

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN : 2378-703X

Volume-4, Issue-11, pp-223-229

www.ajhssr.com

Research Paper

Open Access

The Effect of Organizational Justice on Job Satisfaction and Employee Performance of PT. Merapi Utama Pharma

I Putu Joananda Nugraha¹, Ni WayanMujiati²

Faculty of Economics and Business, Udayana University (Unud), Bali, Indonesia

ABSTRACT : This study aims to determine the effect of organizational justice on job satisfaction and employee performance of PT. MerapiUtama Pharma. This study used a sample of 32 people, with census sampling. Data collection was carried out through observation, interviews and questionnaires. The analysis technique used in this study is path analysis. The results of this study found that organizational justice has a positive and significant effect on job satisfaction and employee performance. Job satisfaction has a positive and significant effect on employee performance. This study theoretically provides an understanding that organizational justice can actually increase job satisfaction and employee performance, when organizational justice is appropriate for employees to increase job satisfaction, the job satisfaction felt by employees becomes stronger so that it has the potential to increase performance. employees.

KEYWORDS : *organizational justice, job satisfaction, employee performance.*

I. INTRODUCTION

The success of a company in achieving its objectives is largely determined by human resource factors involved in its operational activities. Along with the development of science and technology, competition will increase, the increasing competition in the business world makes demands to improve company performance in order to excel in competition. One thing that can make the company's performance good is starting from paying attention to the performance of Human Resources (HR) in the company because human resources are very important in determining the progress of a company or organization.

Human resources must play an active role and have high competence in order to achieve company goals. Employee performance is very important to the success of a company as a whole, the point is that if every employee has high productivity by spending all his / her abilities in carrying out their duties and jobs then the company's goals will be achieved and the company will be able to compete. . Zafar *et al.* (2015) states that organizational performance depends on employee performance, or in other words, employee performance will contribute to organizational performance.

PT. MerapiUtama Pharma is a pharmaceutical distribution service company in Indonesia, located in South Denpasar. A pharmaceutical distributor is a distribution company for pharmaceutical products that is entrusted by several pharmaceutical factories (principle) to distribute their products throughout Indonesia. Distributor companies need qualified human resources in providing good services for consumers. Providing a professional workforce is not an easy job because it involves aspects that affect the quality of human resources. PT. MerapiUtama Pharma in being able to survive in the increasing competition must be supported by good employee performance. From several research studies it was found that employee performance can be affected by job satisfaction and organizational justice. Job satisfaction can be measured based on indicators, working in the right place, opportunities for advancement, leadership, management and working conditions. Meanwhile, Organizational Justice can be measured through, distribution justice, procedural justice and interactional justice.

The results of interviews from several employees regarding job satisfaction and organizational justice in PT. MerapiUtama Pharma, it was found that there were several complaints from employees regarding job satisfaction and organizational justice in PT. MerapiUtama Pharma. According to several employees at PT. MerapiUtama Pharma, they feel that the opportunity for employees to get a career path is still lacking, the company has not been active in providing opportunities for employees to get promotions. Meanwhile, according to the perceptions of other employees, the patterns of interaction that exist with colleagues in an organization are still lacking. Employees' perceptions of organizational justice at PT. MerapiUtama Pharma, employees feel that the salary they receive is appropriate because it is in accordance with the minimum wage, and the benefits received by employees are in accordance with the contribution and workload given to employees.

Omollo (2015) provides an understanding of employee performance as a result of one's efforts achieved by the existence of effort, ability, and task perception. Shahzadi *et al.* (2015) mentions work performance or employee performance as the level of task implementation that can be achieved by a person, unit, or division, using existing capabilities and established limitations to achieve company goals. Chandra & Priyono (2016) says employee performance as work performance or work results both in quality and quantity achieved by employees per period in carrying out their duties in accordance with the responsibilities assigned to them. The factors that affect employee performance vary. Many factors affect employee performance such as: work environment, motivation, work stress, work discipline, job satisfaction, work experience, etc. factors that influence an employee's performance are the ability, the desire to work, clarity on receiving orders, and the level of work motivation. Abdulwahab (2016) shows that job satisfaction affects employee performance. It can be concluded that job satisfaction has an influence on employee performance.

