

IMPROVING EMPLOYEE PERFORMANCE THROUGH THE INFLUENCE OF ORGANIZATIONAL JUSTICE, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT (A STUDY AT THE POPULATION AND CIVIL REGISTRATION OFFICE OF MANOKWARI REGENCY)

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ABSTRACT

This research aims to analyze strategies for improving the performance of Manokwari Regency Population and Civil Registration Service employees through the influence of Organizational Justice, Job Satisfaction and Organizational Commitment. This research uses a quantitative approach with analytical survey methods. The data used is primary data obtained from distributing questionnaires to the entire population of 50 people. The analytical method used in this research is inferential statistics using multiple linear regression analysis tools using SPSS 21 software. The results of the research show that Organizational Justice, Job Satisfaction and Organizational Commitment can have a positive and significant effect, partially or simultaneously, on the performance of employees in the service. Population and Civil Registration of Manokwari Regency.

KEYWORDS Organizational Justice, Job Satisfaction, Organizational Commitment, Employee Performance



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INTRODUCTION

The Role of Human Resources (HR) in every organization is one of the most important resources that an organization must possess, namely human resources. Human resources are the determining factor and driving force that will greatly determine the success of an organization, company, or institution in achieving its goals. Human resources are also the key determinant of organizational success

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because the role of human resources is to plan, implement, and control various operational activities of the company (Ardana et al., 2012). HR plays a crucial role compared to other resources, especially in companies involving many employees (Siong et al., 2006). Quality human resources will certainly have a positive impact on every organization, whether government or private.

Employees are one of the human resources within the organization that significantly contribute to achieving the organization's goals. Organizations need reliable and high-quality human resources, so organizations must be able to manage and pay attention to human resources as best as possible (Waspodo et al., 2013). Without the participation of employees in carrying out company activities, the company will not be able to achieve its goals. Thus, all employees involved should feel happy and comfortable in carrying out their work without any pressure or anxiety caused by concerns about their work. If employees feel uncomfortable in their workplace, there is a possibility that their performance in carrying out their duties will decrease.

The most important aspect of organizational success determined by human resources is employee performance (Sudarmanto, 2019). This opinion is consistent with what was stated by Mathis & H. Jackson (2011), who mentioned that the extent to which human resources contribute to organizational success can be seen from the performance of those human resources. This means that organizations must be able to identify an employee's talents to enhance their performance and as an opportunity to create greater organizational competitive advantage. To improve employee performance, organizational justice, job satisfaction, and organizational commitment need to be given significant attention within the organization. Because these three aspects will influence the improvement of employee performance.

According to Colquitt et al. (2009), organizational justice is defined as an individual's perception of the fairness of decision-making processes and decisions within the organization and its influence on behavior. Additionally, Lee et al. (1999) consider organizational justice as an evaluative judgment of the appropriateness of others' treatment. Koopman (2003) argues that organizational justice is the result of an individual's subjective perception of the treatment received from others around them. Organizational justice is also defined by Ivancevich (2008) as an employee's perception of how fairly they are treated in social transactions in the workplace. Further explained by Lambert and Hogan (2009), organizational justice is the level of perception of employees related to the equality provided by their organization in terms of results or the procedures used to achieve those results. According to Robin and Judge (2013), organizational justice is the overall perception of what is fair in the workplace, including distributive, procedural, and interactional justice. Organizational justice is the employees' perception of how they are treated in the organization and how it affects the organization's outcomes (Greenberg, 2008).

Job satisfaction, according to Hasibuan (2016), is a pleasant and loving emotional attitude towards one's work. This attitude is reflected in work morale, discipline, and job performance. If an employee feels highly satisfied with the work they have been doing, they will feel happy and comfortable with the organization. Job satisfaction is a state of emotional pleasure or positive emotions towards a job. The

feeling of pleasure arises from the individual's assessment of the job or their own experiences. Employees who are satisfied with their jobs will enjoy their work and feel happy with what they do (in As'ad, 2015). According to Luthans (2006), job satisfaction has three dimensions: 1) Job satisfaction is an emotional response to the work situation, thus, job satisfaction can be seen and inferred; 2) Job satisfaction is often determined by how well the results achieved meet or exceed expectations; 3) Job satisfaction represents several related attitudes.

