



The Influence of Organizational Justice on Performance with Job Satisfaction as a Mediation Variable (Case Study of East Java Province Inspectorate Employees)

Timan Binardi ^a, Sundjoto ^b, Sri Rahayu ^{c*}

^{a,b,c} Sekolah Tinggi Ilmu Ekonomi Mahardhika Surabaya, Indonesia

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ABSTRACT

Performance is an important component in an agency, because it is the main spear of a company in achieving the goals to be achieved. In its implementation, agencies need to maintain the quality of performance of each employee by creating a balanced environment for employees through the application of organizational justice. Organizational justice if implemented properly will create a fair atmosphere for every employee in an agency. The correct application of organizational justice can also increase employee job satisfaction, so that employee performance will also increase. Therefore, this study focuses on knowing the effect of organizational justice on employee performance with employee satisfaction as a mediator. The population in this study were all employees of the Inspectorate of East Java Province, totaling 112 people. Data testing was carried out using Hayes regression analysis techniques as a hypothesis tester.

Keywords: Job Performance, organizational justice, job satisfaction

1. INTRODUCTION

An agency is a forum where individuals from different backgrounds join together and work together to achieve organizational goals. A good agency can utilize the potential of every human resource in an organization, this aims to ensure that every human resource can provide optimal work results. Agencies that can achieve their goals well do not just stop at means and methods supporting and modern facilities, but one thing that is a vital need is the people who carry out the work of the agency, for this reason the success of an organization is greatly influenced by the performance of its individual employees. (Najian et al., 2018).

A good agency is one where the agency can make good use of its human resources, where its human resources can provide optimal performance in accordance with their experience and competence. The aim of this is to achieve the agency goals that have been previously formulated. For this reason, it is necessary for agencies to maintain the quality of performance of each member of their staff (Wibowo, 2019). Performance itself is a work process in terms of quality and quantity carried out by someone in carrying out their duties or work, namely in accordance with the responsibilities that have been given to that individual. Performance is about what individuals do and how individuals carry out their work (Robbin & Judge, 2019). Performance focuses on the display process of a person's work regarding how the individual carries out work to achieve the desired goals (Wibowo, 2019). Performance can also be interpreted as the result of individual work in terms of quality and quantity achieved by someone in carrying out their duties and work, namely in accordance with the responsibilities that have been given to the individual with certain standards that have been determined. (Hidayah & Haryani, 2018).

Performance is an important effort in an agency, because the performance carried out by employees is the main spearhead in achieving the goals to be achieved (Wibowo, 2019). Therefore, agencies need to maintain the quality of performance of each employee by creating a balanced environment for employees. This balance can be realized by fulfilling the rights of every employee of the agency, namely can be realized through implementing organizational justice for all employees (Poluan et al., 2021).

Organizational justice is related to the social rules and norms that regulate what results should be distributed, and the procedures used to make decisions about whether to distribute them and how employees are treated interpersonally. (Bies & Tripp, 1996). Enforced organizational justice will have an impact on managerial decision making, perceptions of quality, relationships between individuals and situations, social justice can explain individual justice in an organization which then influences employee performance in completing their work. (Poluan et al., 2021). Organizational justice is divided into two dimensions, namely distributive justice and procedural justice (Robbin & Judge, 2019).

Implemented organizational justice can influence the performance of each employee, this is because there is a fair situation for each individual included in the institution. Research conducted by (Jufrizen & Hamdani, 2023) shows that there is a good application of distributive justice and procedural justice which will improve employee performance. Karlida et al. (2022) in his research explains that organizational justice can be implemented with increasing

the fairness of resource allocation, decision-making processes, maintaining interpersonal relationships can create a fair environment for each employee so that other employees feel satisfied and willing to complete their work well. Therefore, these Rules have very important implications because they are seen as a manifestation of basic process values in the organization. So individuals in an organization will perceive procedural justice and distributive justice when the procedural rules and distributive rules that exist in the organization are fulfilled by policy makers. (Darham et al., 2018). If the implementation of organizational justice is not implemented well, in research conducted by (Darham et al., 2018) explained that There will be injustice that will cause employee dissatisfaction and reduce the quality of their performance.