Job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings about his job. Job satisfaction is a feeling of support or not support experienced by employees at work. A more precise understanding of job satisfaction can be realized if the analysis of job satisfaction is linked to job performance, level of absenteeism, desire to move, age of workers, level of position and size of the organization (Parveen & Khan, 2015). Wiratama & Suana (2015), Tri & Wulansari (2015), Indrayani & Suwandana (2016) which stated that organizational justice has a positive effect on job satisfaction.

Krisnayanti & Riana (2015) states that organizational justice is a social situation when all norms regarding rights and eligibility are fulfilled. According to Aslam (2017), the concept of organizational justice is based on 3 important aspects such as processes, results and interpersonal relationships. Organizational justice theory, employees continue to measure and compare input with outcome. Organizational justice is an individual's perception of the justice of decisions taken by their superiors. When employees feel that managers have behaved fairly to them, cooperation between managers and employees will be easier and employees will support the decisions made by managers (I. E. G. S. . Putra & Indrawati, 2018). Several other studies have also proven that organizational justice has a positive influence on employee performance (Kalay, 2016)

The theory that underlies this research is social exchange theory. This theory emphasizes the give (give) and take (take) relationship between the leader and the members of the organization he leads. This social exchange theory is also often said to be a theory of giving and receiving. When employees receive fair treatment by the leadership, they will think about the relationship with the leader in terms of social exchange rather than economic exchange. Furthermore, they will put extra effort into the work and responsibilities assigned (Cropanzano *et al.*, 2017).

II. HYPOTHESIS DEVELOPMENT

Organizational justice is an important issue for the success of an organization. This has a direct relationship with the performance of its employees. Organizational justice has been defined as workplace justice. Likewise organizational justice means the ways in which employees determine whether they are treated fairly in their work and the ways in which these determinants influence 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. Because various studies have shown, if employees are not treated fairly, the results will reduce the output of employees as a natural response to unfair treatment (Akram *et al.*, 2017). Justice is a condition in which a person gets what is due to him and is in accordance with applicable laws and norms. Several other studies also prove that organizational justice has a positive influence on employee performance (Rivai *et al.*, 2019; Wahono & Mustaqim, 2016; Faryandi, 2017; Rahman *et al.*, 2015; Qustolani, 2017). The results of the research findings can be formulated as the following hypothesis.

H1: Organizational justice has a positive and significant effect on employee performance

Sancoko & Panggabean (2015) found that there is a positive and significant effect of organizational justice on job satisfaction. Furthermore, based on the results of research conducted by Pan *et al.* (2018), employee job satisfaction can be driven by the high level of organizational justice felt by employees. Perceptions of good organizational justice by employees in the organization will increase the positive emotionality of these employees. Employees who feel that their organization has provided justice, then these employees will do their job happily and positively. This is supported by previous research conducted by Wiratama & Suana (2015), Tri & Wulansari (2015), Indrayani & Suwandana (2016) which stated that organizational justice has a positive effect on job satisfaction. The higher the justice that employees feel from their organization, the higher their satisfaction with their work will be. From the description above, the hypothesis in this study is as follows

H2: Organizational justice has a positive and significant effect on job satisfaction

Job satisfaction, among others, has a role in achieving better productivity and quality standards, avoiding the possibility of building a more stable work force, and using more efficient human resources. Fulfillment of

employee needs will result in higher perceived job satisfaction, this will have an impact on their performance (Shaju & Durai, 2017). Companies are required to pay attention to the needs of employees such as providing security protection guarantees, providing security protection guarantees, to develop their potential, provide opportunities to interact and involve employees in making decisions. Aluf (2017), Abdulwahab (2016), Qustolani (2017), Wijaya (2018) show that job satisfaction affects employee performance. So it can be stated that job satisfaction has an influence on employee performance. Thus the hypothesis is formulated as follows.

H3: Job satisfaction has a positive and significant effect on employee performance.

