

Employee Performance Model Through Job Satisfaction: Distributive Justice and Procedural Justice at the Padang Sidempuan City Health Office

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ARTICLE INFO

Article history:

Received November 04, 2022

Revised November 07, 2022

Accepted April 23, 2023

Available online May 25, 2023

Kata Kunci:

Model Kinerja Karyawan, Kepuasan Kerja, Keadilan Distributif, Keadilan Prosedural

Keywords:

Employee Performance Model, Job Satisfaction, Distributive Justice, Procedural Justice



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ABSTRAK

Organisasi harus berkonsentrasi pada sumber daya manusianya untuk menjalankan fungsinya secara optimal guna menciptakan organisasi yang lebih maju, terutama dalam menghadapi perubahan lingkungan yang akan datang. Penelitian ini bertujuan untuk menganalisis hubungan antara keadilan distributif dan keadilan prosedural serta pengaruhnya terhadap kepuasan kerja di kalangan pegawai dinas kesehatan. Penelitian ini menggunakan metode kuantitatif. Sebanyak 285 pekerja yang terlibat dalam penelitian ini sebagai subyek. Penelitian ini digunakan survei untuk penelitian. Dalam menganalisis data SEM PLS digunakan untuk menganalisis data yang terkumpul. Hasil penelitian ini menemukan kinerja pegawai Dinas Kesehatan dipengaruhi oleh keadilan distributif, keadilan prosedural, dan kepuasan kerja. Dampak keadilan distributif terhadap kinerja pegawai dimediasi oleh kepuasan kerja; dampak keadilan prosedural terhadap kinerja karyawan yang dimediasi oleh kepuasan kerja. Dalam rangka mempromosikan manajemen keadilan prosedural harus meningkatkan penyelesaian pekerjaan tepat waktu, pelaksanaan yang adil dari keputusan kepemimpinan, penyediaan lingkungan kerja yang menyenangkan, dorongan sikap positif di kalangan pekerja, dan penyebaran informasi yang akurat dan up-to-date.

ABSTRACT

Organizations must concentrate on their human resources to perform their functions optimally in order to create a more advanced organization, especially in light of impending environmental changes. This research aims to analyze the relationship between distributive justice and procedural justice, as well as their impact on job satisfaction, among health office workers. This study is use quantitative method. Total of 285 workers involving in this study as subjects. This study was used surveyed for the research. In analyzing data SEM PLS was used to analyze the collected data. The result of this study found employee performance at Health Office is influenced by distributive justice, procedural justice, and job satisfaction. The impact of distributive justice on employee performance is mediated by job satisfaction; the impact of procedural justice on employee performance as mediated by job satisfaction. In order to promote procedural justice management have to improves on-time work completion, fair implementation of leadership decisions, provision of a pleasant working environment, encouragement of positive attitudes among workers, and the dissemination of accurate and up-to-date information.

1. INTRODUCTION

To develop a more advanced organization, organizations must focus on their human resources to carry out their functions optimally, especially in the face of emerging environmental changes. Human resources (HR) is the most important asset in an organization that can mobilize other resources (Jawahar & Liu, 2016; Luthfi et al., 2016; Sidharta et al., 2019). Human resources stand apart from other aspects that contribute to a company's long-term viability since each individual has his or her own own set of thoughts, emotions, desires, skills, knowledge, motivations, resources, and labor (Almaududi, 2018; Kusumah et al., 2021). Performance is a work produced by an employee who is set to achieve the expected goals.

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Performance is also defined as the result of the work function or activities of a person or group in an organization within a certain period of time (Almaududi, 2018; Octaviannand et al., 2017). One of the important factors that can affect peak performance is of course employee job satisfaction. Employee job satisfaction will greatly affect their performance in the future (Afroz, 2018; Mila, 2015). With a high level of job satisfaction, of course, good performance will also appear. Job satisfaction itself state by previous study as an individual's general attitude towards their work, the difference between the amount of rewards received by a worker and the number of workers believe they should receive (Luthfi et al., 2016). People who are satisfied with their jobs tend to stay in the organization.