Organizational justice that is implemented from the start in an institution can have an influence on the job satisfaction of each employee. Crow et al (2012) explain that job satisfaction is an assessment made by employees regarding the experiences experienced by employees while working in the institution that houses the employee, these experiences can be in the form of employee interactions with the work environment, fairness towards employees or even rewards received. by employees for the energy that has been sacrificed. In line with this (Rivai & Sagala, 2019) explains that job satisfaction for an institutional employee by creating justice will create a feeling of satisfaction within the employee. An ethical climate applied to the work environment and accompanied by justice will create job satisfaction for employees.

Research conducted by (Putra & Indrawati, 2018) shows that organizational justice that is implemented well will create a fair atmosphere for every employee in the institution, one of which is where employees can receive rewards and praise according to their performance which is considered good. This will create a sense of satisfaction in employees, so that employees can be happy to improve their performance as employees. This employee assessment is referred to as employee job satisfaction. This opinion is also supported by research conducted by (Wiratama & Suana, 2019) which explains that fair treatment received by employees regardless of status and position can create a good impression, thereby increasing employee job satisfaction. According to (Indrayani & Suwandana, 2019) also added that the impact that arises from implementing good organizational justice is that there is an increase in the quality of employee performance and employees tend to increase their loyalty to the institution and maintain their positive attitude while working.

Job satisfaction among employees can be implemented by implementing organizational justice and also a good ethical climate in the institution. This has been explained in research conducted by (Muamarah & Kusuma, 2019) shows that the ethical climate of an institution has a significantly positive effect on employee job satisfaction, namely that the better the ethical climate of the institution, the greater the job satisfaction of employees under that institution. This is also in line with research conducted by (Farjam, 2020) namely where the dimensions of work climate include: Conformity, responsibility, respect, clarity and co-workers applied to an institution can increase employee satisfaction which then has an impact on the productivity of each employee.

Employee job satisfaction due to an environment that is conducive, fair and regardless of the status and position of each good employee will certainly have a good impact by increasing the quality of performance of each employee in completing their duties to achieve institutional goals. (Widayati et al., 2020). This is supported by research conducted by (Wijaya, 2018) which shows that there is a significant influence between employee job satisfaction and the quality of employee performance. In line with (Nurrohmat & Lestari, 2021) which explains the importance of maintaining job satisfaction for employees in order to maintain the quality of performance carried out in achieving organizational goals.

Good governance is one of the goals of the East Java Provincial Inspectorate to achieve a Clean Government in East Java Province. To realize this, an organization needs to be able to maintain the quality of its human resources well so that it has East Java Provincial Inspectorate employees with good performance to achieve the specified goals. Good performance can be done by implementing good organizational justice to create a fair environment, as well as implementing good ethical values to create a conducive environment at the East Java Provincial Inspectorate. A fair and conducive environment can create increased job satisfaction, thereby improving the performance of every employee of the East Java Provincial Inspectorate. Based on this explanation, it is clear that this research examines the influence of organizational justice on employee performance with employee satisfaction as a mediator. The hypotheses of this research are as follows:

Hypothesis 1: There is an influence of organizational justice on employee performance

Hypothesis 2: There is an influence of organizational justice on employee job satisfaction

Hypothesis 3: There is an influence on employee job satisfaction on employee performance

Hypothesis 4: There is mediation by employee job satisfaction on the influence of organizational justice on employee performance

2. Literature Review

2.1 Organizational Justice

Organizational justice refers to justice applied in the work environment or organization. It involves fair and equal treatment of all members of an organization, including employees, managers, and leaders. The principles of organizational justice cover various aspects, such as resource allocation, promotion, compensation, performance evaluation, and conflict resolution. Organizational justice is important in creating a healthy work environment, motivating employees, and maintaining satisfaction and engagement of organizational members. Organizations that practice strong organizational justice tend to have higher retention rates, better productivity, and create a more positive climate in which to work.

Organizational justice is an idea that refers to employees' impressions of how fairly an organization or company treats them. In other words, employees will perceive the organization to work fairly if they believe the procedures they receive are reasonable or fair. According to Jufrizen & Kanditha in

(Hamdani & Jufrizen, 2023) Organizational justice is separated into four dimensions, namely distributive justice, procedural justice, interpersonal justice, and information justice.

