

The Mediating Role of Job Satisfaction in Relationship Between Organizational Justice and Employee Performance

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Abstract

This research was conducted at electricity company, PT Indonesia Power Grati Pomu, Indonesia, with the aim of analyzing the effect of organizational justice on employee performance, analyzing the effect of organizational justice on job satisfaction, analyzing the effect of job satisfaction on employee performance, and analyzing the effect of organizational justice on employee performance through job satisfaction. The population of this study were employees of PT Indonesia Power Grati Pomu with a total number of 91 employees. The sampling technique used total sampling technique. Data analysis used Structural Equation Modeling (SEM) Partial Least Square (PLS). The results showed that organizational justice has a significant positive effect on employee performance, organizational justice has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on employee performance, and organizational justice has a significant positive effect on employee performance through job satisfaction.

Keywords

Job Satisfaction, Organizational Justice, Employee Performance.

1. Introduction

In this era of globalization, many new companies have emerged which have made competition between companies even tighter. The company must race to be superior to other companies so that the company is able to compete so that it can maintain its existence. To make a company superior to other companies, company management must pay attention to the performance of its employees first. Every company is expected to be aware of and create a management system that takes into account the factors that influence employee work attitudes in order to achieve organizational goals. The company's goals will be achieved if the performance of the company's human resources is good, therefore it needs to be maintained and treated properly (Supriyadi, Priadana, and Setia 2017).

Performance is a problem that must receive attention from the company. The low performance will hinder the achievement of company goals, especially in terms of company development towards a better direction in facing global competition. Performance improvement will not happen by itself, but there must be effort and participation from the company as well as from the employees. Employee performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities assigned by the superior to him (Mangkunegara 2016). Employee performance can be seen from the number of work results produced by employees, the level of efficiency

and effectiveness of employees in carrying out their work, and the timeliness of completing the work that has been determined (Mangkunegara 2016). Employee performance does not just appear, but is also influenced by job satisfaction (Widia and Rusdianti 2018). Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. Robbins (2015) explains that employee performance is a function of the interaction between ability and motivation. Furthermore, Robbins (2015) states that performance goal setting is to set targets that are useful not only for evaluating performance at the end of the period but also for managing work processes during that period. Employee performance is a result achieved by workers in their work according to certain criteria that apply to a particular job. According to Robbins (2015), employee performance is a function of the interaction between ability and motivation. Setting performance goals is useful for setting intended goals and not only for evaluating performance at the end of a period but also for managing work processes during that period. Boone and Kurtz (2012) state that evaluation of employee performance can be done by comparing actual results with desired results. According to the opinion, good performance is optimal performance, in terms of performance that is in accordance with organizational standards and supports the achievement of organizational goals, namely the vision and mission of the organization. Increasing employee performance will bring progress for the organization to be able to survive (sustainable) in an increasingly fierce competition. In this case, employee performance is influenced by several factors, both those related to the workforce itself and those related to the organizational environment. Every organization is ensured to have a rule and order that must be followed by all employees, which includes attendance, all employees are required to attend according to the hours set by each company.

Employees with good performance can be seen from the quality of their work achieved based on the stipulated conditions or standards, produce a quantity of work that is in accordance with the targets that have been set, have extensive knowledge and are relevant to their work, are able to adapt or adjust in terms of thinking or actions with duties outside of work and new tasks properly, able to carry out tasks reliably, be able to mingle with other employees or be able to foster good relationships with other employees, and be able to pay attention to work safety for the good of themselves, the company, and other employees (Ginting 2015). Good employee performance does not just appear on its own, but can be driven by organizational justice applied in the company (Kristanto 2015; Wipasobya 2019; Faryandi 2017). Organizational justice is a feeling that exists in humans, which wants to be treated fairly in the organizational environment where they work. This concept should always be associated with organization, because organization is a "second home" after people are in their own house (Ratnawati and Amri 2013).

