

THE EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT DURENMANDIRI FORTUNA JAMBI

Naela Mikyalul Faizah¹

¹Manajemen Fakultas Ekonomi dan Bisnis Universitas Jambi
Email : nawalaedu@gmail.com

ABSTRAK

The study aims to determine the effect of organizational justice on employee performance on job satisfaction as an intervening variable. The target of this research is the employees of PT Duren Mandiri Fortuna Jambi. The population and sample for this study were employees of PT. Duren Mandiri Fortuna Jambi, totaling 300 employees with a sample size of 75 employees. This research is quantitative research, the data used in this study were obtained through a questionnaire method. The data analysis method of this research is descriptive statistical analysis using Structural Equation (SEM) techniques, with Partial Least Square (PLS) as a processing tool using the SmartPLS program (v.3.2.9). The results of this study prove that organizational justice has a positive and significant effect on employee performance, organizational justice has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, organizational justice has a positive and significant effect on employee performance, job satisfaction as an intervening variable at PT. Duren Mandiri Fortuna Jambi. So it can be concluded from the research results that HR policies to improve cooperation among coworkers, communication between leaders and subordinates must be well established to provide understanding to employees and job satisfaction in providing promotion opportunities are recommended to be given fairly and in accordance with the requirements for all employees.

Keyword: Organizational justice, employee performance, job satisfaction

1. INTRODUCTION

Human resources are the main factor and the most important asset in the survival of the company. Human resources play an important role in the successful achievement of company goals. The success of the company depends on the ability of human resources to carry out their duties and functions. (Samsuni, 2017). Every company needs to advance and compete in the business world. Within the company, human resources are an element of strength for the company. Without the role of human resources the company will not run even though there are various factors needed. Because human resources are the driving factor and determinant of the running of the company, so that the company's achievements cannot be separated from the achievements of every human resource in it.

For this reason, companies need good employee management in order to achieve maximum performance so that the company's goals can be achieved. Employee performance is the output produced by the functions or dimensions of the job or profession carried out by employees within a certain time (Wirawan, 2013). Every company always has high hopes for the results of its employees' performance, if the company has quality employees and has good capabilities, the faster the company will achieve a certain goal.

PT Duren Mandiri Fortuna Jambi is a developing company in the field of MLHplywood production with materials derived from Jambi local forests with strict quality control so as to produce the best quality. Plywood is often referred to as plywood or plywood, a type of manufactured board consisting of layers of wood (wood veins) glued together. Plywood is made of thin sheets of wood whose fiber direction is arranged crosswise.

In managing employees, it must start from the first line manager to the top line manager who has set an objective employee performance assessment, with various measurable and relevant assessment indicators according to the position at PT Duren

Mandiri Fortuna Jambi which aims to run the company and is supported by employees who are competent in their respective fields.

To achieve these goals cannot be separated from employee performance and organizational justice with job satisfaction as an intervening variable. To find out the extent of the production level that has been achieved by PT. Duren Mandiri Fortuna Jambi can be seen from the following table:

Table 1.1.

Production data of PT DurenMandiri Fortuna Jambi 2018-2021

No	Year	Target production (Kpg)	Production (Kpg)	Achievements production (%)	Progress (%)
1	2018	255.000	262.428	102,91	3%
2	2019	319.912	318.036	99,41	-0,5%
3	2020	325.125	317.512	97,65	-2%
4	2021	334.670	351.512	105,03	5%

Source:PT.DurenMandiriFortunaJambi, 2022

Judging from table 1.1 during the 2018-2021 period, production at PT. Duren Mandiri Fortuna Jambi can show that the numbers tend to decrease in the amount of production. The amount of production that has decreased has of course caused a decrease in company profits, and the quality of products produced by PT Duren Mandiri Fortuna Jambi greatly affects the production infrastructure in the company. But in 2021 the company experienced an increase in production. As stated by (Swatsha and Sukotjo, 2007) that, the level of production is used as one of the benchmarks for assessing the level of success of the company. Thus the company must be able to realize production targets to increase company profits.

Based on a survey obtained from an interview with the General Manager, information was obtained that PT Duren Mandiri Fortuna Jambi can see the performance of employees from the production that has been produced. The more produced by the company, the more the performance of employees at PT Duren Mandiri Fortuna Jambi will increase.

Table 1.2

Employee Performance Survey Results PT. Duren Mandiri Fortuna Jambi

No	Question	STS	TS	N	S	SS
		1	2	3	4	5
Quality						
1	Employees are able to complete work well	-	-	3	4	3
2	Employees are able to work according to company standards and operations	-	-	2	7	1
Quality						
3	Employees show up on time to the company	-	-	2	7	1

4	Employees can complete work according to targets	-	-	2	7	1
Responsibility						
5	This employee performs the designated work correctly until the work is completed.	-	1	1	7	2
6	This employee feels guilty if the work is not as expected	-	2	3	4	1
Cooperation						
7	This employee is easy to work with in other divisions.	-	-	3	6	1
8	Employees have teamwork	-	-	1	8	1
Initiative						
9	This employee has high creativity at work	-	-	2	8	-
10	This employee is effective at work	-	-	4	3	3
Total		-	3	23	61	14

Source: Data processed 2022

Based on table 1.2. above, it can be seen from the respondents' answers regarding employee performance at PT Duren Mandiri Fortuna Jambi. It can be assumed that employee performance is optimal. Good and optimal employee performance will produce a positive side for the company in the continuity of production. PT.Duren Mandiri Fortuna has good employee performance so that the company's production level continues to increase.