Many factors are able to provide satisfaction to employees, thus stimulating employees to work optimally. Among them, the justice factor applied by the organization. Organizational justice is divided into three, namely distributive justice, procedural justice, and interactional justice (Albertus et al., 2019; Fayandi, 2017). In this study, only 2 variables will be considered, namely distributive justice and procedural justice which will be used in this study. According to previous study distributive justice is justice related to the distribution of resources and the criteria used to determine the allocation of these resources (Palup et al., 2014). This type of justice concerns a person's perception of the fairness of the results they will receive. Specifically, the structural aspect of distributive justice can be achieved by fulfilling the norms or rules, equality and equity (Gunawan, 2017; Pangabea & Sancoko, 2015).

To strengthen the research variables supported by research results that shows compensation distributive justice has a significant effect on the performance of outsourced employees of PT Daffa Jaya Utama and distributive justice of compensation has a significant effect on job satisfaction of outsourced employees of PT Daffa Jaya (Akbar, 2021). The mediating variable shows that job satisfaction can mediate the effect of distributive justice compensation on employee performance. Thus, it shows that the distributive justice variable has an influence in this study. Procedural justice is the perception of fairness of the procedures used to make decisions so that every member of the organization feels involved in it. Procedural justice is the perceived fairness of the processes and procedures used to allocate decisions (Atmojo & Heru, 2019; Nagarajan et al., 2005). To strengthen the research variables supported by research results showed that procedural justice has a positive effect on employee performance, procedural justice has a positive effect on employee satisfaction, procedural justice has a positive effect on employee performance through employee satisfaction (Kuswati, 2020; Suifan et al., 2017; Widiastuti & Aisyah, 2016). Thus, it shows that the distributive justice variable has an influence in this study.

Even if the Padang Sidempuan City Health Office of North Sumatra had the most cutting-edge equipment, machinery, and other resources at its disposal, it would be unable to fulfill its mission without paying close attention to the human resources element. At the Padang Sidempuan Health Office, performance realization fell short of the 28 percent goal. The padang sidempuan health office's underwhelming performance meant that just one of the SDGs' Strategic Goals was met: the reduction in the prevalence of malnutrition in children less than five years old. Low job satisfaction of employees, still low ability of the padang sidempuan health office in providing services, still a lack of good image, and still a lack of adequate resources for the padang sidempuan health service are all factors. There is still room for improvement in terms of padang sidempuan health, interactional justice in the padang sidempuan health office, employee motivation to finish work, employee job satisfaction, an uncomfortable atmosphere, a less conducive workplace environment, and employee morale and engagement.

Judging by the results of the analysis, previous study conducted research with testing on satisfaction and performance (Iskandar & Juhana, 2014). The results showed that distributive justice had a significant positive effect on job satisfaction. Procedural justice has no effect on job satisfaction. Distributive justice has no effect on performance. Procedural justice has a significant positive effect on performance. Job satisfaction has an effect on performance. Other research proving that compensation distributive justice has a direct effect on employee performance (Fayandi, 2017).

Base on the background above, it can be concluded that some of the factors that influence employee performance are distributive justice and procedural justice. So this study will analyze how far these variables affect employee performance through job satisfaction. Therefore, the authors are interested in conducting research with the title of employee performance model through job satisfaction: distributive justice and procedural justice at the Padang Sidempuan City Health Office, North Sumatra.

2. METHODS

This study is using quantitative methods with a descriptive approach. Quantitative method used to research certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2018). This research uses a descriptive approach with the aim of describing the object of the study or the results of the study.

This research will analyze the connection between distributive justice (a free variable), procedural justice (a dependent variable), work satisfaction (a reciprocating / intermediate variable), and employee performance (a bound variable) (dependent variable).

The population is a combination of all elements that have a similar set of characteristics that include for the benefit of marketing research. The population in this study is employees at the Padang Sidempuan City Health Agency, North Sumatra with a total of 1010 employees. Description of population research is show in [Table 1](#).