Justice is a universal norm and a form of human right because the dignity of every person in any situation and circumstance requires that other parties, including those within the organization, be treated fairly. Therefore, organizational justice also refers to employees' views about fair treatment in terms of attitudes and treatment. An individual's subjective view of the treatment they receive compared to other individuals around them also refers to organizational justice. According to Widyaningrum in (Hamdani & Jufrizen, 2023) The concept of justice is separated into three categories, namely distributive justice (fairness for results), procedural justice (fairness for the process) and interactional justice (fairness for interactions that give authority to subordinates). Deep Dessler (Hamdani & Jufrizen, 2023) stated that there are several factors that influence organizational justice, namely:

1. Task characteristics. It is the nature of the employee's performance of duties along with all the consequences received. Details and clarity of task characteristics and evaluation processes will increase employee perceptions of organizational justice.
2. The level of trust in subordinates is the extent to which employees trust their superiors as well as their role and leadership. The higher the employee's trust in their superiors, the higher the employee's perception of organizational justice.
3. Frequency of feedback. Frequent feedback from superiors will further increase employee perceptions of organizational justice.
4. Managerial performance is the extent to which existing regulations are applied fairly and consistently and respect employees without any personal bias, which is expected to further increase employee perceptions of organizational justice.
5. Organizational climate. Perceptions regarding the quality of the organization's internal environment that are effectively felt by members of the organization will influence their subsequent behavior which is expected to have an effect on increasing employee perceptions of organizational justice.

Gibson, Donnelly, Ivancevich and Konopaske in (Sari, 2019) suggests that organizational justice is the level at which an employee feels treated equally in the organization where he works. Organizational justice is also a person's general perception of the decisions taken by his superiors. Organizational justice also describes the extent to which people feel that they are treated fairly in the workplace.

Organizational justice is a requirement for good performance evaluation that can influence job satisfaction, conflict, job transfer, organizational commitment, and other problems. Inside hero (Sari, 2019) defines organizational justice as employees' perceptions of how organizational managers behave morally and ethically when making decisions. Employees' perception of overall fairness in the organization is called organizational justice; it is increasingly recognized as an important factor in organizational motivation, attitudes, and behavior. Organizational justice theory includes many theories that focus on the meaning, determinants, and consequences of organizational justice. According to Wirawan in (Sari, 2019) There are several types of organizational justice, namely:

1. Distributive justice

Employee perceptions of fairness relating to the distribution of resources, compensation, care, products, impact on employee health conditions. These can cause emotional feelings and actions that impact decisions made based on thinking. Distributive unfair treatment of employees usually results in negative feelings and actions.

2. Procedural justice

Procedural justice refers to the way output is distributed, not specifically to the output itself. Certain principles governing the roles of participants in the decision-making process are known as procedural justice.

Procedural justice is critical to maintaining institutional legitimacy. This indicates a perception of the fairness or equality of procedures used in making decisions without considering the type of compensation provided, such as performance evaluation or promotion. Decent and fair processes are a way to discover and acknowledge the intellectuality of the decision-making process.

This will also increase trust and commitment that builds voluntary cooperation in carrying out organizational tasks. Distrust and resistance will arise from unfair procedures.

3. Interactional justice

Interactional justice relates to the way a person interacts with others. In social interactions, a person is considered fair if he treats others fairly when sharing information and avoids treating others harshly. In cases where there are two components of interactional justice, the first is informational justice, which is concerned with whether someone is truly honest and provides sufficient reasons if things go wrong. Second, interpersonal justice requires dignity and respect

2.2 Job Satisfaction

Job satisfaction occurs if there is a stimulus that is felt to be appropriate and can meet the needs of individual employees, otherwise dissatisfaction arises if the existing stimulus does not match the needs of employees (Komara & Nelliawati, 2014). There are five indicators that affect job satisfaction, namely:

- 1) Payment, Compensation systems and policies that are implemented fairly, and in accordance with employee desires will result in satisfaction for

employees. Fairness can be related to job demands, individual skill levels and community wage standards. 2) Work, Employees tend to like jobs and tasks that give them the opportunity to use their skills, abilities, freedom and feedback on their work processes. Job tasks that lack challenge tend to be boring, and tasks that are too difficult can also frustrate employees by making them feel like they are failing. 3) Coworkers, Most employees fill the need for social interaction with coworkers, therefore a friendly and supportive coworker environment increases job satisfaction. 4) Job promotion, Promotion can be done if a work employee moves from a job position to another position that is higher, and the responsibilities and organizational levels are higher as well. Promotion can be used by companies to utilize the skills and abilities of employees as high as possible. 5) Supervision, Supervision has an important role for management. Supervision has a direct relationship with employees and affects employees in carrying out work. In general, employees prefer supervision that is open, fair and willing to cooperate with subordinates or other employees.

According to Keith Davis in (Mangkunegara, 2018) job satisfaction is an employee's liking or disliking of his job. It can be said that job satisfaction is a feeling related to work, involving aspects such as wages received, career development opportunities, relationships with fellow employees, job placement, type of work, company organizational structure, and quality of supervision, besides other aspects such as age, health conditions, abilities and education are also related to job satisfaction. Employees will feel satisfied at work if aspects of the job and aspects of themselves are supportive, and vice versa if these aspects are not supportive, employees will feel dissatisfied. There are several factors that affect employee job satisfaction. According to Sutrisno in (Junaidi & Marantika, 2022), factors that affect job satisfaction, namely: 1) Discrepancy Theory, this theory measures a person's job satisfaction by calculating the difference between something that should happen and the reality on the ground. A person's job satisfaction depends on the difference between what is expected and what can be achieved. 2) Justice Theory, This theory suggests that employees will feel satisfied or dissatisfied depending on whether or not there is justice in a situation, such as a work situation. The main components in this theory are inputs, outcomes, fairness and unfairness. 3) According to this two-factor theory, job satisfaction and job dissatisfaction are different things. This theory formulates job characteristics into two parts, namely satisfies or dissatisfies motivators. 4) Needs Fulfillment Theory, Employee job satisfaction depends on whether or not employee needs are met. Employees will feel satisfied if they get something they need, the greater the employee's needs are met, the more satisfied the employee will feel, and vice versa. 5) Group View Theory This theory states that employee satisfaction does not depend on meeting needs alone, but also affects the views and opinions of groups that employees consider as reference groups. The reference group will become a benchmark reference for assessing themselves and their environment. 6) Expectancy Theory, this theory states that motivation is a matter of how someone expects something and there is an action that leads employees to achieve this

2.3 Job Performance

Performance is an achievement of the work carried out by employees on the work given. Referring to the word "performance" in English, it can be interpreted as performance, work results or achievements. According to (Mangkunegara, 2018) Performance is the result of work in terms of quality and quantity achieved by employees in carrying out the responsibilities of the work and tasks given to employees. Performance can also be measured from the employee's ability to solve and complete the tasks given, which means that performance contains elements of standards that must be achieved by employees, so that those who have achieved the set standards means that the employee has good performance or vice versa for those who have not. achieved can be categorized as having poor performance. Bernadine in (Akbar, 2018) states that the success or failure of a performance achieved by an organization is influenced by the level of performance of employees, both individually and as a group, with the assumption that the better the employee's performance, the better the organization's performance expectations will also be. There are six criteria for measuring the extent of individual employee performance, namely:

1. Work quality

Work quality can be measured from the employee's perspective regarding the quality of work produced as well as the employee's skills and abilities in achieving the assigned tasks.

2. Quantity

Quantity of performance can be measured from the employee's perspective regarding the number of activities assigned to him and the results.

3. Punctuality

Timeliness can be measured from the employee's perspective regarding an activity that is completed at the beginning until the end of time until it becomes an output.

4. Effectiveness of the level of use of organizational resources

The effectiveness of the level of resource use is maximized with the aim of increasing the results of each employee unit in the use of resources. Utilization of time in carrying out tasks, and effectiveness of completing tasks assigned to the organization.

5. Independence

Independence is the level of a person's ability to carry out their work duties without asking for help and guidance from other people or supervisors.

6. Work commitment

Work commitment is the level at which employees have a work commitment to the agency and work responsibilities towards the organization.