Organizational justice in the company is important for companies to achieve success and achieve goals. Organizational fairness has a direct relationship with the performance of its employees. Organizational fairness are the ways in which employees determine whether they are treated fairly in their work and the ways in which these determinants affect other work-related issues. Organizational justice has been seen as an important variable that plays a major role in improving the performance of employees of an organization (Kholis 2018). Employees who feel that they are being given justice in procedural, distributive, and interactional terms will encourage them to do and complete their work well, so that the employee's performance will increase and be better. Employees who get organizational justice will make employees feel satisfied. When all aspects of job satisfaction related to employees can be fulfilled by the company, employees will optimize work for the company (Makaluas, Pio, and Sumampouw 2016). Good employee job satisfaction will encourage employee performance. Employees who are satisfied with their work will exert their energy and abilities to work optimally in order to achieve company goals. Yanuardini's (2014) research states that employee job satisfaction has an impact on employee performance. High job satisfaction will encourage employees to produce high performance.

Based on the description in the background of the problem, the problems formulated are whether organizational justice has the effect on employee performance, organizational justice has the effect on job

satisfaction, job satisfaction has the effect on employee performance, and whether organizational justice has the effect on employee performance through job satisfaction.

2. Literature Review and Hypothesis

2.1 Employee Performance

Performance is a comparison between work performance, namely the comparison between work results and the expected standards (Dessler 2015). According to this definition, performance focuses on the results of its work. According to Siagian (2015) performance is a universal concept which is the operational effectiveness of employees, parts of the organization and parts based on established standards and criteria. Faryandi (2017) state that performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period". That is, performance can be described as a record of what has been done on a specific job within a certain time frame. According to Hasibuan (2016) that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, seriousness and time. According to Rivai (2015), performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Mangkunegara (2016) states that performance is the result of work in quality and quantity achieved by an employee in the ability to carry out tasks in accordance with the responsibilities assigned by the superior to him. Performance is basically the work of an employee in a certain period that can be compared with various possibilities and can be measured and assessed (Suharyoko 2016). Moreover Suharyoko (2016) explains that performance is a result or level of success achieved by workers or employees in their field of work, according to certain criteria that apply to certain jobs and are evaluated by certain people. Based on the definitions above, it can be said that performance is the embodiment or appearance of employees in carrying out work. A person can be said to be doing a good job, when they can do their job well, meaning that they achieve a predetermined target or work standard and are even expected to exceed the work standard in question.

According to Mangkunegara (2016) there are several characteristics of employee performance, as follows:

- a. Have a high personal responsibility
- b. Can take and bear the risks faced.
- c. Have goals that are reality.
- d. Have a thorough work plan and strive to realize its goals.
- e. Take advantage of concrete feedback in all work activities that he does.

2.1.1 Employee Performance Dimensions

Objectively and accurately, employee performance can be evaluated through performance level benchmarks. This measurement means providing opportunities for employees to find out their level of performance. To facilitate the assessment of employee performance, further Mitchel in the book Sedarmayanti (2017) entitled Human Resource Management and Work Productivity, suggests the following performance indicators:

1. Quality of work. It is the quality of work achieved based on conditions of suitability and high readiness which in turn will give rise to appreciation and progress and organizational development through systematically increasing knowledge and skills in accordance with the increasingly rapidly developing demands of science and technology.
2. Punctuality. It is related to whether or not the completion time of the work is appropriate with the planned target time. Attempted to finish every job according to plan so as not to interfere with other work.

3. Initiative. It is having self-awareness to do something in carrying out duties and responsibilities. Subordinates or employees can carry out tasks without having to depend continuously on their superiors.
4. Capability. It is among several factors that affect a person's performance, it turns out that what can be intervened or treated through education and training is the ability factor that can be developed.
5. Communication. It is an interaction made by superiors to subordinates to convey suggestions and opinions in solving the problems at hand. Communication will lead to better cooperation and more harmonious relationships between employees and superiors, which can also lead to a feeling of co-existence.

2.2 Organizational Justice

Ratnawati and Amri (2013) define organizational justice as a feeling that exists in humans, who want to be treated fairly in the organizational environment where they work. This concept should always be associated with organization, because organization is a "second home" after people are in their own house. This means that part of his life time is spent on the interests of the second house, which in this case is working. Meanwhile, Robbins and Judge (2015) argue that organizational justice is defined as the overall perception of what is fair in the workplace, consisting of distributive justice, procedural justice, informational justice and interpersonal justice. Employees view their organization only when they believe the results they receive, the way in which the results are received are fair. The main key element of organizational justice is the individual's perception of fairness. Perception is a process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Based on the understanding of organizational justice according to the experts above, it can be concluded that organizational justice is the employee's perception of what is felt in the workplace or organization.