Table 1. Description of Population Research

No.	Work Units	Number of Employees
1	State Employees of the Health Office	48
2	UPTD Puskesmas	431
3	Non-PNS Employees of the Health Office	531
Total		1010

The sample is a population that is determined to participate in the study. The size of the sample has an important role in the interpretation of SEM results ([Hair et al., 2014](#)). The determination of samples in this study used Proportional Random Sampling, namely the determination of respondents from each. The determination of the number of samples in this study was carried out using statistical calculations, namely using the Slovin formula. The object of data collection is shown in [Table 2](#).

Table 2. Sample Size for Each Office at the Padang Sidempuan City Health Agency

No.	Office Name	Number of Employees Against the Total Population (%)	Sample Size Calculation	Sum Sample
1	State Employees of the Health Office	$(48/1010) \times 100 = 4.75\%$	$4.75\% \times 285 = 13.5$	13
2	UPTD Puskesmas	$(431/1010) \times 100 = 42.7\%$	$42.7\% \times 285 = 121.7$	122
3	Non-PNS Employees of the Health Office	$(531/1010) \times 100 = 52.5\%$	$52.5\% \times 285 = 149.6$	150
Total Sample				285

This research used structural equation modeling (SEM) methods and the software package Smart PLS 3.0 to examine the association and impact of the study's variables. This study is using IBM's SPSS Statistics, version 24 for descriptive analysis of variables. The likert scale controller was the primary data collection tool for this investigation. The information gathered during a single round of questionnaire distribution at any particular time.

3. RESULTS AND DISCUSSIONS

Results

At this juncture, we analyzed respondent characteristics in relation to personnel at the Padang Sidempuan City Health Office in North Sumatra, so that we may tailor future initiatives and coaching to their unique profiles. The participants in this research consisted of 285 health care workers from various departments within the Health Office in Padang Sidempuan City, North Sumatra. Further, respondents may be categorized by a variety of factors, including gender, age, level of education, marital status, job status, years of experience, and annual income.

Outer Loading Factor

The correlation between indicators and variables provides evidence for the measurement model's convergent validity. A loading factor of 0.5 or above has a high degree of validity. A value for all variables' outer loadings is started out. The indicator may be used with a loading factor between 0.5 and 0.6. The outer loading value was determined via testing with the help of the SmartPLS 3.0 analytical tool.

Outer model testing aims to see the correlation between the score of an item or indicator and the score of a variable or its construct. Statement item is regarded valid if it has a convergent validity value over 0.5, which is the case in the development stage when a correlation of 0.5 to 0.6 is still suitable or still

acceptable. Here are some findings from a SmartPLS analysis of the data. An outer model test result is show in Figure 1.

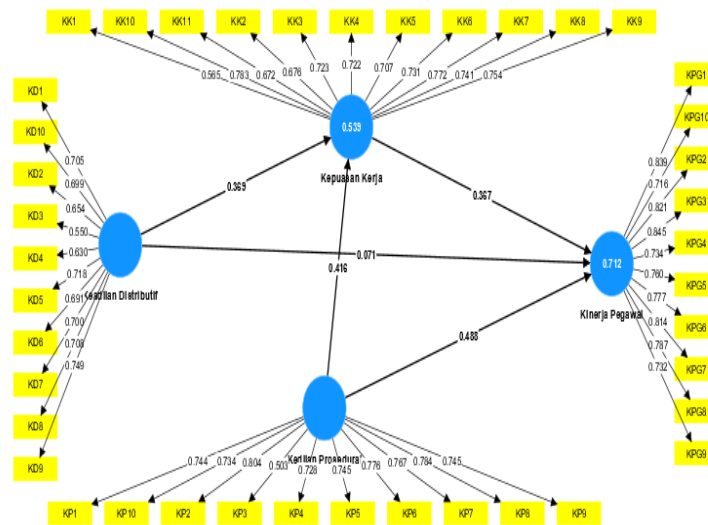


Figure 1. Outer Model Test Results

Figure 1 demonstrates that all of the study variable constructs have loading factors more than 0.5, with the exception of the X1.2 and Y10 predictions which fail the validity test. It is because their loading factors are less than 0.5. All other predictions pass the test.

