

The Effect Of Organizational Justice And Organizational Culture On Employee Performance Through Work Satisfaction As a Mediation Variables In The Secretariat Office of The Regional House of Representatives Southeast Sulawesi Province

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Abstract— This study aims to determine and analyze: (1) the Influence of the fairness of the organization on employee performance; (2) the Influence of the justice organization on job satisfaction; (3) job Satisfaction in mediating the influence of the fairness of the organization on employee performance; (4) the Influence of organizational culture on employee performance; (5) the Influence of organizational culture on job satisfaction of employees; (6) job Satisfaction in mediating the influence of organizational culture on employee performance; (7) the Influence of job satisfaction on employee performance.

The results showed that: (1) Justice organization has a positive and significant effect on employee performance; (2) Justice organization has a positive and significant effect on job satisfaction; (3) job Satisfaction mediate the influence of the justice organization on the performance of employees; (4) the Culture of the organization significant positive effect on employee performance; (5) organizational culture has a positive and significant effect on job satisfaction; (6) job satisfaction mediate the influence of the justice organization on the performance of employees; (7) job Satisfaction has a positive and significant effect on employee performance.

Index Terms— Justice of the Organization, Organizational Culture, Job satisfaction, and Employee Performance.

1 INTRODUCTION

The role of human resources is the basis in the determination of the purpose organization. Without the role of human resources, the activities in the organization will not run properly. Man is always an active and dominant role in every activity of the organization because people become planners, perpetrators, and determine the realization of the goals of the organization (Hasibuan, 2017:10). Purpose an agency will be achieved when employees have high performance. The success of an organization in planning and implementing strategies supported by the performance of its employees (Hanggarini, 2012).

The secretariat of the Council of Representatives of the Province of Southeast Sulawesi is one of the agencies of local government in which some employees are expected to have good performance. However, there are some phenomena based on the results of the observations made by the researchers that (1) some employees are still not responsible for the duties and responsibilities entrusted to them. As shown in sub-section general it appears that there are still many employees who like to neglect his job so that any delay activi-

ties The Regional Representatives Council (DPRD); (2) some employees are still late for work and leave the office during working hours. As in sub-section facilitation of supervision seems that there are still employees who are more concerned with the private affairs outside rather than the affairs of the office so that any delay service on the facilitation of receipt of the aspirations of the Parliament members is less than the maximum; (3) the performance of employees is still not by the expectations of the institution. As in the sub-section of the trial, the minutes, and the publication it appears that the completion of the meeting-the meeting of the board is not following the *standard operational procedure (SOP)*, so the solution deadline, especially in meeting-discussion meeting local regulations that require evaluation before set as Regional Revenue and Expenditure Budget (Budget) and Budget changes.

The performance of employees in an organization is expected better. Theoretically, the performance is influenced by many factors one of which is justice organization. Justice organizations focusing more broadly on how the workers feel the authority and decision making in the workplace is treating

them, for the majority of workers evaluate how fair they are treated (Robbins and Judge, 2015:114).

Condition of the performance of employees has strongly suspected nothing to do with justice organization, the culture of the organization that is owned as well as employee satisfaction. The results of research conducted by Dwi Sulistyo Wahono (2016) find that justice organizations have a significant effect on performance. However, research conducted by Ester Devi Anastasia (2017) finds that justice organization does not have a significant effect on performance. Nanda Novziran-syah (2017) finds that organizational culture significantly influences performance. While The Word Nurhalim *et. all* (2015) find that organizational culture does not significantly affect performance. The results of the research Alamdar Hussain Khan *et. all* (2012) found that job satisfaction has a significant effect on performance, however, Qurratul Aini and Herianto Sosilo (2014) find that job satisfaction is not significant to the performance.

Another factor that affects the performance of employees is the culture of the organization. According to Gibson in Sutanto (2012:172), servants or employees is the driving operation of the organization, if employee performance is good, then the performance of the organization will also increase. Many factors affect the performance of the employees of one organization's culture. Organizational culture is a common perception held by all members of the organization so that each employee who became a member of the organization will have values, beliefs, and behavior by the organization.