III. METHODS

This study uses an associative design. The object of this research are Organizational Justice, Job Satisfaction, and Employee Performance. The dependent variable in this study is job satisfaction and employee performance. The independent variable (independent) in this study is Organizational Justice. The research instrument was a questionnaire, which was assessed using a Likert scale. The population in this study were all employees at PT. Merapi Utama Pharma, amounting to 32 people. This study uses nonprobability sampling with a saturated or census sampling technique. So, all employees in a population of 32 people will be studied in this study. Data collection methods used are interviews, observation methods and questionnaires. The analysis technique used to analyze the sample data is Path Analysis

IV. RESULTS AND DISCUSSION

For respondent data, male employees dominates with a percentage of 56.25 percent. From age perspective, those who are 26-30 years old dominate with a percentage of 40.63 percent. Most employees are high school graduated dominates with a percentage of 53.13 percent.

The Variable of Organizational Justice is symbolized by X and is measured using 9 statements which are responded to using a 5-point Likert scale. Perception of respondents that the performance of employees at PT. Merapi Utama Pharma is in quite good category. Indicator of The Organizational Justice that has the lowest score is the statement "My reward is in accordance with the results I receive.", It was obtained a score of 3.13 which was categorized as quite good, but had a low score compared to other statements, this means that in general respondents think their reward is not in accordance with the results they receive. The Organizational Justice variable that has the highest score is the statement "My work schedule is in accordance with the results I receive", a score of 3.44 is obtained which is good, this means that in general respondents feel their work schedule is in accordance with the results they receive.

The job satisfaction variable in this study is a mediating variable. The job satisfaction variable is symbolized by Y1 and is measured using 5 statements which are responded to using a 5-point Likert scale. Employee job satisfaction scores at PT. Merapi Utama Pharma in good category. The job satisfaction indicator that has the lowest score is the statement "I am satisfied with the relationship between well-developed co-workers", it is obtained a score of 3.31 which is quite good, but has a low score compared to other statements. In general, respondents think they are not satisfied with the well-established relationships between co-workers. The job satisfaction indicator that has the highest score is the statement "All employees get the same opportunity in promotion", obtained a score of 3.69 which is categorized as good, this means that in general respondents get the same opportunity in promotion.

Employee performance variables in this study are the dependent variable. Employee Performance Variables symbolized by Y2 and measured using 8 statements which are responded to using a 5 point Likert scale. Employee performance scores at PT. Merapi Utama Pharma is in quite good category. The Employee Performance Indicator who has the lowest score is the statement "I have a creative solution to a new problem", obtained an average value of 3.19 which is considered quite good, but has a low score compared to other statements, this means that in general the respondents have not have creative solutions to new problems. The Employee Performance Indicator who has the highest score is the statement "I organize my work to finish on time", obtained a score of 3.44 which is considered good.

The effect of Organizational Justice on job satisfaction is calculated through the SPSS 21.0 for windows program. The results of the second structure calculation are shown in Table 1. Table 1 is the result of the path analysis, so the structural equation that is formed can be formulated as follows.

$$Y1 = \beta_1 X + e1$$

$$Y1 = 0.509 X + e1 \dots\dots\dots (1)$$

The variable Organizational Justice has a coefficient of 0.509 which means that Organizational Justice has a positive influence on job satisfaction, this means that if Organizational Justice increases, job satisfaction will increase by 0.509 or 50 percent.

Table 1. The Result of Path Analysis in Structure 1

Model	UnstandardiMed Coefficients		StandardiMed Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.960	0.482		4.069	0.000
Organizational Justice	0.448	0.139	0.509	3.235	0.003

R2 : 0,259

Source: Primary data processed, 2020

The effect of Organizational Justice and Job Satisfaction on Employee Performance is calculated through the SPSS 21.0 for windows program. The following shows the results of the calculation of the second structure in Table 2.