Reliability and Validity Test

In this study, the instrument's reliability was calculated using Cronbach's alpha and a composite reliability score. Estimates of composite reliability using Cronbach's alpha have a bias toward underestimating the dependability of variables with lower Composite Reliability. Cronbach's alpha is regarded dependable if it is more than 0.70. The variable is declared reliable if the Composite Reliability value is above 0.70. Value of construct reliability and validity is show in Table 3.

Tabel 3. Value of Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Mean of Extracted Variance (AVE)
Distributive Justice	0.872	0.878	0.896	0.506
Procedural Indifference	0.905	0.912	0.922	0.544
Job Satisfaction	0.904	0.910	0.920	0.512
Employee Performance	0.930	0.931	0.941	0.614

Table 3 shows that all study variables have a Cronbach's Alpha value greater than 0.7. Consequently, the indicators included in this research are legitimate. A 0.5 threshold was used to determine whether the AVE value was a reliable indicator of variability. Table 3 has no variables with an AVE less than 0.50. It follows that all variables and indicators are reliable.

R-Square

The predictive power of the structural model was measured using R-Square. R-Squares explain if exogenous latent factors have a substantive effect on endogenous latent variables. R Square value evaluation is show in Table 4.

Tabel 4. R Square Value Evaluation

Variable	R-Square	Adjusted R-Square
Job Satisfaction	0.539	0.536
Employee Performance	0.712	0.709

Base on [Table 4](#), the extent of the effect of the comparative construct of distributive justice and procedural justice on work satisfaction is shown by the R-Square value for the job satisfaction construct, which is 0.539 or 53.9%. The significance of distributive fairness, procedural fairness, and work satisfaction in explaining or affecting employee performance is shown by an R-Square value for these dimensions of 0.712 or 82.1%. In other words, the better the R-Square value, the more well the exogenous construct explains the endogenous variables, and hence the more robust the resulting structural equations.

Hypothesis Testing

Research factors were investigated to determine whether they could be explained by this structural connection model. The t-test was used to check the structural model's hypotheses. Directly testing the hypothesis may be done using the output picture and the values included in the output path coefficient and indirect effects. Below is an explanation of how hypothesis testing works. To decide whether to accept or reject a hypothesis, researchers employ t-statistics, p-values, and the significant value between constructs. Estimates of measurements and standard errors, for instance, are determined from actual data rather than statistical assumptions. When the significant value of the t-value is larger than 1.96 and/or the p-value is less than 0.05, H_a is accepted and H_o is rejected in this research utilizing the bootstrap resampling method.

Direct Effect Analysis

The Bootstrap function in SmartPLS 3.0 can be used to determine whether a hypothesis is accepted or not. When the t-value is more than the important value or the significance level is less than 0.05, the hypothesis is accepted. The value of t statistics for a significance level of 5% is 1.96.

Table 5. Path Coefficient Results

Variable	Original Sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Distributive Justice -> Job Satisfaction	0.369	0.369	0.072	5.103	0.000
Distributive Justice -> Employee Performance	0.206	0.206	0.054	3.804	0.000
Procedural Indifference -> Job Satisfaction	0.416	0.419	0.072	5.742	0.000
Procedural Indifference -> Employee Performance	0.641	0.642	0.058	10.982	0.000
Job Satisfaction - employee performance >	0.367	0.363	0.073	5.008	0.000

Base on [Table 5](#), the effect of distributive justice on job satisfaction the original sample value of 0.369 and the t-statistical or t-count value with a t-table of 1.96 at alpha 5% indicate that distributive justice has a positive and substantial impact on employee job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the value t_{count} of 5.103 \geq 1.96. The result of the equality The value t_{count} of the influence of distributive justice on work literature is 5.103 greater than 1.96 ($t_{count} \geq 1.96$) and significant $0.000 < 0.05$.

