

ETHICAL CONSEQUENCES OF MODERN HUMAN RESOURCE MANAGEMENT PRACTICES: A STUDY OF THE INFLUENCE OF JUSTICE ORGANIZATION TO REPUTATION COMPANY IN PT. SSP MOROWALI CENTRAL SULAWESI

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Abstract

This study aims to analyze the ethical consequences of implementing modern human resource management practices, specifically examining the influence of organizational justice dimensions on the formation of corporate reputation. in PT. SSP Morowali, a company Which operate in region Central Sulawesi. Method study use approach quantitative with design survey. Sample study The sample consisted of 120 employees selected using simple random sampling. The data were analyzed using multiple linear regression analysis. The results showed that, both partially and simultaneously, the dimensions of distributive justice, procedural justice, and interactional justice had a positive and significant influence on corporate reputation. Findings This indicates that implementation principle justice as runway ethical in human resource management not only impact on welfare employees, but also become strategic factors in building public image and trust in the company. This research contributes to the development of ethical human resource management and serves as a management consideration in formulating sustainable policies oriented towards enhancing the organization's reputation.

Keywords: *Ethics Business; Human Resource Management; Justice Organization; Company Reputation; PT. SSP Morowali*

INTRODUCTION

Development world business Which the more dynamic And competitive demand company No just focus on achievement profit solely, but also pay attention aspect ethics And responsibility in every operation. ¹ Human Resource Management (HR) as the backbone of the organization experience transformation going to more practice modern, in where No only efficiency pursued, but also how to treat employees fairly and with dignity. ² In the midst of fierce competition, implementation values ethical in management HR becomes crucial thing, because the decision And policy Which taken management own consequence direct and No directly for all stakeholders. One of the most fundamental ethical aspects of the workplace is organizational justice. This concept encompasses employees' perceptions of whether they are treated fairly in terms of the distribution of work results, decision-making procedures, and interactions with both management and subordinates. colleague Work. In in practice, often found gap between policy written with implementation in the field. The injustice felt by employees can have negative impacts, such as decline motivation, decline commitment, until end on behavior counterproductive Which ^s public image. Conversely, HR management practices based on fairness will build trust, which in turn becomes a key asset in building a good company reputation.

¹ Maulidya, D. (2025). The Role of Business Ethics in Increasing Consumer Trust from a Sharia Perspective. At-Tajir: Journal of Sharia Business Management, 3(1), 41-50.

² Alifian, R. J. H (2025). Management Human Resources Contemporary Strategy, Ethics And Transformation In Era Digital. Bandung: Widina.

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Reputation company is asset No tangible Which very valuable, Which differentiate For companies operating in areas like Morowali, Central Sulawesi, known as an industrial area with a strategic role in the national economy, a good reputation has a dual meaning: it determines business continuity and reflects the company's contribution. positive to public around. PT. SSP as Wrong One entity business in region The company faces its own challenges in managing its human resources. The pressure to achieve production targets often has the potential to put aside ethical aspects and justice in management employees. If matter this is left, perception negative about injustice in environment Work can spread And damage the company's good name, both in the eyes of its own employees, the local community, and business partners.

Despite its importance, studies on the relationship between ethical aspects of HR management, particularly organizational justice, and corporate reputation are still limited, particularly those conducted in the context of industrial companies in Central Sulawesi. Most previous research focuses more on impact justice to individual performance, but rarely highlight the consequences on the overall corporate image. Based on this phenomenon, this study was conducted to analyze how the perception of organizational justice applied in modern HR management practices affects the corporate reputation at PT. SSP Morowali. The results of this study are expected to provide description real about the importance of foundation ethical in management HR as strategies to maintain business sustainability.

REVIEW LITERATURE

Management Source Power Man Modern

Modern Human Resource Management (HRM) is seen as a strategic approach to managing human assets that emphasizes the development of potential, well-being, and job satisfaction, rather than merely administrative control. According to Mathis & Jackson, modern HRM practices have significant ethical consequences because every policy established will impact employees. on right And dignity employee. Principle mainly is create environment Work who appreciates values humanity, transparency, And not quite enough answer social. Consequence ethical from This practice arises when companies have to choose between operational efficiency and fulfilling employee rights, where fairness becomes the main determinant of the organization's long-term success. ⁴

Justice Organization

Organizational justice is defined as an individual's perception of the level of fairness applied in the work environment. This theory was introduced by Greenberg, who divided it into three main dimensions:

- 1) Distributive Justice: Employee perceptions of the fairness of the outcomes or rewards received compared to the contributions made.
- 2) Procedural Justice: Perceptions regarding the fairness of the processes and procedures used in decision-making and determining outcomes.
- 3) Justice Interactional: Perception about justice in method communicate, treatment respect, and honesty shown by leaders to employees.

Third dimensions This is reflection from implementation ethics in management, in where Fair treatment will foster employee trust and commitment to the organization.