Table 2. Result of Path Analysis in Structure 2

Model	UnstandardiMed Coefficients		StandardiMed Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.166	0.373		-0.444	0.660
Organizational Justice	0.343	0.100	0.359	3.424	0.002
Job Satisfaction	0.687	0.114	0.635	6.052	0.000

R2 : 0.764

Source: Primary data processed, 2020

Table 5 is the result of the path analysis, then the structural equation that is formed can be formulated as follows.

$$Y_2 = \beta_2 X + \beta_3 Y_1 + e_2$$

$$Y_2 = 0.359X + 0.635Y_1 + e_2 \dots\dots\dots (2)$$

The variable Organizational Justice has a coefficient of 0.359 means that Organizational Justice has a positive influence on Employee Performance, this means that if Organizational Justice increases, the Employee Performance will increase by 0.359 or 35.9 percent. The job satisfaction variable has a coefficient of 0.635 which means that job satisfaction has a positive influence on employee performance, this means that if job satisfaction increases, employee performance will increase by 0.635 or 63.5 percent

In the calculation of the total determination coefficient value is 0.825, then the conclusion is 82.5 percent of the employee performance variable at PT. MerapiUtama Pharma is influenced by Organizational Justice and Job Satisfaction, while the remaining 17.5 percent is influenced by other factors that are not included in the research model.

In research conducted on employees at PT. MerapiUtama Pharma, regarding the effect of Organizational Justice on Job Satisfaction, it is found that the results of Organizational Justice have a direct effect on job satisfaction of 0.509. In "research conducted on employees at PT. MerapiUtama Pharma, about the effect of job satisfaction on employee performance, it is found that job satisfaction has a direct effect on employee performance of 0.635. In research conducted on employees at PT. MerapiUtama Pharma. Regarding the influence of Organizational Justice on Employee Performance, the results of Organizational Justice have a direct influence on Employee Performance of 0.359

Organizational Justice has a Beta value of 0.359 and a Sig. of 0.002, it can be said that H_a is accepted because the Sig. $0.002 < 0.05$. The conclusion is that Organizational Justice has a positive and significant effect on Employee Performance. In other words, the Organizational Justice increases, the Employee Performance at PT. MerapiUtama Pharma will continue to increase. So that the first hypothesis is accepted. The results of the hypothesis in this study indicate that Organizational Justice has a positive and significant effect on Employee Performance. In other words, the Organizational Justice increases, the Employee Performance at PT. MerapiUtama Pharma will continue to increase. So that the first hypothesis is accepted.

Justice is a condition in which a person gets what is his right and is in accordance with the prevailing laws and norms. Several other studies also prove that organizational justice has a positive influence on employee performance (Rivai *et al.*, 2019; Wahono & Mustaqim, 2016; Faryandi, 2017; Qustolani, 2017). Organizational justice is an important issue for the success of an organization. This has a direct relationship with the performance of its employees. Organizational justice has been defined as workplace justice. Likewise organizational justice means the ways in which employees determine whether they are treated fairly in their work and the ways in which these determinants influence other work-related problems. (Putra & Indrawati, 2018).

Organizational justice has been seen as an important variable that plays a major role in improving the performance of employees of an organization. Because various studies have shown, if employees are not treated fairly, the results will reduce the output of employees as a natural response to unfair treatment (Akram *et al.*, 2017). Wahono & Mustaqim (2016), Saldanha *et al.* (2019) which states that the higher the justice felt by employees from the organization, the higher their performance will be for their work

Organizational justice has a Beta value of 0.509 and a Sig. of 0.003, it can be said that H_a is accepted because the Sig. $0.003 < 0.05$. The conclusion is that Organizational Justice has a positive and significant effect on job satisfaction, in other words the increasing organizational justice of employees at PT. MerapiUtama Pharma, it will further increase the job satisfaction of employees at PT. MerapiUtama Pharma. So that the second hypothesis is accepted. The results of "the hypothesis in this study indicate that Organizational Justice has a positive and significant effect on job satisfaction, in other words, the increase in organizational justice for employees at PT. MerapiUtama Pharma, it will further increase job satisfaction of employees at PT. MerapiUtama Pharma. So that the second hypothesis is accepted.