The effect of procedural justice on job satisfaction show there is a positive and significant influence of procedural justice on employee job satisfaction at the Padang Sidempuan City Health Office, North Sumatra, based on the original sample value of 0.416 and the t-statistical or t-count value with a t-table of 1.96 at 5% alpha . Where t_{count} it was 5,742 \geq 1.96. And the result of equality The value t_{count} of the influence of procedural justice on work literature is 5.742 greater than 1.96 ($t_{count} \geq 1.96$) and significant $0.000 < 0.05$.

There is a positive and significant influence of distributive justice on employee performance at the Padang Sidempuan City Health Office, North Sumatra, based on the original sample value of 0.206 and the t-statistical or t-count value with a t-table of 1.96 at alpha 5%. Where t_{count} it was 3,804 \geq 1.96. And the result of the equation the value t_{count} of the influence of distributive justice on employee performance is 3.804 greater than 1.96 ($t_{count} \geq 1.96$) and significant $0.000 < 0.05$. Based on the original sample value of 0.641 and the t-statistical or t-count value with a t-table of 1.96 at alpha 5%. Where the value t_{count} of 10.982 \geq 1.96 and

significant $0.000 < 0.05$. Equality results The value t_{count} of the influence of procedural justice on employee performance is 10.982 greater than 1.96 ($t_{count} \geq 1.96$) and significant $0.000 < 0.05$.

From the original sample value of 0.367 and the t-statistical or t-calculated value using a t-table of 1.96 at alpha 5%, it can be concluded that work satisfaction had a positive and substantial impact on the performance of employees at the Padang Sidempuan City Health Office, North Sumatra. In what situations do t-statistics > Employees' work satisfaction at the Padang Sidempuan City Health Office, North Sumatra, has a positive and significant influence on their productivity, as measured by a t-table value of 1.96 at 5% alpha or $5,008 > 1.96$ with a significance level of $0.000 < 0.05$. Loading factors of 0.775 and 0.760 indicate that colleagues in the workplace are highly supportive of job happiness and performance, respectively.

Indirect Effect Analysis (Mediation)

Testing the hypothesis that Interest in Visiting (an endogenous variable) is related to all other exogenous variables via the medium of Expected Value (Y1) (Y2). Table 6 shows the mediation effect of the exogenous factors on the endogenous variables in this research.

Table 6. Indirect Effect Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Distributive Justice -> Job Satisfaction - employee performance > Procedural Indifference -> Job Satisfaction - Employee Performance >	0.135	0.134	0.038	3.519	0.000
	0.153	0.152	0.038	4.052	0.000

Based on the Table 6, it can be seen that, of the 2 hypotheses stating the indirect influence relationship, there are 2 significant hypotheses, namely where P-Value < 0.05 , namely where P-Value < 0.05 . The value, 0.135 is indicative of the strength of this influence. With a t-statistical or t-count value of 3.519, where the standard error value of 0.038 is an expected error rate that cannot be explained by this construct. Whether this hypothesis is accepted or rejected may be determined by comparing the t-statistical or t-count value to the t-table cutoff of 1.96 at an alpha of 5%. Padang Sidempuan City Health Office, North Sumatra, where t-statistical value > t-table is 1.96 at 5% alpha or $3.519 > 1.96$ and significant $0.000 < 0.05$ and thus it can be concluded to mediate.

Using the SmartPLS program's testing methods, it was determined that the value of procedural justice at the Padang Sidempuan City Health Office, North Sumatra was 0.153, indicating that the procedural justice construct had a moderate effect on employee performance via work satisfaction. In this case, the t-statistic or t-count value is 4.052, and the standard error value is 0.038, representing the anticipated error rate that cannot be explained by this construct. Whether this hypothesis is accepted or rejected may be determined by comparing the t-statistical or t-count value to the t-table cutoff of 1.96 at an alpha of 5%.