According to Davis in (Mangkunegara, 2018) There are several formulations of factors that influence performance, namely ability factors and motivation factors. 1) Ability Factor (ability), Employee abilities or abilities consist of potential IQ and reality abilities (knowledge + skills), which means that employees who have an IQ above average and with adequate education for their position and are skilled at carrying out daily tasks and obligations have the performance that can be expected. Therefore, employees need to be placed in positions and tasks that suit their skills. 2) Motivation Factors (Motivation), Motivation is an attitude that is formed by an employee in facing the environment and situations at work. An encouragement that arises from outside or within a person to become a driving factor towards the goal you want to achieve is also a motivation (Lufina, 2022). According to Timple quoted by (Mangkunegara, 2018) Performance factors consist of internal factors and external factors. Internal factors can be related to a person's nature or behavior, while external factors can be seen from the influencing environment, for example colleagues, subordinates or leaders, work facilities, and organizational situations. From the description above, it can be concluded that factors that influence performance can come from within an individual or from outside the individual himself. The organizational policy is expected to be able to harmonize these factors

3. Research Methods

3.1 Types of research

This research uses a quantitative approach with a cross-sectional category, namely information from part of the population (sample respondents) is collected directly from the location empirically with the aim of finding out the opinions of part of the population regarding the object under study.

3.2 Research Sample

The population in this study was all 112 employees of the Inspectorate of East Java Province (Central Statistics Agency, 2023). In determining the number of samples to be used in the research, Roscoe's theory was used. According to Roscoe (Sugiyono, 2015), the appropriate sample size in research is 30 to 500, apart from that, if the research will carry out multivariate analysis (correlation or regression), then the number of sample members must be at least 10 times the variables studied. Based on these points, the minimum sample size in this study is 30 because it has 3 variables.

3.3 Data collection technique

The data collection method used in this research is by using a questionnaire. The questionnaire provided is a sheet of questions that measures the variables of organizational justice, job satisfaction and performance. Data collection was carried out using Google Form to make it easier for researchers to obtain respondent data remotely.

3.4 Data analysis technique

Data analysis was carried out descriptively and inferentially. Descriptive analysis aims to explain or describe a characteristic of each variable studied. For numeric data, the mean (average) and standard deviation values are used. Meanwhile, inference analysis is used to test the hypothesis of the influence of organizational justice on performance which is mediated by job satisfaction. The inference analysis was carried out using Hayes regression analysis.

4. Results and Discussion

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4.2 Respondent Characteristics

The characteristics of respondents in this study can be determined based on gender, age and level of education. These characteristics can be analyzed descriptively to determine the number and percentage of each group.

1. Type Respondent's Gender

The number of respondents based on gender can be analyzed descriptively with the following results.

Table 1. Respondent's Gender

Gender	Number (n)	Percentage (%)
Man	23	52.3%
Woman	21	47.7%
Total	44	100.0%

Based on Table 5.3, it is known that there were 23 male respondents (52.3%) and 21 female respondents (47.7%). This shows that more than half of the respondents are men.

2. Age

Respondents' ages were divided into 4 groups, namely 20 to 30 years old, 31 to 40 years old, 41 to 50 years old, and over 50 years old. The number of respondents based on these age groups can be presented in the table2. as follows.

Table 2. Respondent's Age

Age	Number (n)	Percentage (%)
20 - 30 Years	4	9.1%
31 - 40 Years	6	13.6%
41 - 50 Years	16	36.4%
> 50 Years	18	40.9%
Total	44	100.0%

A total of 4 people (9.1%) aged 20 to 30 years, as many as 6 people (13.6%) aged 31 to 40 years, as many as 16 people (36.4%) aged 41 to 50 years, and 18 people (40.9%) are over 50 years old. This shows that almost half of the respondents are over 50 years old.

3. Respondent's Education

Characteristics regarding the respondent's last education can be explained in Table 5.5 below.

Table 3. Respondent's Education

Education	Number (n)	Percentage (%)
SMA/SMK equivalent	2	4.5%
Bachelor	20	45.5%
Masters	22	50.0%
Total	44	100.0%

Based on Table 3, it shows that 2 people (4.5%) had a final high school/vocational education, 20 people had a bachelor's degree (45.5%), and 22 people had a master's degree (50.0%). This shows that half of the respondents have completed a master's degree.