Job satisfaction can also be one of the factors that give effect indirectly on the performance of employees through justice organizations and the culture of the organization. The results of research conducted by Fonna Mahdani *et. all* (2017) find that job satisfaction mediates the influence of justice of the organization on performance. However, research conducted by Olivina Chandra Enitama (2019) finds that job satisfaction is not can be used as a mediating variable. The results of research conducted by Dwi Danesty Deccasari (2019) find that job satisfaction mediates the influence of organizational culture on performance. However, research conducted by Mira Hayuningtyas (2017) finds that job satisfaction does not mediate the effect of organizational culture on performance.

2. LITERATURE REVIEW

2.1. Organizational Justice

According to Robbins and Judge (2015: 144) "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, how 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.

According to Kreitner and Kinicki (2010: 221) in their book entitled Organizational Behavior, "organizational justice reflects the extent to which employees see how they are treated fairly in the workplace. It can be identified from three different components of organizational justice, namely distributive justice, procedural justice, and interactional justice. According to Ivancevich *et. all* (2011: 136) "Organizational justice is organizational science research that focuses on perceptions and judgments by employees about the reasonableness of their organization's basic procedures and decisions. The essence of fairness is that employees compare the effort and rewards they receive with others in similar work situations".

2.2. Organizational Culture

Organizational culture is a pattern of basic assumptions that a group has found, determined, and developed through a learning process to deal with problems of adaptation (adaptation) to external groups and internal group integration (Schein in Wirawan, 2014: 4). " According to Geert Hofstede in Wibowo (2012: 15), "states that culture consists of a shared mental program that requires an individual response to the environment". This definition implies that we see culture in our daily behavior, but it is controlled by a deeply implanted mental program. Meanwhile, according to Edgar Schein in Wibowo (2012: 6), which states that "organizational culture is a philosophy that underlies organizational policies, rules for socializing, and feelings or climate brought about by the physical preparation of the organization".

According to Sedarmayanti (2014: 75) defines "organizational culture is a belief, attitude, and values that are generally owned, which arise in organizations, put forward more simply, culture is the way we do things here. "Organizational culture is defined as a set of behaviors, feelings, and psychological frameworks that are deeply interpreted and shared by members of the organization (Asang, 2012: 103). In general, a company or organization consists of several people who have various backgrounds, personalities, emotions, and egos. The results of the addition and interaction of various people form an organizational culture. In simple terms, organizational culture can be defined as a unity of people (beliefs) and the same values.

2.3. Concept of Job satisfaction

Job satisfaction is an ideal condition that must be achieved. This is because the attitudes and feelings of employees towards all aspects of their work environment will affect their attitudes and behavior in carrying out the assigned tasks. If employees can carry out their duties properly, the employees will achieve satisfaction at work. According to Robbins (2013: 36) "job satisfaction is a general attitude of an individual towards his job". Someone with a high satisfaction attitude shows a positive attitude towards work, someone who is not satisfied with their work shows a negative attitude.

According to Handoko (2012: 193) "job satisfaction is a pleasant or unpleasant emotional state of employees looking at their work". Edy Sutrisno (2014: 75) states "job satisfaction is a pleas-

ant or unpleasant emotional state for workers to see their work". Khaerul Umam (2010: 192) "Job satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. The assessment can be made on one of his jobs". Assessment is carried out as a sense of appreciation in achieving one of the important values in work. Satisfied employees prefer their work situation to dissatisfied employees who dislike their work situations.

2.4. Concept of Employee Performance

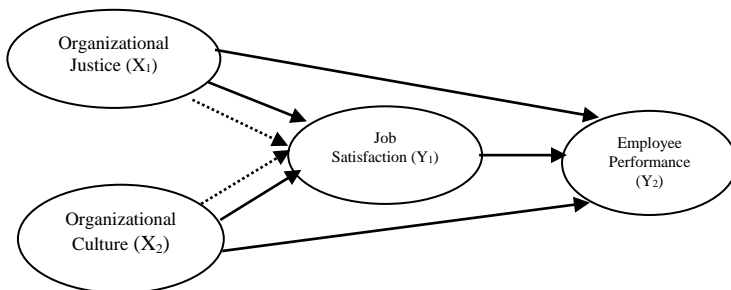
According to Wibowo (2012; 7) "performance is about doing work and the results achieved from that work." Winardi (2012: 82) states that "performance is the workability of an employee in completing the tasks assigned to him successfully and efficiently". Mangkunegara (2014: 67) adds that "performance is the result of work in quality and quantity achieved by a person in carrying out his duties by the responsibilities given to him". Meanwhile, according to Sulistiyani and Rosidah (2013: 223), "a person's performance is a combination of abilities, efforts, and opportunities that can be assessed from the results of his work".