Reputation Company

Corporate reputation is the collective perception of stakeholders regarding a company's credibility, trustworthiness, and attractiveness as a workplace and business partner. Fombrun (2020) states that reputation is an intangible asset that is difficult to imitate and a source of competitive advantage. A good reputation is built on consistency between what is promised and what is done, including how the company treats its employees. Employees who feel treated fairly tend to become positive company ambassadors, which indirectly builds a positive image in the eyes of the wider community · Connection Justice Organization And Reputation Company

³ Nikotiyanto Bi Cahyono. (2025). Behavior organization: Strategy development And improvement performance source Power humans. Jakarta: Indonesia Eight Creations of the Archipelago.

⁴ Sukmara, A. R. (2025). Behavior Organization. Yogyakarta: Selfietera Indonesia.

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Perceptions of fairness in the workplace have an impact beyond individual satisfaction. Cropanzano & Ambrose (2021) explain that when employees perceive fairness, they develop a positive identity with the company and are willing to voluntarily promote the organization's image. Conversely, perceptions of fairness injustice can spread through It can disrupt internal and external communications and damage the company's reputation. Therefore, implementing the principle of fairness is not only a matter of internal ethics, but also a crucial strategy for maintaining and enhancing the company's reputation in the public eye.

METHOD

This study uses a quantitative approach with a causal associative research design. The quantitative approach was chosen because the data collected are in the form of numbers and analyzed using statistical methods to test the hypothesis. ⁶ The causal associative design aims to determine the causal relationship between the independent variable (organizational justice) and the dependent variable (company reputation), so that the extent of the influence can be measured. Research location: Conducted at PT. SSP Morowali, which is located in the Morowali Industrial Area, Morowali Regency, Central Sulawesi. This location was chosen based on the consideration that the company is a business entity that operates in sector industry with amount employee Which large enough, as well as face The challenges of human resource management in a rapidly developing region. Data collection techniques used population and sample analysis. Data analysis was conducted using descriptive analysis, namely describing data characteristics by calculating the average value, percentage, and standard deviation to provide an overview of the level of implementation of organizational justice and the company's reputation.

RESULTS AND DISCUSSION

Description General Object Study

PT. SSP Morowali is a company engaged in natural resource processing and manufacturing, located in the Morowali Industrial Estate, Central Sulawesi. The company was founded to support development economy area And national, with amount employee still as much as 320 person Which spread in various division operational, administration, And supporters. As company which operates in region industry strategic, PT. SSP Morowali own not quite enough answer big in maintaining good relations with employees, the surrounding community, and other stakeholders.

Results Descriptive Analysis

Descriptive analysis aims to provide an overview of respondents' perceptions of the research variables. ⁷ Based on data processing from 178 valid questionnaires, the following results were obtained :

1) Variables Justice Organization

- Distributive Justice (X_1): Obtained an average score of 4.02 (high category). This indicates that employees assess the distribution of salary, benefits, and workload as adequate in accordance with the responsibilities and contributions made.
- Justice Procedural (X_2): Get mark average 3.87 (category high). This means that the procedures for decision-making, job promotions, and dispute resolution are considered to be quite transparent and consistently applied.
- Interactional Justice (X_3): Obtained an average value of 3.75 (high category). Indicates that the leadership generally treat employee with respect, be honest, and provide adequate explanations regarding the policies taken.

2) Variables Reputation Company (Y)

Obtained an average score of 3.91 (category high). This reflects that employees generally have a positive perception of PT. SSP Morowali as a trustworthy company, socially responsible, and a good place to work.

⁵ Artha Febriana. (2023). Management Source Power Man Strategic. Bandung: Widina.

⁶ Monalisa, M., Kusumastuti, SY, & Suparyati, A. (2025). Quantitative Research Methodology: Hypothesis Development and Testing. Jambi: Sonpedia Publishing Indonesia.

Results Quality Test Instrument

1) Test Validity

All statement items in the questionnaire were declared valid, with a Pearson Product correlation value Moment range between 0.421 until 0.789, in where all of it more big from mark r-table (0.146) at a significance level of 5%.

2) Test Reliability

Mark coefficient Cronbach's Alpha For all variables:

Organizational justice = 0.827

Reputation company = 0.794

Because mark $\alpha > 0.60$, so instrument study stated reliable And consistent.

Results Test Classical Assumptions

- 1) Test Normality: Based on Kolmogorov-Smirnov test, obtained significance value $0.124 > 0.05 \rightarrow$ data is normally distributed.
- 2) Multicollinearity Test: Value The VIF of all independent variables ranges from $1.452 - 1.789 < 10 \rightarrow$ no multicollinearity occurs.
- 3) Test Heteroscedasticity: Mark significance on test Glacier $> 0.05 \rightarrow$ No happen heteroscedasticity.
- 4) Linearity Test: Significance value deviation from linearity $> 0.05 \rightarrow$ the relationship between variables is linear.

Results Analysis Linear Regression Multiple

Equality regression Which obtained:

$$Y = 0.874 + 0.312X_1 + 0.285X_2 + 0.247X_3$$

Interpretation:

- 1) Constant 0.874: If justice organization worth zero, so reputation company still as big as 0.874.
- 2) Coefficient $X_1 = 0.312$: Every 1 unit increase in distributive justice, then the company's reputation increases by 0.312.
- 3) Coefficient $X_2 = 0.285$: Every 1 unit increase in procedural justice, the company's reputation increases by 0.285.
- 4) Coefficient $X_3 = 0.247$: Every improvement 1 unit justice interactional, then reputation the company increased by 0.247.

