee turnover (Firmansyah, 2020).

In the context of Dinas Keuangan Angkatan Laut, personnel managers hold a strategic responsibility in managing human resources, financial administration, and supporting the organization's operations. When a perception of justice is established, personnel managers can focus more on core tasks, such as developing effective HR policies, timely administrative resolution, and improving work efficiency. Conversely, if there is dissatisfaction with compensation, work focus can be disrupted, and overall productivity may decline (Polakitang et al., 2019). To enhance the perception of justice, Dinas Keuangan Angkatan Laut can implement several strategies. The organization needs to adopt an objective and data-driven performance evaluation system. This system should include clear, transparent, and relevant indicators related to the responsibilities of personnel managers. In this way, the compensation provided will be perceived as commensurate with employee contributions.

Effective communication regarding compensation policies is crucial. Personnel managers need to have a clear understanding of how their compensation is calculated and how the bonus or incentive mechanisms work. This transparency can enhance trust in management and strengthen the perception of procedural justice. According to (Halawa & Oktafiani, 2024), organizations need to ensure that the relationship between supervisors and subordinates is based on genuine respect and recognition. Personnel managers who feel valued, both materially and emotionally, will be more motivated to perform at their best. In the long term, justice in direct compensation not only affects individual performance but also fosters a healthy work culture within the Dinas Keuangan Angkatan Laut. A fair and transparent work culture can attract top talent to join while retaining high-performing employees. Ultimately, this will enhance the overall effectiveness of the organization (Kinasih et al., 2014).

## **METHOD**

The research on the perception of justice regarding direct compensation and its impact on the performance of personnel managers at Dinas Keuangan Angkatan Laut employs a qualitative approach. This method was chosen to explore a deep understanding of how personnel managers perceive the fairness of the compensation they receive and its effects on their motivation and performance. Data collection was conducted through in-depth interviews with personnel managers at Dinas Keuangan Angkatan Laut, using a semi-structured interview guide to ensure flexibility in exploring the respondents' perspectives. Participatory observation was applied to directly observe the work environment, interactions, and dynamics of the compensation management process. Data analysis was conducted thematically, identifying key patterns from the respondents' narratives related to distributive, procedural, and interactional justice. Data validation was performed through triangulation with compensation policy documents and discussions with relevant parties, such as management and other employees.

## RESULTS AND DISCUSSION

### Results

The perception of personnel managers at Dinas Keuangan Angkatan Laut regarding the fairness of the direct compensation they receive is crucial in shaping their views on the compensation system in place. Justice in direct compensation includes base salary, allowances, and bonuses received as rewards for contributions and job responsibilities. According to (Darmawati et al., 2021), from the perspective of personnel managers, this fairness is not only determined by the amount of compensation itself but also by how that compensation is determined, communicated, and compared with peers. Most personnel managers view compensation fairness through distributive justice, which refers to the extent to which the compensation received aligns with their workload, responsibilities, and performance achievements. In this regard, personnel managers often compare their salaries or allowances with similar positions in other institutions (Lestari & Listyawati, 2019).

When compensation is perceived as equal to or higher than that of other organizations, the perception of distributive justice tends to be positive. Conversely, if there is a disparity, it can lead to a sense of injustice that impacts their work motivation. In addition to distributive justice, perceptions of procedural justice also play an important role. Personnel managers at Dinas Keuangan Angkatan Laut pay close attention to transparency in the determination of compensation policies (Widjaja, 2021). An open process that involves employees in discussions about these policies will enhance trust in the compensation system. On the other hand, if these policies are designed unilaterally without adequate explanation, personnel managers may feel that the process is unfair, which ultimately affects their overall perception of compensation justice.

Interactional justice is also a significant factor in shaping perceptions of compensation fairness. In this regard, the way management or supervisors communicate information about compensation greatly influences how personnel managers view that fairness. According to (Triana et al., 2019), respectful, appreciative, and empathetic communication from management can enhance positive perceptions of compensation justice. However, when communication is delivered in a less respectful tone or without clear explanations, it can diminish employees' trust in the organization. The perception of personnel managers regarding compensation fairness is also influenced by external factors such as changes in government policies related to remuneration or economic fluctuations (Septiani et al., 2019). In certain conditions, such as budget cuts or delays in benefit payments, personnel managers may feel that compensation fairness is compromised. It is important for organizations to provide transparent explanations and involve employees in understanding the reasons behind such changes to avoid ongoing dissatisfaction (Marliani et al., 2016).