Then, Notoatmodjo (2013: 23) defines "performance as a measure in a company to what extent employees are loyal to their work and to what extent the company rewards in developing human resources." According to Mangkunegara (2014: 67) states that "performance is the result of work in quality and quantity achieved by a worker in carrying out his duties by the responsibilities given to him". Meanwhile, Mulyadi (2015: 63) defines "performance as a result of work achieved by workers in quality and quantity by their duties and responsibilities". Performance is "a work result achieved by a person or organization in quantity or quality to achieve the expected goals in the right way and does not violate existing norms (Moehariono, 2012: 97)".

3 CONCEPTUAL FRAMEWORK AND HYPOTHESES

3.1 Conceptual Framework

The conceptual framework is presented through the following schema:



3.2 Research Hypotheses

Based on theoretical studies, empirical studies, and conceptual frameworks, the hypotheses in this study are as follows:

1. Organizational justice has a significant positive effect on employee performance.
2. Organizational justice has a significant positive effect on employee job satisfaction.
3. Job satisfaction mediates the effect of organizational justice on employee performance.

4. Organizational culture has a significant positive effect on employee performance.
5. Organizational culture has a significant positive effect on employee job satisfaction.
6. Job satisfaction mediates the influence of organizational culture on employee performance.
7. Job satisfaction has a significant positive effect on employee performance.

4. RESEARCH METHOD

The object of this research is the performance of employees at the Regional Representative Council Secretariat of Southeast Sulawesi Province. The research implementation time until the close examination is carried out with several stages of research.

The population in this study were all 166 civil servants of the Secretariat of the DPRD of Southeast Sulawesi Province. Sampling in this study using the Slovin formula, which is as follows:

$$n = \frac{N}{Ne^2 + 1}$$

Where:

- n : Sample Size
- N : Population Size
- e : The tolerable error rate is 0,1

Based on the results of population calculations using the Slovin formula, a total sample of 62 people was obtained

The types of data used in this research are quantitative data and qualitative data. While the data source in this study is using primary data and secondary data. Data processing was carried out by the procedure 1) Editing, 2) Tabulation, 3) Performing data analysis with partial least square (PLS). and 4) Interpretation.

The data collection methods used in this study are as follows:

1. The Questionnaire, which is distributing a list of questions to employees and leaders to obtain data on the frequency of participation in the influence of organizational justice and organizational culture on satisfaction and performance.
2. Documentation, namely taking reports or documents that have been published by the Southeast Sulawesi Provincial DPRD Secretariat that is considered relevant to the research.

The data analysis technique used in this research is descriptive statistical analysis and Partial Least Square (PLS) analysis.

5. RESEARCH RESULTS AND DISCUSSION

5.1 Research Results

Evaluation of the Measurement Model (Outer Model)

Testing the measurement model in this research aims to assess the indicator variable (observed variable) that reflects a latent construct or variable that cannot be measured directly.

a. Discriminant Validity

Testing discriminant validity in research uses the value of cross loading and the square root of average (AVE) to check (testing) whether the research instrument is valid in explaining or reflecting latent variables. More details on discriminant validity testing can be described as follows:

Table 5.9. Cross Loading Calculation Results

Indicator	X1	X2	Y1	Y2
X11	0.954	0.937	0.947	0.943
X12	0.969	0.962	0.959	0.966
X13	0.978	0.960	0.972	0.973
X21	0.919	0.939	0.921	0.926
X22	0.960	0.967	0.960	0.960
X23	0.944	0.954	0.951	0.952
X24	0.963	0.969	0.967	0.967
X25	0.932	0.957	0.945	0.943
Y11	0.942	0.942	0.944	0.943
Y12	0.951	0.950	0.953	0.952
Y13	0.955	0.950	0.968	0.959
Y14	0.907	0.903	0.920	0.914
Y21	0.980	0.982	0.987	0.989
Y22	0.987	0.987	0.980	0.989