The research results of Hyeji et al. (2012) state that job satisfaction has a positive and significant effect on organizational commitment. The research results of Susanj & Jakopc (2012) state that job satisfaction has a positive effect on employees' commitment to the company. This is because, the higher the job satisfaction felt by employees, the higher the organizational commitment shown by employees to the company (Karim & Rehman, 2012). The research results of Karim & Rehman (2012) and Mahayasa et al. (2018) also state that job satisfaction has a positive and significant effect on organizational commitment.

Organizational commitment can be defined as the relative strength of an individual's identification with involvement in a particular organization. This is marked by three factors: strong belief, acceptance of goals and organizational values, willingness to make sufficient efforts on behalf of the organization, and a strong desire to maintain membership in the organization (Suma & Lesha, 2013). According to Atak (2010), organizational commitment is an attitude involving employee loyalty to the organization and involves the internalization of goals and objectives and the willingness of employees to play a role in achieving those goals and objectives. Organizational justice and organizational commitment were found to be highly correlated, and it was also revealed that organizational justice predicts organizational commitment (Buluc & Ahmet, 2014). Organizational justice is defined as a general picture of perceptions or thoughts about the fairness prevailing in their workplace (Robbins, 2015). Organizational justice is the extent to which members of the organization perceive the overall fairness of the organization's procedures, rules, and policies connected to their work (Saldanha et al., 2019).

The research results of Awad et al. (2009) state that there is a positive and significant influence between distributive justice, procedural justice, and interactional justice on organizational commitment. The research results of S. A. M & Sabaghan (2010) and Karim & Rehman (2012) also found a strong influence between organizational justice and perceived organizational commitment. Employees should be regularly informed about existing procedures and implementation techniques. Policies, procedures, and implementations must be fair and unbiased. Employees who have confidence in organizational policies and their implementation will produce greater organizational commitment. Job satisfaction can also increase organizational commitment within the organization (M. R. Testa, 2001).

Initial facts indicate that the performance of employees of the Population and Civil Registration Office of Manokwari Regency tends to decline, when viewed from the perspective of performance indicators. According to Dessler (2016), one performance assessment indicator is productivity, which is the quantity and efficiency of work produced within a specific period of time. Therefore, it is important

to examine the factors that can affect the performance of employees of the Population and Civil Registration Office of Manokwari Regency.

Research discussing factors affecting employee performance varies widely, both in terms of variables, objects, methods, and results obtained. Firstly, the factors influencing employee performance are organizational justice. Research by Jufrizen & Sandra Kandita (2021), and Sudirman et al. (2021) shows that organizational justice has a positive effect on employee performance. Furthermore, research by Kalay (2016) states that organizational justice, in the form of distributive justice, can have a positive effect on employee performance.

Several previous studies have found a gap between theory and empirical evidence. Research by Suharto et al. (2019) shows that organizational justice does not affect employee performance. Furthermore, research by Azhari et al. (2021), and Yudi Supriyanto (2015) shows that job satisfaction does not affect employee performance. Research by Manery et al. (2018) shows that organizational commitment does not affect employee performance. Therefore, in these studies, a gap exists between theory and empirical evidence.

Based on the research above, differences are found with this study. The differences are; first, the use of variables. Many studies above do not combine independent variables such as organizational commitment, organizational justice, and job satisfaction in a single research model. Meanwhile, in this study, these three variables are combined into one research model. Second, the studies above use mediating variables in their research models. Meanwhile, this study does not use mediating variables. Third, some studies above show the occurrence of a gap between theory and empirical evidence concerning the influence of organizational justice, job satisfaction, and organizational commitment on performance. Because of these differences, this study can be a new breakthrough in researching factors that influence performance. This new breakthrough is not using mediating variables in examining factors that influence employee performance.