A positive perception of direct compensation fairness can have a significant impact on the motivation and performance of personnel managers. When they feel that the compensation they receive is commensurate with their contributions, personnel managers are more likely to be enthusiastic about completing their tasks, such as managing financial administration and supporting organizational operations. This perception also enhances loyalty to the institution, making employees less likely to seek job opportunities elsewhere (Fauziah et al., 2016). However, when the perception of compensation fairness is negative, the effects can include decreased motivation, reduced productivity, and even increased absenteeism or turnover rates. Personnel managers who feel that their compensation is unfair may feel less valued, which can lead to a decline in the quality of their work.

In the long term, this can affect the overall performance of the organization, especially in the context of the strategic responsibilities held by personnel managers. To address these challenges, Dinas Keuangan Angkatan Laut needs to take steps to ensure that the direct compensation system reflects principles of fairness. According to (Rukmini & Ningsih,

2020), one important step is to conduct regular evaluations of compensation policies to ensure their alignment with labor market conditions and organizational needs. Involving employees in discussions about compensation policies can create a sense of ownership and enhance positive perceptions of compensation fairness. The perception of justice regarding direct compensation has a significant impact on the motivation and performance of personnel managers at Dinas Keuangan Angkatan Laut. When personnel managers feel that the compensation they receive reflects fairness, in terms of distribution, procedures, and interactions, it tends to increase their motivation to work (Waani et al., 2023).

This perception of justice creates a sense of being valued, which encourages individuals to perform at their best, considering that the rewards they receive are commensurate with the effort and contributions they make to the organization. From a motivational perspective, fairness in direct compensation can influence the level of enthusiasm among personnel managers. According to (Syifi Fauziyah & Ibnu Khayath Farisanu, 2022), fair compensation provides intrinsic motivation for employees to continue working efficiently, as they feel that their efforts are adequately rewarded. For example, when base salaries, allowances, and bonuses are determined transparently and aligned with individual responsibilities and achievements, personnel managers will feel that they are treated with respect and recognized for their contributions. This can also foster a sense of ownership over their work, which in turn enhances initiative and creativity in completing tasks.

The perception of injustice in direct compensation can have a negative impact on motivation. When personnel managers feel that the compensation they receive is not commensurate with their workload or is unfair compared to their colleagues, they tend to lose their enthusiasm for work (Rizal et al., 2019). This sense of dissatisfaction can develop into apathy, decrease commitment to the organization, and reduce productivity. For example, if there are significant differences in bonuses without clear explanations, personnel managers may feel that the compensation system is discriminatory, ultimately leading to tension and internal conflict within the work team. The impact of justice perception on performance is also evident in how personnel managers carry out their operational tasks. Fairness in compensation motivates them to work more diligently, punctually, and in compliance with established procedures (Wardana & Efendi, 2020).

In the context of Dinas Keuangan Angkatan Laut, personnel managers have important responsibilities, such as managing financial administration and ensuring compliance with budget policies. If they feel that their contributions are valued through fair compensation, they are likely to be more careful and meticulous in completing their tasks, which positively impacts the overall effectiveness of the organization. Conversely, if the perception of compensation fairness is negative, their performance may decline significantly (Pambudi & Suhanti, 2017). Compensation injustice can affect levels of stress and job satisfaction, ultimately impacting the quality of work outcomes. Personnel managers who feel undervalued may become less motivated to participate in training or skill development, which can hinder their competency improvement in the long term. A sense of injustice can also trigger higher absenteeism rates or even turnover, potentially disrupting the stability and sustainability of the organization's operations (SeTin et al., 2020).

The impact of perceptions of compensation fairness on interpersonal relationships cannot be overlooked. Positive perceptions can strengthen team solidarity, as employees feel that they are treated equally and fairly. Conversely, if perceptions of injustice arise, relationships among employees can be disrupted due to feelings of envy or dissatisfaction with management (Saputri & Nuswantara, 2021). In the context of Dinas Keuangan Angkatan Laut, this can hinder team coordination, which is crucial for completing complex tasks that require close collaboration. In the long term, positive perceptions of compensation fairness not only enhance individual motivation and performance but also contribute to the

organization's success. Motivated and high-performing personnel managers can create a productive, innovative, and harmonious work environment. They are likely to have a strong sense of loyalty to the institution, making them willing to stay for extended periods. This also reduces the costs that the organization must incur for recruiting and training new employees (Aisah & Arjanggih, 2021).