The perception of good organizational justice by employees in the organization will increase the positive emotionality of these employees. Employees who feel that their organization has provided justice, then these employees will do their job happily and positively. This is supported by previous research conducted Wiratama & Suana (2015), Tri & Wulansari (2015), Indrayani & Suwandana (2016), Sanhaji *et al.* (2016), Ihsan *et al.* (2019), Praditya & Putra (2016), Saputra & Wibawa (2018) stated that organizational justice has a positive effect on job satisfaction. The higher the justice that employees feel from their organization, the higher their satisfaction with their work will be. Sancoko & Panggabean (2015) found that there is a positive and significant effect of organizational justice on job satisfaction. Pan *et al.* (2018) Employee job satisfaction can be driven by the high level of organizational justice felt by employees

Job satisfaction has a Beta value of 0.635 and a Sig. of 0.000, it can be said that H_a is accepted because of the Sig. $0.000 < 0.05$. The conclusion is that job satisfaction has a positive and significant effect on employee performance, in other words if job satisfaction increases, the employee performance at PT. MerapiUtama Pharma. will increase. So that the third hypothesis is accepted. The hypothesis in this study shows that job satisfaction has a positive and significant influence on employee performance, in other words if job satisfaction increases, the employee performance of PT. MerapiUtama Pharma will increase so that the third hypothesis is accepted. Companies are required to pay attention to the needs of employees such as providing security protection guarantees, providing security protection guarantees, to develop their potential, provide opportunities to interact and involve employees in making decisions. Aluf (2017), Abdulwahab (2016), Qustolani (2017), Wijaya (2018), Sari (2015), Kristine (2017), Dessy & Sanuddin (2017) shows that job satisfaction affects employee performance. So it can be stated that job satisfaction has an influence on employee performance. Job satisfaction, among others, has a role in achieving better productivity and quality standards, avoiding the possibility of building a more stable workforce, and using more efficient human resources. (Hardono, 2020). Fulfillment of employee needs will result in higher perceived job satisfaction, it will have an impact on performance.

V. CONCLUSION

Organizational Justice has a positive and significant effect on Employee Performance at PT. MerapiUtama Pharma. Organizational Justice has a positive and significant effect on job satisfaction of employees at PT. MerapiUtama Pharma. Job satisfaction has a positive and significant effect on Employee Performance at Employees at PT. MerapiUtama Pharma.

PT. MerapiUtama Pharma must improve Organizational Justice in the company so that employees feel compelled to increase enthusiasm for work, so that it will improve the performance of PT. MerapiUtama Pharma. In terms of Organizational Justice the indicator that has the lowest score is My Rewards according to the results I receive. What the company has to do is increase the rewards received by employees so that employees feel that they are rewarded by providing rewards that are in line with the results of their work, so employees will feel satisfied with their work and can improve employee performance. In terms of job satisfaction, the indicator that has the lowest score is I am satisfied with the relationship between co-workers that is well-developed, what the company must do is retain employees by giving employees time to socialize and get to know fellow employees, so that employees have co-workers who can support work and feel comfortable in doing work

REFERENCES

- [1]. Abdulwahab. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1–8.
- [2]. Akram, T., Leia, S., Haidera, M. J., Hussaina, S. T., & Puiga, L. C. M. (2017). The effect of organizational justice on knowledge sharing: Empirical evidence from the Chinese telecommunications sector. *Journal of Innovation & Knowledge*, 2(3), 134–145. <https://doi.org/10.1016/j.jik.2016.09.002>