Literature Review

Performance

Performance, also known as job achievement or performance, is the desired outcome of behavior (Gibson, 2016). According to Mangkunegara (2016), performance or job achievement is the result of work in terms of quality and quantity achieved by an employee in carrying out their duties according to their assigned responsibilities within a specified period. Employee performance is a comparison between the performance achieved by employees and the performance expected from employees by the company. The company expects good performance from its employees, so it is hoped that the company's performance will improve. According to Simamora (2004), employee performance is the level at which employees meet job requirements.

According to Kasmir (2019), performance is the result of work and actions achieved by fulfilling tasks and responsibilities given within a certain period, while according to Afandi (2021), performance is the willingness of an individual or group of people to perform or improve activities according to their responsibilities

with expected results. Furthermore, Kasmir (2019) proposes several performance indicators, namely: Quality (Quality), Quantity, and timeliness.

Organizational Justice

According to Gibson et al. (2016), organizational justice is the degree to which an individual feels treated equally within the organization where they work. Further explained by Robbins and Judge (2015), organizational justice focuses more broadly on how workers perceive authorities and decision-making in the workplace in carrying them out, and for most workers, evaluate the fairness of the treatment they receive. Justice is something that all humans highly expect. Likewise, in organizations, all employees certainly desire fairness from the organization. According to Greenberg, Jerald, & Baron (2008), organizational justice is an individual's perception of fairness in the decision-making process and distribution of results received by the individual.

According to Robbins & Judge (2015), organizational justice is the overall perception of what is fair in the workplace. From the above explanation, it can be concluded that organizational justice is the employee's perception of the fairness received in an organization. Organizational justice is the level at which someone feels treated fairly in the organization where the individual works (Colquitt, LePine, & Wesson, 2009). Another definition states that organizational justice is a person's perspective on decisions made by their superiors. There are 3 (three) types of organizational justice: distributive justice, procedural justice, and interactional justice (Gibson, 2016).

Job Satisfaction

As'ad (2014) defines job satisfaction as an individual's feelings about work. This means that this conception of job satisfaction sees job satisfaction as the result of interaction between humans and their work environment. So, the determination of job satisfaction according to this definition includes individual differences as well as job environmental situations. In addition, a person's feelings about the company are also a reflection of their attitude toward the job. According to Lam (in Guritno, 2005), a quality improvement program can increase employee satisfaction, among others, through increased work interest, good relationships between management and fellow employees, job security, salary increases, promotion opportunities, role clarity, and increased participation in decision-making. According to Kaliski (2008), job satisfaction is a major factor leading to recognition, income, promotion, and other goal achievements that lead to self-satisfaction.

Schemerhorn et al. (2010) present the definition of job satisfaction as the extent to which a person feels positive or negative feelings about the job they do. According to Luthans (2006), job satisfaction is the result of employees' perceptions of how well their jobs provide what is considered important. Job satisfaction, according to Spector (2012), is the feeling experienced by an individual or job and various aspects. This is related to the level of liking or disliking for the job. That's why job satisfaction can arise from job dissatisfaction in every work situation given. When someone works in an organization, they will work with needs, desires, and experiences in achieving all their hopes.

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Organizational Commitment

According to Robbins (2015), organizational commitment is a state in which an employee will favor a particular organization and have goals and desires to remain a member of that organization. Organizational commitment is the level to which an employee feels confident and accepts the organization's goals, as well as the desire to stay with the organization (Mathis & Jackson, 2011). Organizational commitment is an attitude that reflects employee loyalty to the organization and the ongoing process whereby organizational members express their attention to the organization. According to Trang et al. (2020), organizational commitment is a feeling of recognition, loyalty, and attention paid to the organization or organizational unit.

According to Benarto et al. (2017), commitment is when an educator knows the organization well and desires to remain a member of that organization forever. According to Wibawa et al. (2019), organizational commitment is seen as a value orientation towards the organization that reflects individual thinking and prioritizes work and the organization. Putra et al. (2019) state that employee commitment is an effort to engage in the company and not want to leave it. According to Wibowo (2016), organizational commitment is an agreement to do something for oneself, others, groups, or organizations. According to Silaban (2018), commitment as the degree to which an employee favors an institution and its goals and intends to maintain membership in that organization.