However, it is important for organizations to continuously monitor and evaluate their compensation policies. Inflexible or irrelevant policies in light of changing market conditions can lead to dissatisfaction among employees, even if the compensation system was previously considered fair. Dinas Keuangan Angkatan Laut needs to conduct regular employee satisfaction surveys to ensure that the implemented compensation policies remain aligned with the expectations and needs of personnel managers (Soda et al., 2021). The perception of justice regarding direct compensation is an individual's subjective assessment of equity and fairness in receiving rewards for the work performed. In Dinas Keuangan Angkatan Laut, the factors influencing this perception can stem from organizational policies, interpersonal relationships, and individual characteristics. Understanding these factors is crucial for creating a work environment that supports the productivity and well-being of personnel managers.

One of the main factors is the transparency of compensation policies. Clear and open policies regarding the determination of base salaries, allowances, and bonuses provide employees with a fair understanding of how their compensation is calculated. This transparency helps reduce the potential for misunderstandings or negative biases that may arise if information related to compensation is kept confidential or communicated inconsistently. For example, when personnel managers understand that salary increases are based on criteria such as length of service, contributions, or individual performance, they are more likely to accept those decisions as fair (Muniroh, 2023). The second factor is the alignment between workload and the compensation provided. Personnel managers at the Naval Finance Office often face complex tasks, including budget management, financial administration, and the fulfillment of accounting reports.

When their workload is perceived as heavy but not matched with equivalent compensation, perceptions of injustice can arise. Conversely, if compensation reflects the level of responsibility and effort required, it reinforces a sense of fairness. Social comparison also plays an important role in shaping perceptions of justice. According to (Zainudin et al., 2022), personnel managers naturally compare their compensation with that of colleagues who have similar responsibilities or positions, both within the internal environment and externally to the organization. If they feel that other colleagues receive greater compensation without clear justification, this can lead to dissatisfaction. Consistent and fair compensation policies, both at the individual level and across different positions, are crucial for maintaining perceptions of justice.

Effective leadership is another factor that influences perceptions of justice. Leaders who can provide rewards objectively based on employee achievements will enhance trust and acceptance of the compensation system. Conversely, if leaders are perceived to grant compensation based on personal preferences or discrimination, this can undermine employees' trust in the organization (Rizal et al., 2019). In the context of Dinas Keuangan Angkatan Laut, the role of supervisors in explaining the basis for compensation and providing constructive feedback is crucial. Procedural factors also play an important role in shaping perceptions of justice. The processes used to determine and distribute compensation must be perceived as fair by all parties involved. Consistent, unbiased procedures based on objective data will help create a perception of fairness. For example, the use of performance evaluations based on clear and measurable indicators can instill confidence in personnel managers that their compensation is determined professionally (Rizal et al., 2019).



Effective communication plays a crucial role in building perceptions of fairness regarding compensation. Information that is conveyed transparently and accurately about policies and the reasons behind compensation-related decisions can reduce misunderstandings. If personnel managers feel that they do not receive sufficient information about how compensation is determined, they may perceive the process as unfair. According to (Wardana & Efendi, 2020), open communication channels between management and employees are an important supporting factor. Individual characteristics, such as expectations, work experience, and personal values, also influence perceptions of justice. Employees with longer work experience may have higher expectations for compensation compared to new employees. Similarly, those with specialized education or training backgrounds tend to expect compensation that aligns with their skills. Organizations need to consider these individual characteristics when designing compensation policies (Pambudi & Suhanti, 2017).

In addition to internal factors, external conditions such as market standards and economic situations can also influence perceptions of justice. If personnel managers feel that their compensation is lower compared to other organizations in similar sectors, they may perceive their organization as non-competitive. Organizations need to conduct regular benchmarking to ensure that their compensation policies remain relevant and competitive in the labor market. The final factor is the aspect of organizational culture (Saputri & Nuswantara, 2021). A culture that emphasizes equality, appreciation for contributions, and concern for employee well-being will foster perceptions of justice. In organizations like the Naval Finance Office, this culture can be manifested through respect for each individual, recognition of achievements, and attention to the balance between work and personal life.

## CONCLUSION

Perceptions of justice regarding direct compensation at Dinas Keuangan Angkatan Laut are influenced by various interconnected factors. Policy transparency, alignment between workload and compensation, and social comparison are key elements that shape employees' perceptions of fairness within the organization. Additionally, effective leadership, objective procedures, open communication, and attention to individual characteristics further strengthen employees' acceptance of the implemented compensation system. External factors, such as market standards and economic conditions, as well as an organizational culture that emphasizes equality and appreciation for contributions, also play a significant role in creating perceptions of justice. When all these factors are managed well, the compensation system can enhance the motivation and performance of personnel managers. Conversely, perceptions of injustice can affect job satisfaction, decrease productivity, and increase the risk of employee turnover.

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