- [3]. Aluf, W. (2017). Assessing The Impact Of Motivation, Job Satisfaction, And Work Environment On The employee Performance In Healthcare Services. *International Journal of Scientific & Technology Research*, 6(10), 337–341.
- [4]. Chandra, T., & Priyono. (2016). The Influence of Leadership Styles, Work Environment and Job Satisfaction of Employee Performance: Studies in the School of SMPN 10 Surabaya. *International Education Studies*, 9(1), 131–140.
- [5]. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>
- [6]. Dessy, F., & Sanuddin, P. (2017). Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Komitmen Karyawan. *Psikologia: Jurnal Pemikiran Dan Penelitian Psikologi*, 11(3), 123–128. <https://doi.org/10.32734/psikologia.v11i3.15782>
- [7]. Faryandi, A. (2017). Analisis Pengaruh Keadilan Organisasional (Distributif, Prosedural dan Interaksional) terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening. *Jurnal Ekonomi*, 4(2), 234–312.
- [8]. Hardono. (2020). Peningkatkan Kinerja Karyawan Menggunakan Pendekatan Motivasi, Kepuasan Kerja, Dan Disiplin Kerja. *JBMA*, VII(1), 1–21.
- [9]. Ihsan, D., Fitria, Y., & Syahrizal. (2019). Pengaruh Keadilan Organisasional Terhadap Intensi Keluar pada Karyawan dengan Kepuasan Kerja sebagai Variabel Mediasi. *Jurnal Kajian Manajemen Dan Wirausaha*, 01(1), 36–45.
- [10]. Indrayani, L. P. ., & Suwandana, I. G. . (2016). Pengaruh Keadilan Organisasional Terhadap Kepuasan Kerja Dan Komitmen Organisasional Pada Karyawan. *E- Jurnal Manajemen Unud*, 5(6), 3589–3619.
- [11]. Kalay, F. (2016). The Impact of Organizational Justice on Employee Performance: A Survey in Turkey and Turkish Context. *International Journal of Human Resource Studies*, 6(1), 1. <https://doi.org/10.5296/ijhrs.v6i1.8854>
- [12]. Krisnayanti, G. A., & Riana, I. G. (2015). Pengaruh Keadilan Organisasional terhadap Kepuasan Kerja Karyawan (Studi Kasus pada BPR Lestari). *E- Journal Management Unud*, 4(9), 813–831.
- [13]. Kristine, E. (2017). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Motivasi Kerja Pegawai Alih Daya (Outsourcing) Di Pt. Mitra Karya Jaya Sentosa. *Jurnal EKSEKUTIF*, 14(2), 384–401.
- [14]. Omollo, P. A. (2015). Effect of Motivation on Employee Performance of Commercial Banks in Kenya: A case study of Kenya Commercial Bankin Migori County. *International Journal Of Human Resource Studies*, 5(2), 87–103.
- [15]. Pan, X., Yan, C., & Hao, Z. (2018). The Effects of Organizational Justice on Positive Organizational Behavior: Evidence from a Large-Sample Survey and a Situational Experiment. *Frontiers in Psychology*, 8(1), 1–12. <https://doi.org/10.3389/fpsyg.2017.02315>
- [16]. Parveen, S., & Khan, A. A. (2015). Dynamics Influencing Job Satisfaction of Employees- A Study of Indian Banking Sector. *International Journal of Management and Commerce Innovations*, 2(2), 212–224.
- [17]. Praditya, I. M. D. I., & Putra, M. S. (2016). Pengaruh Keadilan Organisasional Terhadap Kepuasan Kerja Dan Komitmen Organisasional Karyawan Di Wina Holiday Villa. *E-Jurnal Manajemen Unud*, 5(6), 3532–3559.
- [18]. Putra, I. E. G. S. ., & Indrawati, A. D. (2018). Pengaruh Keadilan Organisasi Terhadap Kepuasan Kerja Dan Komitmen Organisasional Di Hotel Rama Phala Ubud. *E-Jurnal Manajemen Unud*, 7(4), 2010–2040. <https://doi.org/https://doi.org/10.24843/EJMUNUD.2018.v07.i04.p11>
- [19]. Putra, I. G. E. S. M., & Indrawati, A. D. (2018). Pengaruh Keadilan Organisasi Terhadap Kepuasan Kerja Dan Komitmen Organisasional Di Hotel Rama Phala Ubud. *E-Jurnal Manajemen Unud*, 7(4), 2010–2040. <https://doi.org/https://doi.org/10.24843/EJMUNUD.2018.v7.i04.p11>
- [20]. Qustolani, A. (2017). Pengaruh Kepuasan Kerja, Keadilan Prosedural Dan Kompensasi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen & Akuntansi*, 4(2), 78–86.
- [21]. Rahman, M., Haque, M., Elahi, F., & Miah, W. (2015). Impact of Organizational Justice on Employee Job Satisfaction: An Empirical Investigation. *American Journal of Business and Management*, 4(4), 162–171. <https://doi.org/10.11634/216796061504714>
- [22]. Rivai, H. A., Reza, D. Y., & Lukito, H. (2019). Distributive Justice, Job Satisfaction and Organizational Commitment as Antecedents of Employee Performance: A Study in Indonesia National Health Insurance Workers. *Advances in Economics, Business and Management Research*, 100(Icoi), 670–676. <https://doi.org/10.2991/icoi-19.2019.117>
- [23]. Saldanha, L. D. S., Supartha, W. G., & Riana, G. (2019). Pengaruh Keadilan Organisasional Terhadap Kepuasan Kerja Dan Komitmen Organisasional Policia Nacional De Timor-Leste (Pntl). *E-Jurnal*