4. Length of work

Respondents' length of work was divided into several groups. The number and percentage of respondents based on length of time working at the East Java Province Inspectorate can be presented in the table4.

Table 4. Length of work

Length of work	Number (n)	Percentage (%)
15 years	9	20.5%
6 – 10 Years	5	11.4%
11 – 15 Years	8	18.2%
16 – 20 Years	5	11.4%
21 – 25 Years	7	15.9%
> 25 Years	10	22.7%
Total	44	100.0%

Based on Table 4. above, it can be seen that 9 people (20.5%) had worked for between 1 and 5 years, 5 people (11.4%) had worked for 6 to 10 years, 8 people (18.4%) had worked between 1 and 5 years. .2%), 16 to 20 years as many as 5 people (11.4%), 21 to 25 years as many as 7 people (15.9%), and over 25 years as many as 10 people (22.7%).

4.2 Descriptive Analysis of Research Variables

There are four indicators regarding organizational justice. Descriptive analysis of the four indicators can be presented in Table 5 as follows.

Table 5. Description of Organizational Justice Variables

Indicator	Min	Max	Mean	Std. Deviation
Distributive Justice	1.00	4.00	3.14	0.70
Procedural Justice	2.00	4.00	3.23	0.60
Interpersonal Justice	1.00	4.00	3.32	0.64
Informational Justice	1.00	4.00	3.11	0.75
Organizational Justice	2.40	4.00	3.27	0.47

The results of the analysis on the organizational justice variable have an average value of 3.27, which states that organizational justice in the work environment of the East Java provincial inspectorate is included in the good category. Of the four indicators, it is known that the interpersonal justice indicator has the highest average, namely 3.32. Meanwhile, the indicator with the lowest average is informational justice.

In the job satisfaction variable there are four indicators and can be analyzed descriptively with the following results.

Table 6. Description of Job Satisfaction Variables

Indicator	Min	Max	Mean	Std. Deviation
Wages	1.50	4.00	3.41	0.64
Organizational Aspects	1.00	4.00	3.10	0.63
Boss Behavior	1.00	4.00	3.08	0.69
Coworker Behavior	2.00	4.00	3.29	0.54
Job satisfaction	1.00	4.00	3.22	0.50

The results of the analysis on the job satisfaction variable have an average value of 3.22, which states that employee job satisfaction in the work environment of the East Java provincial inspectorate is in the good category. Of the four indicators, it is known that the salary indicator has the highest average, namely 3.41. Meanwhile, the indicator with the lowest average is superior behavior, but it is still included in the good category.

In the employee performance variable there are four indicators with the results of descriptive analysis as follows.

Table 7. Description of Performance Variables

Indicator	Min	Max	Mean	Std. Deviation
Quality	2.00	4.00	3.51	0.53
Quantity	2.00	4.00	3.33	0.44
Effectiveness	2.00	4.00	3.45	0.49
Teamwork	2.00	4.00	3.39	0.46
Performance	2.00	4.00	3.42	0.44

The results of the analysis on the performance variable have an average value of 3.42, which states that employee performance in the work environment of the East Java provincial inspectorate is included in the good category. Of the four indicators, it is known that the effectiveness indicator has the highest average, namely 3.45. Meanwhile, the indicator with the lowest average is quantity, but it is still included in the good category.

4.3 Classic assumption test

Before carrying out regression analysis, it is necessary to test classical assumptions, namely the normality test, multicollinearity test, heteroscedasticity test and linearity test.

1. Normality test

The normality test in this study used the One-Sample Kolmogorov-Smirnov Test statistical test. The basis for making decisions in this research is if the asymp.sig value. (2-tailed) above the level of significance of 5% (0.05), it can be concluded that the variable is normally distributed.

Table 8.Normality test

	Kolmogorov Smirnov	p
Unstandardized Residuals	0.109	0.115

Source: Research Data (2024)

Based on Table 3 above, the results of the One Sample Kolmogorov-Smirnov (KS) Normality Test show that the Kolmogorov-Smirnov statistical test value is 0.109 and the sig value is 0.115 > 0.05, so it can be concluded that the data in this study is normally distributed.