2.2.1 Dimensions of Organizational Justice

Colquitt et al (2013) argue that there are four dimensions of organizational justice, namely, distributive justice, procedural justice, interpersonal justice and informational justice.

1. Distributive Justice. Distributive justice reflects the fairness that is felt from the results of decision making. Employees measure distributive justice by seeing whether the results of decisions such as salaries, awards, evaluations, promotions, and work assignments are allocated using appropriate norms. In most business situations, the correct norm is equity, with more returns being allocated to those who contribute more inputs. The equity norm is usually judged to be the fairest choice in situations where the objective is to maximize employee productivity.
2. Procedural justice. In addition to assessing the reasonableness of the results of decisions, employees also consider the processes that led to those results. Procedural Justice reflects the perceived fairness of the decision making process. Procedural justice is fostered when the authorities adhere to the rules of fair process. Procedural justice is fostered when the authorities adhere to four rules which serve to create equal employment opportunities. Consistency, emphasis on bias, representativeness, and accuracy help ensure that procedures are neutral and objective, such as against bias and discrimination. Research shows that sound increases employee reactions to decisions, primarily because it gives employees a sense of ownership over decisions that take place in the workplace.
3. Interpersonal Justice. In addition to assessing the reasonableness of decisions and processes, employees consider how their supervisor treats them as an implemented procedure. Interpersonal justice is fostered when the boss obeys two specific rules. The respect rules relate to whether the employer treats employees in a dignified and sincere manner, and the courtesy rules reflect whether the employer refrains from making inappropriate comments. From this perspective, interpersonal injustice occurs when superiors vilify employees, criticize, abuse, or publicly humiliate them, or refer to them racially. (Bies in Missepasi, Memarzadeh, Alipour, Ghaderi, 2013). Research shows that violations of Interpersonal Justice can reduce employee job satisfaction, life satisfaction, and organizational commitment while increasing feelings of depression, anxiety, and fatigue (Tepper in Missepasi, Memarzadeh, Alipour, Ghaderi, 2013).

4. Informational Justice. Information fairness reflects the perceived fairness of communications provided to employees from the authorities. Information justice is fostered when the authorities obey two specific rules. The justification rule mandates that superiors explain decision-making procedures and results in a comprehensive and reasonable manner, and the rule of truth requires that they communicate honestly.

Meanwhile, Robbins and Judge (2015) state that justice includes distributive, procedural, and interactional justice.

1. Distributive Justice. According to Robbin & Judge (2015), distributive justice is where employees perceive fairness from the amount and allocation of rewards between individuals. Distributive justice refers to the perceptions expressed by employees with respect to the distribution of resources and results. The study of distributive justice is primarily concerned with equitable outcomes. Distributive justice is based on equity theory, therefore, in assessing fairness, individuals evaluate the value of their labor input in comparison to the results received from the organization. Input relates to things such as hard work, passion, skill level, commitment, and dedication. Meanwhile, the results are the awards achieved such as salary, benefits, and recognition. There are several ways to give recognition to employees: Praise, Performance Appraisal, Promotion, Adding Authority, Giving Money. Individuals determine the equity of the input / outcome by comparing their ratio with other colleagues. If someone feels unfair through this comparison, he will tend to reduce his input to the company. Conversely, if someone feels fair, the level of satisfaction and commitment will increase.
2. Procedural Justice. According to Robbins & Judge (2012) Procedural justice is the perceived fairness of the process used to determine the outcome. the two key elements of procedural fairness are process control and explanation. Process control is an opportunity to present a single point of view about the desired outcome to the decision maker. A clear explanation of the reasons given to someone by management for the results. Thus, for employees to see the process as fair, they need to feel that they have control over the results and feel that they are being adequately explained about the results provided. Procedural fairness relates to the reasonableness of the procedures used to distribute results. The means to achieve an outcome may be as important as the results in terms of influencing employees. Employees assess procedure equity by the amount of bias, the accuracy of information gathering, the number of related parties cast a voice in decision making, applied ethical standards, and consistency in decision implementation. When a process that leads to a particular outcome is deemed unfair, the person's reaction is expected to be directed at the entire organization, not at its task or the particular outcome concerned. The consequences of procedural justice include variables such as organizational commitment, trust satisfaction, adherence to decisions and performance.
3. Interactional Justice. According to Robbins & Judge (2015) Interactional justice is an individual's perception of the extent to which he is treated with dignity, care and respect. When people are treated unfairly, they respond by retaliating) because interactional justice or injustice is closely related to conveying information, whereas procedural injustice is more closely related to supervisors. Interactional justice refers to perceptions of how superiors treat their subordinates, and how these subordinates respond to perceptions. It also has to do with how information is communicated and whether individuals affected by decisions are treated in a polite manner that is treated with respect and dignity. Overall, interactional perceptions are the result of fairness from superiors who build behavioral beliefs such as "availability, wisdom, fairness, openness, fulfillment of promises, acceptance, and overall trust".