Table 5.9 presents the results of the cross-loading calculation, which shows that the cross-loading value of the variable indicator has sufficient discriminant where the intended construct is greater than the loading value with other constructs besides that the cross-loading value is above 0.70 and is declared to meet the validity criteria. discriminant, so that the cross-loading value of each indicator is declared valid.

b. Convergent Validity

Convergent validity measures the validity of the indicator as a construct measurement which can be seen from the outer loading. The indicator is considered valid if it has an outer loading value above 0.70, it is highly recommended, however, if the loading factor value is 0.50-0.60 it can still be tolerated with a t-statistic value above 1.96. The outer loading value can also be interpreted as the contribution of each indicator to the latent variable. A clearer description of the test results of the analysis and evaluation of the measurement model for each latent variable of this study is shown in the following table:

Table 5.11. Outer Loading Calculation Results

Indicator	Outer Loading	t-Statistic	P-Value
X11	0.954	58.365	0,000
X12	0.969	92.122	0,000
X13	0.978	142.603	0,000
X21	0.939	41.680	0,000
X22	0.967	76.008	0,000
X23	0.954	46.395	0,000
X24	0.969	81.718	0,000
X25	0.957	74.102	0,000
Y11	0.944	48.964	0,000
Y12	0.953	50.599	0,000
Y13	0.968	85.175	0,000
Y14	0.920	24.058	0,000
Y21	0.989	177.164	0,000
Y22	0.989	180.297	0,000

c. Composite Reliability

Composite reliability tests the reliability value between the indicators of the constructs that make it up. The results of

composite reliability are said to be good if the value is above 0.70. The results of testing the composite reliability measurement model can be presented in the following table:

Table 5.12. Instrument Reliability Test Results

Research variable	Composite Reliability	Results
Organizational Justice (X1)	0.977	Reliable
Organizational culture (X2)	0.982	Reliable
Job satisfaction (Y1)	0.972	Reliable
Employee Performance (Y2)	0.989	Reliable

The test results in Table 5.12 show that the composite reliability value of the organizational justice variable is 0.977; organizational culture of 0.982; job satisfaction of 0.972; and employee performance of 0.989. This means that the four latent variables analyzed have good composite reliability because the value is greater than 0.70.

Evaluation of the Goodness of Fit Model

The structural model is evaluated by paying attention to the Q² predictive relevance model which measures how well the observation value is generated by the model. Q² is based on the coefficient of determination of all dependent variables. The magnitude of Q² has a value with a range of 0 < Q² < 1, the closer to the value of 1, the better the model. The coefficient of determination (R²) of the three endogenous variables can be presented in the following table:

Table 5.13. The Goodness of Fit Test Results

Structural Model	Endogenous Variables	R-square
1.	Job satisfaction (Y1)	0,905
2.	Employee performance (Y2)	0,951

Based on the coefficient of determination (R²), it can be seen that Q² is calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rn^2) \\
 &= 1 - (1 - 0.905) (1 - 0.951) \\
 &= 1 - 0.0046 \\
 &= 0.9953
 \end{aligned}$$

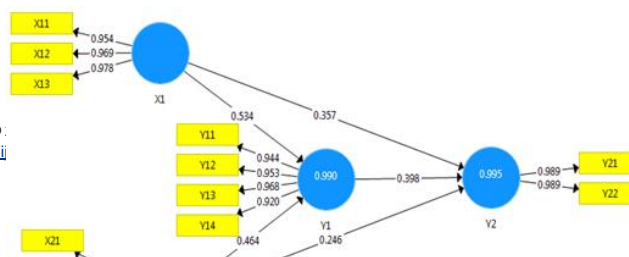
Based on the results of these calculations, the predictive-relevance value is obtained at Q² = 0.9953 or 99.53%. This means that the accuracy or precision of this research model can explain the diversity of variables by 99.53%. The remaining 0.47% is explained by other variables not included in this research model.