2. Multicollinearity Test

The multicollinearity test is used to determine whether there is a relationship or correlation between the independent variables. Multicollinearity states the relationship between independent variables. A good regression model should have no correlation between independent variables. Regression is free from multicollinearity if the VIF value is <10 and the tolerance value is > 0.10.

Table 9.Multicollinearity Test

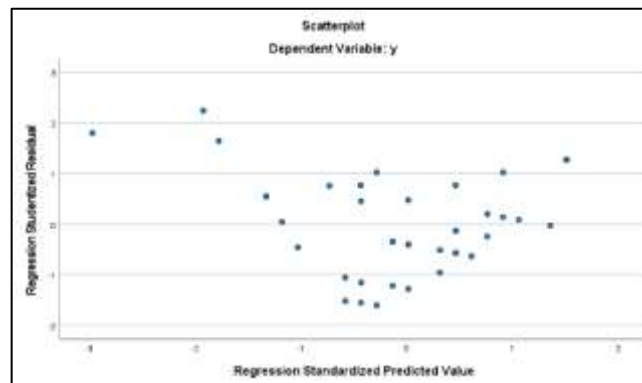
Variable	Tolerance	VIF	Information
Organizational Justice	0.423	2,366	No Multicollinearity
Job satisfaction	0.423	2,366	No Multicollinearity

Source: Research Data (2024)

It can be seen that the regression model in this study does not have multicollinearity in the independent variables because all VIF values are < 10 and tolerance is > 0.10.

3. Heteroscedasticity Test

The heteroscedasticity test aims to determine whether or not there are deviations from the classic assumption of heteroscedasticity, namely the unequal variance of the residuals for all observations in the regression model. In this research, the heteroscedasticity test uses a scatterplot graph.

**Figure 1.**Scatterplots

In Figure 1. above, it can be seen that there is no clear pattern and the points are spread above and below the number 0 (zero) on the Y axis, thus indicating that the model in this study does not have heteroscedasticity.

4. Autocorrelation Test

Autocorrelation in a regression model means that there is a correlation between sample members who are ordered based on the time they are correlated with each other. To determine the presence of autocorrelation in a regression model, this is done by testing the Durbin Watson test value (DW Test). The Watson Durbin value in the regression model obtained a value of 2.006. The results of the autocorrelation test show that the Watson Durbin value of 2.006 is located between d_u (1.678) to $4-d_u$ (2.321). So it can be concluded that there is no autocorrelation.

4.4 Hayes Regression Analysis

In this research, Hayes regression is used to test the hypothesis whether organizational justice has an effect on employee performance which is mediated by job satisfaction.

Table 10. Hayes Regression Results

Hypothesis	Variable	β	ρ
H1	Organizational Justice → Employee Performance	0.163	0.063
H2	Organizational Justice → Job Satisfaction	0.788	0,000*
H3	Job Satisfaction → Employee Performance	0.254	0.006*
H4	Organizational Justice → Job Satisfaction → Employee Performance	0.200	0,000*

Description: *Significant ($p < 0.05$)

1. The Influence of Organizational Justice on Employee Performance

Based on the results of the analysis, it can be seen that the first hypothesis regarding the direct influence of organizational justice on employee performance cannot be accepted. This is indicated by a significance value of 0.063 ($p > 0.05$). The regression coefficient value obtained on the direct influence of organizational justice on employee performance is 0.163. This shows that organizational justice can improve employee performance, but it is not significant. Implemented organizational justice can influence the performance of each employee, this is because there is a fair situation for each individual included in the institution. Research conducted by (Jufrizen & Hamdani, 2023) shows that the implementation of good distributive justice and procedural justice will improve employee performance. In line with this research, Karlida et al. (2022) in their research explains that organizational justice can be implemented by increasing the fairness of resource allocation, decision-making processes, maintaining interpersonal relationships, which can create a fair environment for each employee, thereby making other employees feel satisfied and willing to complete their work well. Therefore, these Rules have very important implications because they are seen as a manifestation of basic process values in the organization. So individuals in an organization will perceive procedural justice and distributive justice when the procedural rules and distributive rules that exist in the organization are fulfilled by policy makers (Darham et al., 2018). If the implementation of organizational justice is not implemented well, in research conducted by (Darham et al., 2018) it is explained that injustice will arise which will cause employee dissatisfaction and reduce the quality of their performance.