Kristanto's (2015) conducted a research on organizational justice, organizational commitment and employee performance. The results show that organizational justice has a positive effect on organizational commitment. Organizational justice has a positive effect on employee performance with organizational commitment as an intervening variable. Organizational justice also has a positive effect on employee performance. Putra's research (2015) which is about the Effect of Organizational Justice and Motivation

on Employee Performance. This study concludes that justice and organizational motivation simultaneously have a significant effect on performance.

H1: organizational justice affects employee performance.

2.3 Job Satisfaction

According to Sutrisno (2014) job satisfaction is an interesting and important problem, because it has proven to be of great benefit to individuals, industry and society. For individuals, research on job satisfaction allows efforts to increase their happiness in life. For industry, research on job satisfaction is carried out in an effort to increase production and reduce costs through improving employee attitudes and behavior. Furthermore, society will certainly enjoy the maximum capacity from the industry and the increase in human value in the context of work. According to Robbins and Judge (2015) job satisfaction is a general attitude towards a person's job which shows the difference between the number of awards received by workers and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects of a person's job. A person can be relatively satisfied with one aspect of work and dissatisfied with one or more other aspects (Hasibuan 2016).

Job Satisfaction is a worker's positive attitude towards his job, which arises based on an assessment of the work situation. The assessment can be carried out on one of the jobs, the assessment is carried out as a sense of appreciation in achieving one of the important values in the work. Satisfied employees prefer their work situation rather than dislike them. Feelings related to job satisfaction and dissatisfaction tend to reflect the worker's assessment of current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, such as job values and basic needs (Robbins & Judge, 2015). According to Yanuardini (2014), job satisfaction is a person's general attitude in dealing with their work. Someone who has high job satisfaction has a positive attitude towards his job, while someone who does not get satisfaction in his work has a negative attitude towards his work. Workers with high levels of dissatisfaction were more likely to engage in sabotage. From the definitions of job satisfaction above, it can be concluded that every person who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of work that are in accordance with individual desires, the higher the level of satisfaction that is felt.

2.3.1 Job Satisfaction Function

According to Nulandari (2015) job satisfaction serves to increase work morale and employee loyalty to the company. In general, workers who are satisfied with something obtained from the company will provide results that are more than what the company expects and will continue to strive to improve their performance. For this reason, it is imperative for companies to recognize the factors that make workers satisfied in the company. By achieving job satisfaction, productivity will increase. While the benefits of job satisfaction include:

a. For workers

1. If job satisfaction is achieved, workers will avoid high work stress.
2. Job satisfaction makes workers feel at home working, increases commitment and is loyal to their work.
3. Increase worker productivity.
4. Increase morale at work.
5. Increase responsibilities on the job
6. Being sincere at work so that workers feel happy when doing assignments.
7. Making work more concerned with work and organization.
8. There is a good relationship between colleagues.

b. For organizations

1. To be an indicator of good human resource planning and management.
2. Make workers loyal to their work and do not apply for work in other organizations.