- [24]. *Ekonomi Dan Bisnis Universitas Udayana*, 2(1), 137. <https://doi.org/10.24843/eeb.2019.v08.i02.p02>
- [24]. Sancoko, & Panggabean. (2015). Pengaruh Keadilan Organisasi Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Sekolah Santa Ursula. *Jurnal MIX*, 5(1), 34 – 53.
- [25]. Sanhaji, A., Soetjipto, B. E., & Suharto, S. (2016). Pengaruh Keadilan Organisasi Dan Budaya Organisasi Terhadap Perilaku Anggota Organisasi (Ocb) Melalui Komitmen Organisasi Dan Kepuasan Kerja. *Jurnal Pendidikan - Teori, Penelitian, Dan Pengembangan*, 1(5), 917–926. <https://doi.org/10.17977/jp.v1i5.6311>
- [26]. Saputra, I. M. A., & Wibawa, I. M. A. (2018). Pengaruh Kepuasan Kerja, Keadilan Organisasional Dan Pemberdayaan Karyawan Terhadap Komitmen Organisasional Karyawan. *E-Jurnal Manajemen Unud*, 7(6), 3201–3229. <https://doi.org/https://doi.org/10.24843/EJMUNUD.2018.v7.i06.p13> 3201
- [27]. Sari, O. R. (2015). Pengaruh Kepuasan Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening. *Management Analysis Journal*, 4(1), 28–35. <https://doi.org/10.15294/maj.v4i1.7221>
- [28]. Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2015). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, 6(23), 159–167.
- [29]. Shaju, M., & Durai, S. (2017). A study on the impact of Job Satisfaction on Job Performance of Employees working in Automobile Industry, Punjab, India. *Journal of Management Research*, 9(1), 117. <https://doi.org/10.5296/jmr.v9i1.10420>
- [30]. Tri, R. A., & Wulansari, N. A. (2015). Pengaruh Keadilan Organisasional Pada Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Management Analys Journal*, 5(1), 319–326.
- [31]. Wahono, D. ., & Mustaqim, Y. (2016). Pengaruh Keadilan Organisasi Dan Etos Kerja Islami Terhadap Komitmen Organisasi Dan Kinerja Karyawan Di BMT Se- Kabupaten Kudus. *Jurnal Ekonomi Syariah*, 4(2), 269 – 283.
- [32]. Wijaya, I. . (2018). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan CV. Bukit Sanomas. *AGORA*, 6(2), 123–334.
- [33]. Wiratama, D. ., & Suana, I. . (2015). Pengaruh Keadilan Organisasi Terhadap Kepuasan Kerja Dan Turniver Intention Pada Karyawan The Jayakarta Bali. *E- Jurnal Manajemen Unud*, 4(11), 3675 – 3702.
- [34]. Zafar, Q., Ali, A., Hameed, T., Ilyas, T., & Younas, H. I. (2015). The Influence of Job Stress on Employes Perfomance in Pakistan. *American Journal of Social Science Research*, 1(4), 221–225.