Conceptual Framework and Hypothesis

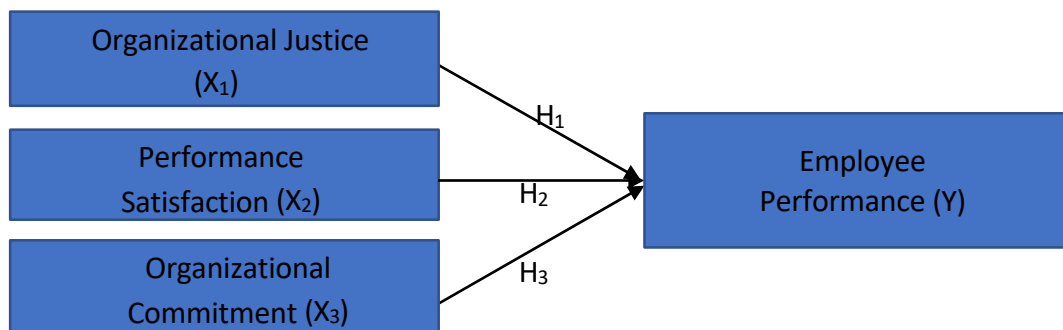


Figure 1. Conceptual Framework

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

H2: Job satisfaction has a positive and significant effect on employee performance.

H3: Organizational commitment has a positive and significant effect on employee performance.

RESEARCH METHOD

The research design used in this study is a quantitative method. Data collection is done using a questionnaire. The population in this study is all employees of the Department of Population and Civil Registration of Manokwari Regency, totaling 50, using a saturated sampling technique. Data collection methods include observation, interviews, questionnaires, documentation studies, and literature reviews. The test techniques used are research instrument test, classical assumption test, partial significance test (t-test), and F-test. Data analysis technique in this study is conducted using multiple linear regression inferential statistics with the assistance of SPSS 21 software. The regression equation is as follows:

$$Y = a + Q_1X_1 + Q_2X_2 + Q_3X_3 + e$$

Explanation:

Y	= Employee Performance Variable
X1	= Organizational Justice Variable
X2	= Job Satisfaction Variable
X3	= Organizational Commitment Variable
a	= Constant value
$\beta_1, \beta_2, \beta_3$	= Regression coefficients of each independent variable
e	= Error term

RESULT AND DISCUSSION

Demographic Description of Respondents

Characteristics of respondents based on gender indicate that there are 28 people or equivalent to 56% who are female, thus dominated by females. Characteristics of respondents based on marital status show that there are 31 people or equivalent to 62% who are married employees. Respondents' characteristics based on age are dominated by those aged 25-35 years, totaling 34 people or equivalent to 68%. Respondents' characteristics based on the highest education level are dominated by Bachelor's degree (S1) holders, totaling 42 people or 84%. Respondents' characteristics based on length of employment are dominated by those who have worked for less than 5 years, totaling 23 people or 46%.

Descriptive Statistical Analysis

The average value for each statement item on the organizational justice variable falls within the range of 3.5–4.2. It can be concluded that the statement items for the organizational justice variable are within the criteria of high opinion. The job satisfaction variable falls within the range of 3.5–4.2. It can be concluded that the statement items for the job satisfaction variable are within the criteria of high opinion. The average value for each statement item on the organizational commitment variable falls within the range of 3.5–4.2. Thus, it can be concluded that the statement items for the organizational commitment variable are within the criteria of high opinion. The average value for each statement item on the employee performance variable falls within the range of 3.5–4.2. It can be concluded that the

statement items for the employee performance variable are within the criteria of high opinion.