3. The operational process can run smoothly without obstacles and on time

2.3.2 Impact of Job Satisfaction and Dissatisfaction

The impact of job satisfaction and dissatisfaction behaviors has been widely researched and studied. Here are some research results on the impact of job satisfaction:

- a. Impact on productivity. Initially, people thought that productivity could be increased by increasing job satisfaction. The results of the study do not support this view. The relationship between productivity and job satisfaction is very small. Lately there has been an opinion stating that job satisfaction may be a result, not a cause of productivity (Wibowo 2014)..
- b. Impact on absenteeism and energy expenditure. Absence and quitting work are qualitatively different answers. Absence is more spontaneous in nature and thus less likely to reflect job dissatisfaction. It's different with quitting or leaving work. This behavior, because it will have large economic consequences, is more likely to be related to job dissatisfaction (Wibowo 2014).
- c. Impact on health. One of the findings from Komhauser's study of mental health and job satisfaction is that at all levels of occupation, the perception of the workforce that their job is according to the effective use of their conversational skills is associated with high mental health. There is an assumption that job satisfaction supports the level of physical and mental function, and that satisfaction itself is a sign of health (Robbins 2015).

Research by Sentot Kristanto, I Ketut Rahyuda, and I Gede Riana (2014) on the effect of organizational justice on job satisfaction and its impact on commitment, and intentions to leave. The results showed that interactional justice has a positive and significant effect on job satisfaction. Wiratama and Suana's (2015) conduct research on the effect of organizational justice on job satisfaction and employee turnover intention. The results obtained in this study are organizational justice has a positive effect on job satisfaction, organizational justice has a negative effect on turnover intention, and job satisfaction has a negative effect on turnover intention.

H2: organizational justice has an effect on job satisfaction.

Yanuardini's (2014) research on the influence of work motivation, job satisfaction, reward system and organizational commitment on employee performance. The results of this study indicated that job satisfaction, reward systems, and organizational commitment have a significant effect on employee performance and work motivation has no effect on employee performance.

H3: job satisfaction affects employee performance.

Wipasobya's (2019) research on the effect of organizational justice on employee performance in the UPT PPD West Kalimantan Province through job satisfaction as a mediator variable. The results showed that procedural and interactional justice had a direct and significant effect on job satisfaction. Further research findings showed that interactional justice and job satisfaction had a direct and significant effect on performance. Suharyoko's (2016) research on the effect of distributive and procedural justice on employee performance with job satisfaction as an intervening variable. The results showed that procedural and distributive justice have an influence on employee satisfaction. Job satisfaction affects employee performance. There is a full mediating effect of employee satisfaction for procedural justice in influencing employee performance, and there is a partial mediating effect of job satisfaction on distributive justice in affecting employee performance.

H4: organizational justice affects employee performance through job satisfaction

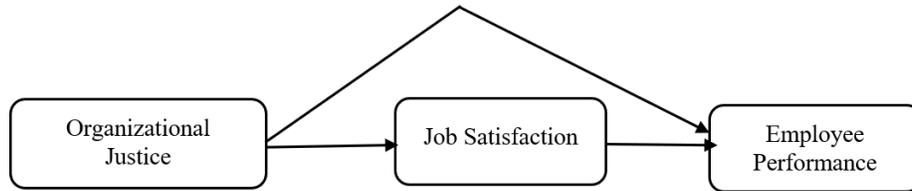


Figure 1. The Research Model

3. Methods

The population in this study were all employees of electricity company, PT. Indonesia Power Grati Pomu, Pasuruan Regency, East Java, Indonesia with a total of 91 people. Technique to determine the sample size using the total sampling and all the population take as sample. The reason for taking total sampling is because the total population is less than 100, the entire population is used as the research sample (Sugiyono, 2017). The questionnaire technique is used to obtain data related to the research variables. The questionnaire is arranged in the form of a closed statement with 5 (five) alternative answers using Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis technique used to analyze questionnaires that have been filled out by respondents is path analysis using Partial Least Square (PLS).