Discussion

The results of testing and statistical analysis of research data with the title Employee Performance Model Through Job Satisfaction: Distributive Justice and Procedural Justice at the Padang Sidempuan City Health Office, North Sumatra, found several results. The first finding is job satisfaction partially has a positive and significant effect on the performance of employees of the Padang Sidempuan City Health Office, North Sumatra. It is the most dominant dimension of distributive justice for employees at the Padang Sidempuan City Health Office in North Sumatra (Iskandar & Juhana, 2014; Wu, 2013).

Job satisfaction partially has a positive and significant effect on the performance of employees of the Padang Sidempuan City Health Office North Sumatra. There is a positive and significant influence of distributive justice on employee performance at the Padang Sidempuan City Health Office, North Sumatra. Then job satisfaction partially has a positive and significant effect on the performance of employees of the Padang Sidempuan City Health Office, North Sumatra. The effect of procedural justice on employee performance show there was a positive and significant influence of procedural justice on the performance of employees at the Padang Sidempuan City Health Office, North Sumatra (Syaifullah, 2021; Tripathi &

Agrawal, 2014). It means partially procedural justice has a positive and significant effect on the performance of employees of the Padang Sidempuan City Health Office North Sumatra.

Data analysis using SmartPLS's provided tools shows that in the Padang Sidempuan City Health Office, North Sumatra, the construction of distributive justice has a moderate influence on employee performance as measured by levels of job satisfaction. In other words, there is an influence significant positive distributive justice to employee performance through job satisfaction. Then the effect of procedural justice on employee performance through job satisfaction it can be inferred that at the Padang Sidempuan City Health Office, North Sumatra, there is a substantial positive effect of procedural justice on employee performance via work satisfaction where the t-statistical value > t-table is 1.96 at 5% alpha or 4.052 1.96 and significant 0.000 0.05 (Arismayanti, 2017; Istianingsih et al., 2019; Saputro & Siagian, 2017).

If management at the Padang Sidempuan City Health Office can find ways to make its personnel more productive, the office as a whole will see an uptick in performance. If management at Padang Sidempuan City Health Office can enhance distributive justice, procedural justice, interactional justice, organizational culture, and employee happiness, then employee performance will grow (Nagarajan et al., 2005; Wu, 2013). The management of the Padang Sidempuan City Health Office can do more to advance distributive justice by paying attention to, enhancing, and disseminating information about such factors as the allocation of positions to employees in accordance with work experience and achievements; the allocation of salaries to employees in accordance with the position of the position; the allocation of periodic awards to leaders by leaders; the allocation of sanctions to employees who do not fulfill their responsibilities (Chung et al., 2015; Kamaliah et al., 2018). The management of the Padang Sidempuan City Health Office can do more to promote procedural justice if it pays attention to several terms state by previous study such as, improves and notifies workers about issues like on-time work completion (Beer & Mulder, 2020), the fair implementation of leadership decisions (Imambachri & Purnama Dewi, 2022), the provision of a pleasant working environment (Iskandar & Juhana, 2014), the encouragement of positive attitudes among workers (Ritonga, 2021), and the dissemination of accurate and up-to-date information (Halim & Zulkarnain, 2017).

The implications of this study increase understanding of the effect of job satisfaction, distributive justice, and procedural justice on employee performance. This research can provide new insights about the factors that influence employee performance in the health environment. In addition this research helps in designing more effective management policies and practices. By understanding the relationship between job satisfaction and fairness, this research can provide a basis for developing management strategies that can improve employee performance at the Padang Sidempuan City Health Office. However, this study also has limitations, especially in terms of limited generalization. This research was conducted at the Padang Sidempuan City Health Office, so the findings and conclusions may only apply to that context and cannot be directly applied to other organizations or work environments.

4. CONCLUSION

Padang Sidempuan City Health Office employees are more likely to be satisfied with their jobs if their management can boost work satisfaction, particularly in the area of decision control. They have the resources to implement a more proactive organizational culture. Padang Sidempuan City Health Office can improve job satisfaction, particularly in the area of management policies, and is backed by the ability to increase distributive justice, particularly in the area of salary level, and the ability to increase procedural justice, particularly in the area of decision-making, then the performance of the employees, particularly in the area of completing work on time, will improve.

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