Inferential Statistical Analysis Validity Test

Each statement item on the organizational justice variable has a significance value (2-tailed) < alpha 5%. Thus, all statement items on the organizational justice variable can be considered valid. Each statement item on the job satisfaction variable has a significance value (2-tailed) < alpha 5%. Thus, all statement items on the job satisfaction variable can be considered valid. Each statement item on the organizational commitment variable has a significance value (2-tailed) < alpha 5%. Thus, all statement items on the organizational commitment variable can be considered valid. Each statement item on the employee performance variable has a significance value (2-tailed) < alpha 5%. Thus, all statement items on the employee performance variable can be considered valid.

Reliability Test

If a valid measurement tool is used, the reliability of that measurement tool is then tested. Reliability is a value that indicates the consistency of a measuring instrument in measuring the same phenomenon. The instrument is considered reliable if Cronbach Alpha > 0.6; the smaller the measurement error, the more reliable the measuring tool, and vice versa. From the calculations, it is found that each statement item used in the organizational justice, job satisfaction, organizational commitment, and employee performance variables has met reliability.

Classical Assumption Test

The classical assumption test is used to determine the accuracy of the model, so several tests need to be conducted on several classical assumptions. Some forms of testing used include normality test, heteroscedasticity test, and multicollinearity test. The results show that the model in this study does not contain heteroscedasticity problems, the model in this study does not contain multicollinearity problems, and the residuals in this study are normally distributed.

Multiple Linear Regression test results Coefficient of Determination

Table 1. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.811 ^a	0.658	0.635	4.44261

Source: Primary Data (Processed 2023)

Based on Table 1, it is obtained that the R Square value is 0.811 which means that the variables of organizational fairness, job satisfaction and organizational

commitment can explain employee performance by 81.1%, while the remaining 18.9% can be explained by other variables outside this research model.

F-Statistical Test Results (Simultaneous Influence)

The criteria in this test are that if the F-statistic probability value < a significance of 5%, then it can be said that the independent variables together or simultaneously can affect the dependent variable, and vice versa. The following are the results of the f-statistical test (Simultaneous Test):

Table 2. F-Statistical Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1744.607	3	581.536	29.465	.000 ^b
	Residual	907.893	46	19.737		
	Total	2652.5	49			

Source: Primary Data (Processed 2023)

Based on Table 2, it is obtained that the F-statistic value is 29.465 and the Significance value is 0.000 < alpha 5%. Thus, it can be concluded that the variables of organizational fairness, job satisfaction and organizational commitment affect employee performance simultaneously.

Discussion

Based on the results of multiple linear regression analysis in the previous section, the next discussion will be explained, which is as follows:

Table 3. Results of Multiple Linear Regression Equation Estimation

Variable	B	t-statistics	t-table	Significance
(Constant)	20.389	4.199	2.00856	0.000
organizational fairness,	0.330	2.692	2.00856	0.010
job satisfaction	0.419	2.266	2.00856	0.028
organizational commitment	0.356	2.324	2.00856	0.025

Source: Primary Data (Processed 2023)

From these results, the regression equation in this study can be written, which is as follows:

$$Y = 20.3898 + 0.330KO + 0.419KK + 0.356KOM + e$$

The Influence of Organizational Justice on Employee Performance

Based on hypothesis testing, it was found that organizational justice can have a positive and significant effect on employee performance, as indicated by a positive coefficient value of 0.330, a t-statistic value of 2.692 > 2.00856, and a significance value of 0.010 < alpha 5%. Furthermore, the coefficient value of 0.330 means that an increase of 1 unit in organizational justice will increase employee performance by 0.330. An employee who perceives high organizational justice in an

organization will enhance their performance. This research shows that the hypothesis proposed in this study is true. Organizational justice can positively influence employee performance. This means that when an employee feels justice in their organization, they will enhance their performance in the Department of Population and Civil Registration of Manokwari Regency. Therefore, the Department of Population and Civil Registration of Manokwari Regency must continue to maintain and strive to improve organizational justice, including distributive, procedural, and interactional justice, for its employees to enhance their performance. Improving organizational justice can be achieved through effective communication from superiors to all employees, ensuring equal treatment for all employees.