Hypothesis Testing

Hypothesis testing is done to find out the truth of the hypothesis that has been proposed by the criteria that have been determined by statistical provisions. In this case, it is known that the hypothesis proposed there are 7 (seven) hypotheses, of which 5 (five) direct effect hypotheses and 2 (two) indirect effect hypotheses.

Based on the results of the analysis carried out using the partial least square analysis tool, the results of the path analysis can be displayed in the following scheme:

Scheme 1. Direct Influence Between Research Variables



The results of testing the effect between variables in Scheme 1. can be presented in full in the following table:

Table 5.14. Direct Influence Path Coefficient and Hypothesis Testing

Pengaruh Antara Variabel	Koefisien Jalur	T-Statistic	t-kritis	P-Value	Nilai Alfa (α)	Kep-
(X1) → (Y2)	0.357	3.882	1.96	0.000	0,05	Sig
(X1) → (Y1)	0.534	5.674	1.96	0.000	0,05	Sig
(X1) → (Y1) → (Y2)	0.213	2.864	1.96	0.004	0,05	Sig
(X2) → (Y2)	0.206	2.758	1.96	0.006	0,05	Sig
(X2) → (Y1)	0.464	4.903	1.96	0.000	0,05	Sig
(X2) → (Y1) → (Y2)	0.185	2.743	1.96	0.006	0,05	Sig
(Y1) → (Y2)	0.398	3.327	1.96	0.001	0,05	Sig

The results of the analysis in Table 5.14 show that hypothesis testing and the direct influence path coefficient aim to answer the proposed hypothesis whether it can be accepted or rejected.

Based on the direct influence of the variables, the following results are obtained.

1. Organizational justice has a positive and significant effect on employee performance.
2. Organizational justice has a positive and significant effect on employee job satisfaction.
3. Organizational culture has a positive and significant effect on employee performance.
4. Organizational culture has a positive and significant effect on employee job satisfaction.
5. Satisfaction has a positive and significant effect on employee performance.

Testing the Indirect Effect Path Coefficient (Mediation)

a. The Effect of Organizational Justice on Employee Performance Mediated by Job Satisfaction.

Based on the formula for using the z-statistic developed by Sobel, the effect of organizational justice on employee performance mediated by job satisfaction at the Southeast Sulawesi Provincial DPRD Secretariat is calculated using the online Sobel test, while the online Sobel test results are as follows:

Input:	Test statistic:	Std. Error:	p-value:
a 0.534	Sobel test: 2.86424396	0.07420178	0.00418006
b 0.398	Aroian test: 2.8317112	0.07505426	0.00462996
s _a 0.094	Goodman test: 2.8979244	0.07333939	0.00375641
s _b 0.120	Reset all	Calculate	

The calculation result shows that the t-statistic value is 2.864 > 1.96 and the p-value is 0.004 < alpha 0.05. This means that job satisfaction mediates the effect of organizational justice on employee performance.

b. The Influence of Organizational Culture on Employee Performance Mediated by Job Satisfaction.

Based on the z-statistic use formula developed by Sobel, the influence of organizational culture on employee performance mediated by job satisfaction at the DPRD Secretariat of Southeast Sulawesi Province is calculated using the online Sobel test, while the online Sobel test results are as follows:

Input:	Test statistic:	Std. Error:	p-value:
a 0.464	Sobel test: 2.74383969	0.06730422	0.00607252
b 0.398	Aroian test: 2.70530697	0.06826286	0.00682413
s _a 0.095	Goodman test: 2.78406726	0.06633173	0.00536819
s _b 0.120	Reset all	Calculate	

The calculation result shows that the t-statistic value is 2.743 > 1.96 and the p-value is 0.006 < alpha 0.05. This means that job satisfaction mediates the influence of organizational culture on employee performance

5.2 Discussion

a. The Effect of Organizational Justice on Employee Performance at the Regional Representative Council Secretariat of Southeast Sulawesi Province