4. Result and Discussion

4.1 Discriminant Validity

Table 1. Average Variant Extracted (AVE)

Variable	AVE
Organizational Justice	0.671
Job Satisfaction	0.770
Employee Performance	0.825

Based on the data presented in table 1 above, it is known that the AVE value of organizational justice, job satisfaction, and employee performance variables are > 0.5 . Thus it can be stated that each variable has good discriminant validity

4.2 Composite Reliability

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value > 0.6 (Ghozali, 2014). The following is the composite reliability value of each variable used in this study:

Table 2. Composite Reliability

Variable	Composite Reliability
Organizational Justice	0.961
Job Satisfaction	0.971
Employee Performance	0.966

Based on the data presented in table 2 above, it is known that the composite reliability value for the variable organizational justice, job satisfaction, and employee performance are > 0.6 . Thus it can be stated that each variable has good composite reliability.

4.3 Cronbach Alpha

The reliability test with the composite reliability above can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets cronbach alpha if it has a cronbach alpha value > 0.7 (Eisingerich and Rubera 2010). The following is the cronbach alpha value of each variable:

Table 3. Cronbach Alpha

Variable	Cronbach alpha
Organizational Justice	0.955
Job Satisfaction	0.967
Employee Performance	0.956

Based on the data presentation above in table 3, it can be seen that the Cronbach alpha value of each research variable is > 0.7 . Thus these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.4 Path Coefficient

Table 4. Path Coefficient

Variable	Original Sample
Organizational Justice -> Job Satisfaction	0.257
Job Satisfaction -> Employee Performance	0.850

The biggest path coefficient value is the effect of job satisfaction on employee performance, which is 0.850. Then the second biggest influence is the effect of organizational justice on job satisfaction of 0.257.

4.5 Hypothesis Testing

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be stated as accepted if the P-Values value < 0.05 (Yamin and Kurniawan 2011). The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Hypothesis Test Results

Hypothesis	Correlation	T-statistics	P-Values	Result
H1	Organizational justice -> employee performance	2.537	0.11	Accepted
H2	Organizational justice -> job satisfaction	2.548	0.011	Accepted
H3	Job satisfaction -> employee performance	27.293	0.00	Accepted
H4	Organizational justice -> job satisfaction -> employee performance	2.537	0.11	Accepted

From table 5 above it can be seen that:

1. The effect of organizational justice on employee performance has a P value of 0.011 or less than 0.05. Therefore it can be said that organizational justice has a significant effect on employee performance.

2. The effect of organizational justice on job satisfaction has a P value of 0.011 or less than 0.05. Therefore it can be said that organizational justice has a significant effect on job satisfaction.
3. The effect of job satisfaction on employee performance has a P value of 0,000 or less than 0.05. Therefore it can be said that job satisfaction has a significant effect on employee performance.
4. The effect of organizational justice on employee performance through job satisfaction has a P value of 0.011 or less than 0.05. Therefore it can be said that job satisfaction can help to significantly mediate the effect of organizational justice on employee performance.

5. Conclusion

The results showed that organizational justice affects employee performance. This is based on the results of the hypothesis test where the P value of organizational justice to employee performance is smaller than 0.05 which means that organizational justice has a significant effect on employee performance. The more positive organizational justice, the higher the employee's performance. Likewise, vice versa, the more negative organizational justice, the lower the employee's performance. The results showed that organizational justice affects job satisfaction. This is based on the results of the hypothesis test where the P value of organizational justice to job satisfaction is smaller than 0.05 which means that organizational justice has a significant effect on job satisfaction. This means that the higher the organizational justice, the better job satisfaction will be. The results showed that job satisfaction affects employee performance. This is based on the results of the hypothesis test where the P value of job satisfaction to employee performance is smaller than 0.05 which means that job satisfaction has a significant effect on employee performance. This means that the more positive job satisfaction, the more positive impact on employee performance. Conversely, the more negative job satisfaction, the more negative the impact on employee performance. The results showed that job satisfaction mediates the effect of organizational justice on employee performance. This is based on the results of the hypothesis test where the P value of organizational justice to job satisfaction and to employee performance is smaller than 0.05 which means that job satisfaction mediates the effect of organizational justice on employee performance.

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