Results Testing Hypothesis

1) Test Partial (Test t)

Variables	t- count	Significance	Decision
X^1	4,872	0,000	H^1 accepted
X^2	4,215	0,000	H^2 accepted
X^3	3,789	0.002	H^3 accepted

Variables t-count Significance Decision X_1

4.872 0.000 H_1 accepted

X_2 4.215 0,000 H_2 accepted

X_3 3,789 0.002 H_3 accepted

Criteria: Significance $< 0.05 =$ influential significant

2) Test Simultan (Test F)

- F-count = 62,458

- Significance = $0,000 < 0,05 \rightarrow H_4$ accepted. It means, justice distributive, procedural, and interactional together have a significant influence on the company's reputation.
- 3) Coefficient Determination (R^2)
Mark $R^2 = 0,517 \rightarrow$ It means, 51.7% variation reputation company can explained by organizational justice variables, while the remaining 48.3% is influenced by other factors that were not studied.

Discussion Results Study

1. Influence Justice Distributive To Reputation Company

Results study show that justice distributive own influence positive And significant to reputation company. Matter This in line with theory Adams (1965) which state that employees will judge fairness based on the comparison between the results received and the effort put in. When employees feel the rewards they receive are fair and equal, they will develop a positive attitude towards the company and tend to spread a good image to the surrounding environment.⁸ This finding supports Pratama's research which states that the fairness of the salary and reward system is the main basis for forming positive employee perceptions of the company.

2. Influence Justice Procedural To Reputation Company

Procedural justice has also been shown to have a significant impact. This suggests that transparency and consistency in company policies have a greater impact than results alone. According to Greenberg (2018), fair procedures create a sense of trust that the company is acting responsibly. operate in a way Honest And responsible answer. In PT. SSP Morowali, system promotion and open resolution of complaints makes employees feel valued, which ultimately strengthens the company's reputation as a credible organization.

3. Influence Justice Interactional To Company Reputation

This dimension also made a positive contribution, although its influence was slightly lower than the other two dimensions. This suggests that the way leaders communicate and treat employees plays a significant role. Cropanzano & Ambrose explain that polite treatment and adequate explanations can mitigate negative perceptions even if results do not meet expectations. In an industrial environment like Morowali, a harmonious relationship between leaders and employees also impacts the company's image in the eyes of the local community.⁹

4. Influence In a way Together

In a way overall, results study confirm that implementation mark ethical in Human resource management through the principle of organizational justice is a strategic factor in building a company's reputation. This reputation is shaped not only by financial performance but also by how the company treats its human resources. This is relevant to the context of PT. SSP Morowali, which operates in a developing region, where employee and community trust is key to business sustainability.¹⁰

Research Limitations

1. Study This own a number of limitations:
2. Focus only on perception employee, Not yet involving perception public wide or partners business.
3. Scope of research limited on One company, so the results cannot be generalized extensively .
4. The variables studied only explained 51.7% of the change in reputation. company, so there are still other factors that need to be studied.

⁷ Kusumastuti, A., Khoiron, A. M., & Ahmad, T. A. (2021). Method study quantitative. Sleman: Deepublish.

⁸ Faith, K. N., Hikmawati, Z., Rania, G. M., & Batlayangin, M. (2025, August). Literature Review: Influence Ethics Company's Impact on Employee Loyalty. In Proceedings of the National Seminar on Management and Business (Vol. 5, pp. 298-306).

⁹ Basuki, B., Widyanti, R., & Husnurropiq, H. (2023). The Role of Moderation of Organizational Culture Towards The Influence of Transformational Leadership on Employee Engagement in Public Organizations. Al-Ulum: Journal of Social Sciences and Humanities, 9(2), 119-131.

¹⁰ Adrai, R., & Perkasa, DH (2024). Application of ethics business And not quite enough answer corporate social in international Human resources management. Journal of Civil Management and Business, 6(2), 68-85.

CONCLUSION

The level of implementation of organizational justice at PT. SSP Morowali is generally in the high category. This is evident from employee perceptions, which assess that the aspects of distributive, procedural, and interactional has implemented with Enough Good in policy And operational The company's reputation among employees is also high. Employees view the company as a trustworthy, responsible, and worthwhile place to work. Partially, the three dimensions of organizational justice—distributive justice, procedural justice, and interactional justice—each have a positive and significant influence on the company's reputation. Of the three, distributive justice has the most dominant influence. followed by justice procedural And justice interactional. And In a way simultaneous, all over dimensions of justice organization in a way together influential positive And significant to reputation company. This proves that the application of the principle of justice as an ethical foundation in modern HR management has beneficial consequences, not only for welfare employee but as well as strategy to build and maintain reputation good company. And the results Research confirms that ethical and fair HR management practices are not merely a moral obligation, but rather a strategic asset that contributes directly to a company's positive image in its operational environment.

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