2. The Influence of Organizational Justice on Job Satisfaction

Based on the results of the analysis, it can be seen that the second hypothesis regarding the direct influence of organizational justice on job satisfaction can be accepted. This is indicated by a significance value of 0.000 ($p < 0.05$). The regression coefficient value obtained on the direct influence of organizational justice on job satisfaction is 0.788. This shows that organizational justice can significantly increase employee job satisfaction. The results of this research show that in line with research conducted by (Putra & Indrawati, 2018) shows that organizational justice that is implemented well will create a fair atmosphere for every employee in the institution, one of which is where employees can receive rewards and praise according to their performance. which is considered good. This will create a sense of satisfaction in employees, so that employees can be happy to improve their performance as employees. This employee assessment is referred to as employee job satisfaction.

3. The Effect of Job Satisfaction on Performance

Based on the results of the analysis, it can be seen that the third hypothesis regarding the direct influence of job satisfaction on employee performance can be accepted. This is indicated by a significance value of 0.006 ($p < 0.05$). The regression coefficient value obtained on job satisfaction directly on performance is 0.254. This shows that job satisfaction can significantly improve employee performance. Research conducted by (Putra & Indrawati, 2018) shows that organizational justice that is implemented well will create a fair atmosphere for every employee in the institution, one of which is where employees can receive rewards and praise according to their performance which is considered good. This will create a sense of satisfaction in employees, so that employees can be happy to improve their performance as employees. This employee assessment is referred to as employee job satisfaction. This opinion is also supported by research conducted by (Wiratama & Suana, 2019) which explains that fair treatment received by employees regardless of status and position can create a good impression, thereby increasing employee job satisfaction. According to (Indrayani & Suwandana, 2019) also added that the impact arising from the implementation of good organizational justice is that there is an increase in the quality of employee performance and employees tend to increase their loyalty to the institution and maintain their positive attitude while working.

4. The Effect of Organizational Justice on Employee Performance through Satisfaction as a Mediating Variable

Based on the results of the analysis, it can be seen that the fourth hypothesis regarding the indirect influence of organizational justice on employee performance through job satisfaction can be accepted. This is indicated by a significance value of 0.000 ($p < 0.05$). The regression coefficient value obtained on the indirect influence of organizational justice on employee performance through job satisfaction is 0.200. This shows that job satisfaction can mediate the influence of organizational justice on employee performance. These results provide new knowledge that job satisfaction can be a mediator between organizational justice and employee performance.

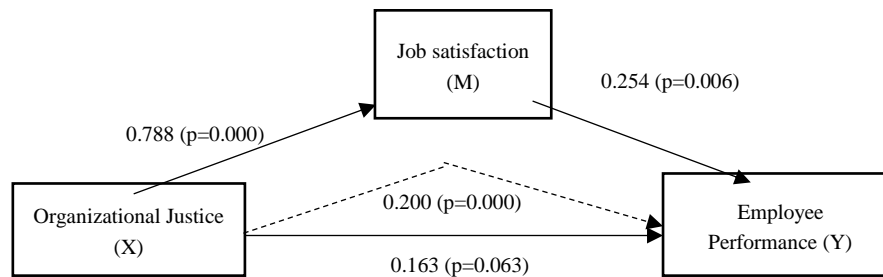


Figure 2. Model of the Influence of Organizational Justice on Employee Performance as mediated by Job Satisfaction

5. Conclusion

Based on the research above, it can be concluded that 1) there is a significant positive influence on the influence of organizational justice on employee performance. 2) there is a significant positive influence on organizational justice on job satisfaction. 3) there is a significant positive influence on job satisfaction on employee performance. 4) employee job satisfaction can significantly mediate the influence of organizational justice on employee performance. For this reason, suggestions for further research are to consider other variables that can influence performance and conduct longitudinal research to determine the massive influence of organizational justice on performance

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