To see organizational justice at PT Duren Mandiri Fortuna Jambimaka can be seen from the employee payroll. There are several aspects that can be seen to implement organizational justice. The following is a list of salaries for employees of PT Duren Mandiri Fortuna Jambi, namely:

Table 1.3.
Employee salary list of PT.Duren mandiri Fortuna Jambi

NO	GR OUP	BASIC SALARY	POSITION ALLOWANC E	MEAL ALLOWANC E	TOTAL
1	IA	2.650.000			2.650.000
2	IB	2.650.000	150.000	250.000	3.050.000
3	IIA	3.000.000	250.000	250.000	3.500.000
4	IIB	3.500.000	250.000	250.000	4.000.000
5	IIIA	3.500.000	500.000	250.000	4.250.000
6	IIIB	4.000.000	500.000	250.000	4.750.000
7	IVA	4.500.000	500.000	250.000	5.250.000
8	IVB	5.000.000	1.000.000	250.000	6.250.000

9	VA	6.000.000	1.500.000	250.000	7.750.000
10	VB	7.500.000	2.000.000	250.000	9.750.000

Source: Employee salary list data of PT Duren Mandiri Fortuna Jambi

Judging from table 1.3. can be obtained a list of salaries of all employees who work. PT Duren Mandiri Fortuna Jambi provides salaries to employees fairly and regularly every month by adjusting to the level and length of service of the employee, with the aim that the company hopes that employees can meet their needs and also improve performance so that they can be responsible for their work for the company. At each level of position and classification has a difference in salary and benefits, employees who want to go to the next level need time with a long enough service period and the difference in salaries at each level is high so that employees can feel that they are still lacking due to the difference in compensation.

Job satisfaction felt by employees can be observed from salary, satisfaction with coworkers, satisfaction with supervisors and satisfaction felt by employees on the job itself (Rizzo et al, 2015). To reduce the influence exerted by organizational justice on employee performance, good job satisfaction is needed. Therefore, to find out how the initial picture of the level of job satisfaction of employees of PT Duren Mandiri Fortuna Jambi.

The results of research from (Edy, 2013) and (Indahyati & Sintiaasih, 2019) show that organizational justice has a positive and significant effect on satisfaction. The results of this study are supported by research (Ali, Idris and Kalalinggi, 2013) which shows that job satisfaction has a significant and positive effect on employee performance. Job satisfaction in relation to employee performance is also explained by (Cahyani and Yuniawan, 2010) which says that there is a direct influence between job satisfaction and employee performance.

Therefore, it is important for companies to conduct management evaluations of the fairness and job satisfaction imposed by the company so that the sense of unfairness and dissatisfaction felt by employees is not too high. In addition, supervising and interacting with employees is also important considering that a certain amount of employee time is used to work in order to create fairness and satisfaction.

This research was conducted to find out how much these factors can affect employee performance. The fair organizational justice factor will improve employee performance for the better. This is also related to employee job satisfaction. If employees are satisfied with what they achieve, it will affect company performance and help achieve company goals.

II. RESEARCH METHODS

In this study, it can be seen from the type of data used, namely the quantitative approach. For quantitative research is a type of research that can be achieved by using several statistical procedures or ways that are in quantification (measurement). This research is quantitative research. A quantitative study by Noor (2011) Research to test a particular theory. How to explore the relationship between variables. This is why we use quantitative research to determine the effect of justice on employee performance through job satisfaction as an intervening variable.

III. RESEARCH RESULTS

This study aims to determine the effect of organizational justice on employee performance with job satisfaction as an intervening variable at PT DurenMandiri Fortuna Jambi. This research was analyzed using Partial LeastSquare (PLS), based on the results of

the analysis and the previous discussion, the following conclusions can be drawn:

Employee performance describes the ability of employees to get the job done. Organizational justice for employees shows that the income given is in accordance with the expertise of employees and is required to work quickly to achieve company targets. This means that employees have high productivity because the income earned by employees is in accordance with their expertise and management pays attention to employees. This can be caused and assisted by employee job satisfaction which is classified in the satisfied category. Employee job satisfaction can be seen from employees who are satisfied with the opportunity to be promoted, good communication between coworkers and understanding the entire process and work system.

Organizational justice has a positive and significant effect on employee performance at PT Duren Mandiri Fortuna Jambi. This means that when employee performance increases, organizational justice will also increase and vice versa. Increased employee performance can directly affect organizational justice.

Employee performance has a positive and significant effect on employee job satisfaction at PT Duren Mandiri Fortuna Jambi. This means that when employee performance increases, organizational justice will also increase and vice versa.

Job satisfaction has a positive and significant effect on employee organizational justice at PT Duren Mandiri Fortuna Jambi. This means that when job satisfaction increases, employee organizational justice will increase and vice versa, if employee job satisfaction decreases, organizational justice decreases. Increased employee job satisfaction can affect organizational justice directly.

The effect of organizational justice on employee performance with job satisfaction as an intervening variable at PT Duren Mandiri Fortuna Jambi has a positive and significant effect, meaning that job satisfaction can increase performance. Employee job satisfaction as an intervening variable with indicators of its formation.

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