The results of this study are consistent with research conducted by (Jufrizen & Sandra Kandita, 2021; Sudirman., Asrin., & Rokhmat, 2021), which show that organizational justice has a positive effect on employee performance. The study by Kalay (2016) also indicates that distributive justice positively influences employee performance. Therefore, this research can reinforce the results of previous studies and serve as a reference for conducting research on similar topics.

The Influence of Job Satisfaction on Employee Performance

Based on hypothesis testing, it was found that job satisfaction can have a positive and significant effect on employee performance, as indicated by a positive coefficient value of 0.419, a t-statistic value of $2.266 > 2.00856$, and a significance value of $0.028 < \alpha 5\%$. Furthermore, the coefficient value of 0.419 means that an increase of 1 unit in job satisfaction will increase employee performance by 0.419. This research shows that the hypothesis proposed in this study is true. Job satisfaction can positively influence employee performance. This means that when an employee feels job satisfaction in the Department of Population and Civil Registration of Manokwari Regency, they will enhance their performance. Therefore, the Head of the Department must continue to maintain and strive to improve employee job satisfaction to enhance their performance. Improving employee job satisfaction can be achieved by instilling values of mutual assistance among employees facing difficulties.

The results of this study are consistent with research conducted by (Abdulkhaliq & Mohammadali, 2019; Adhan., Jufrizen., Prayogi., & Siswadi, 2020; Damayanti., Hanafi., & Cahyadi, 2018; Kurnia Wijaya, 2018), which show that job satisfaction has a positive and significant effect on employee performance. Therefore, this research can reinforce the results of previous studies and serve as a reference for conducting research on similar topics.

The Influence of Organizational Commitment on Employee Performance

Based on hypothesis testing, it was found that organizational commitment can have a positive and significant effect on employee performance, as indicated by a positive coefficient value of 0.356, a t-statistic value of $2.324 > 2.00856$, and a

significance value of $0.025 < \alpha 5\%$. Furthermore, the coefficient value of 0.356 means that an increase of 1 unit in organizational commitment will increase employee performance by 0.356. This research shows that the proposed hypothesis is true. Organizational commitment can positively influence employee performance. This means that when an employee has strong organizational commitment, they will enhance their performance. Therefore, the Head of the Department of Population and Civil Registration of Manokwari Regency must continue to maintain and strive to improve organizational commitment among its employees to enhance their performance. Enhancing organizational commitment can be achieved by instilling values of loyalty to the organization.

The results of this study are consistent with research conducted by (Adhan., Jufrizen., Prayogi., & Siswadi, 2020; Suharto., Suyanto., & Hendri, 2019), which show that organizational commitment has a positive and significant effect on employee performance. Rafiei., Taghi Amini., & Foroozandeh's study (2014) also indicates that organizational commitment, including affective, continuance, and normative commitment, can have a positive and significant effect on employee performance. Therefore, this research can reinforce the results of previous studies and serve as a reference for conducting research on similar topics.

CONCLUSION

Conclusion of this study are Organizational justice has a positive and significant effect on the performance of employees in the Department of Population and Civil Registration of Manokwari Regency, Job satisfaction has a positive and significant effect on the performance of employees in the Department of Population and Civil Registration of Manokwari Regency, Organizational commitment has a positive and significant effect on the performance of employees in the Department of Population and Civil Registration of Manokwari Regency, Organizational justice, job satisfaction, and organizational commitment have a positive and significant simultaneous effect on the performance of employees in the Department of Population and Civil Registration of Manokwari Regency.

Recommendations to improve employee performance, the Head of the Department can increase organizational justice by fostering good communication between superiors and all employees, ensuring equal treatment for all employees. The Head of the Department can also enhance employee performance by increasing job satisfaction, which can be achieved by creating a supportive atmosphere among colleagues when employees encounter difficulties at work. Furthermore, the Head of the Department can boost employee performance by enhancing organizational commitment, which can be achieved by instilling values of loyalty to the organization.

This research can serve as a reference for future researchers who wish to analyze other variables beyond the scope of this research model, such as the work environment, motivation, work ethic, and others, to be used as independent variables that can explain the dependent variable of employee performance.

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