"Based on the research results, it can be seen that organizational justice has a positive and significant effect on employee performance at the Southeast Sulawesi Provincial DPRD Secretariat. This means that with good organizational justice perceived in the indicators of attributive justice, procedural justice, and interactional justice can improve employee performance at the DPRD Secretariat of Southeast Sulawesi Province which is reflected in the employee performance target indicators (quantity, quality, time, and cost) and employee work behavior. service orientation, commitment, initiative, and cooperation). "

Based on this, it can be seen that the indicators of interactional justice are more dominant in influencing performance because they have the highest average value. According to Khasawneh et al (2014: 131), it shows that interactional justice is the strongest predictor of performance compared to other fairness. With the existence of interactional justice applied by organizations consisting of interpersonal justice and informational justice, it can improve employee performance.

"The results of this study support the results of research conducted by Dwi Sulisty Wahono (2016) which found that organizational justice has a significant effect on performance.

b. The Effect of Organizational Justice on Employee Job Satisfaction at the Secretariat of the DPRD of Southeast Sulawesi Province

Based on the research results, it can be seen that organizational justice has a positive and significant effect on employee job satisfaction at the Southeast Sulawesi Provincial DPRD Secretariat. This means that with good organizational justice perceived in the indicators of attributive justice, procedural justice and interactional justice can increase employee job satisfaction at the Secretariat of the DPRD of

Southeast Sulawesi Province which is reflected in job satisfaction, satisfaction with superiors' attitudes, satisfaction with coworkers and satisfaction with promotions.

Based on this, it can be seen that the indicator of interactional justice is more dominant in influencing job satisfaction because it has the highest average value. The last aspect of organizational justice is interactional justice and perhaps the simplest of these three aspects (Cropanzano, 2007: 38). Interactional justice is an individual's perception of the degree to which an employee is treated with dignity, care, and respect (Robbins, 2015: 145). Cohen and Spector (2001: 278) state that when a person experiences interactional injustice, the person concerned will react negatively to their superiors and not to the organization as a whole.

The results of this study support empirical research conducted by Luh Putu Cahya Indrayani and I Gusti Made Suwandana (2016) which found that organizational justice has a significant effect on job satisfaction.

c. The Influence of Organizational Culture on Employee Performance at the DPRD Secretariat of Southeast Sulawesi Province

Based on the research results, it can be seen that organizational culture has a positive and significant effect on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that with a good organizational culture that is perceived as innovative indicators, attention to problems results in orientation, interest orientation of subordinates, and aggressiveness can improve employee performance at the DPRD Secretariat of Southeast Sulawesi Province which is reflected in employee performance target indicators (quantity, quality, time, and costs) and employee work behavior (service orientation, commitment, initiative, and cooperation).

Based on this, it can be seen that the results orientation indicator is more dominant in influencing performance because it has the highest average value. According to Gibson in Sutanto (2012: 172), employees or employees are the driving force for organizational operations, if the employee's performance is good, then the organizational performance will also increase.

According to Robbins (2013: 189) which states that a strong organizational culture is needed to increase job satisfaction and performance which in turn will also affect the overall organizational performance. Therefore, every organization needs to form a strong organizational culture. The organization needs to spread its main values to all members of the organization. The results of this study support the results of research conducted by Ghazi Ben Saad and Muzaffar Abbas (2018) and Nanda Novziransyah (2017) who found that organizational justice has a significant effect on performance.

d. The Influence of Organizational Culture on Employee Job Satisfaction at the Secretariat of the DPRD of Southeast Sulawesi Province

Based on the research results, it can be seen that organizational culture has a positive and significant effect on em-

ployee job satisfaction at the Southeast Sulawesi Provincial DPRD Secretariat. This means that with a good organizational culture that is perceived as innovative indicators, attention to problems, result orientation, interest orientation of subordinates and aggressiveness can increase employee job satisfaction at the DPRD Secretariat of Southeast Sulawesi Province which is reflected in indicators of job satisfaction, satisfaction with superiors' attitudes, satisfaction with co-workers and satisfaction with promotions.

Nawawi (2013) states that an organization with a strong and positive culture will allow people to feel motivated to develop, learn and improve. If people work in a well-managed organization will have higher motivation and satisfaction. "

The results of this study strengthen the empirical research conducted by Maruf Ahamed and Rezwan Mahmood (2015) and Debitri Primasheila (2017) which found that organizational culture has a significant effect on job satisfaction.

e. The Effect of Job Satisfaction on Employee Performance at the Secretariat of the DPRD of Southeast Sulawesi Province

Based on the research results, it can be seen that job satisfaction has a positive and significant effect on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that with good perceived job satisfaction on the indicators of job satisfaction, satisfaction with superiors' attitudes, satisfaction with colleagues and satisfaction with promotions can improve employee performance at the DPRD Secretariat of Southeast Sulawesi Province which is reflected in the employee performance target indicators (quantity, quality, time and cost) and employee work behavior (service orientation, commitment, initiative and cooperation).

The results of this study are in line with the opinion of Robbins (2013: 97) which states that satisfaction affects employee performance, because if employees are satisfied with their work, then someone will work happily and with enthusiasm, resulting in a good performance. The results of this study strengthen the empirical research conducted by Abdul Wahid A. Fadlallah (2015) and Alamdar Hussain Khan et. all (2012) found that job satisfaction has a significant effect on performance.

f. Job Satisfaction Mediates the Effect of Organizational Justice on Employee Performance at the DPRD Secretariat of Southeast Sulawesi Province

Based on the results of calculations using the online Sobel test, it can be seen that job satisfaction mediates the effect of organizational justice on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that job satisfaction can be used as a mediating variable in bridging the influence of organizational justice on employee performance at the Southeast Sulawesi Provincial DPRD Secretariat, besides that organizational justice indirectly has a significant effect on employee performance at the Southeast Sulawesi Provincial DPRD Secretariat.

The results of research conducted by Fonna Mahdani

et. all (2017) found that job satisfaction mediates the effect of organizational justice on performance.

Based on this description, it can be seen that job satisfaction mediates the effect of organizational justice on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that job satisfaction can be used as a mediating variable in bridging the influence of organizational justice on employee performance at the DPRD Secretariat of Southeast Sulawesi Province.

g. Job Satisfaction Mediates the Influence of Organizational Culture on Employee Performance at the DPRD Secretariat of Southeast Sulawesi Province

Based on the results of calculations using the online Sobel test, it can be seen that job satisfaction mediates the influence of organizational culture on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that job satisfaction can be used as a mediating variable in bridging the influence of organizational culture on employee performance at the Southeast Sulawesi Provincial DPRD Secretariat, besides that organizational culture indirectly has a significant effect on employee performance at the Southeast Sulawesi Provincial DPRD Secretariat.

The results of research conducted by Dwi Danesty Decasari (2019) found that job satisfaction mediates the influence of organizational culture on performance.

Based on this description, it can be seen that job satisfaction mediates the effect of organizational justice on employee performance at the DPRD Secretariat of Southeast Sulawesi Province. This means that job satisfaction can be used as a mediating variable in bridging the influence of organizational justice on employee performance at the DPRD Secretariat of Southeast Sulawesi Province.

6. Conclusions and Suggestions

6.1 Conclusion

Based on the description in the discussion, several things can be concluded as follows:

1. Organizational justice has a positive and significant effect on employee performance.
2. Organizational justice has a positive and significant effect on employee job satisfaction.
3. Job satisfaction mediates the effect of organizational justice on employee performance.
4. Organizational culture has a positive and significant effect on employee performance.
5. Organizational culture has a positive and significant effect on employee job satisfaction.
6. Job satisfaction mediates the effect of organizational justice on employee performance.
7. Job satisfaction has a positive and significant effect on employee performance.

6.2 Suggestions

Suggestions in this study are as follows:

1. Optimizing indicators of procedural justice. If employees allowed to express opinions in setting office regulations,

employees are more active in various activities in the office.

2. Optimizing aggressive indicators by taking into account problems that arise in carrying out their responsibilities and the limits of their authority in carrying out office tasks.
3. Optimizing indicators of attitudes towards superiors, presumably the leadership provides direct motivation to employees in doing work, flexibility in working and treats employees proportionally.
4. For the next researcher, it would be possible to develop this research on variables such as work discipline, work climate, leadership, employee competence, and attitude.

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