

How Job Satisfaction in Mediation the Effect of Organizational Justice on Job Satisfaction Hospitality Indonesia?



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ABSTRACT: Organizational justice that is not fulfilled in an organization will cause employee dissatisfaction and affect people's performance. The research examines and analyzes the perception of organizational fairness, job satisfaction, and performance in star hotel employees. The study was conducted on operational employees at 12 4- and 5-star hotels with 275 respondents. They are using data collection techniques through stratified random sampling. Data was collected using a questionnaire with data analysis using the PLS method. Organizational fairness has a direct and significant influence on job satisfaction. Path analysis shows that organizational fairness has a direct influence and significant on performance. Job satisfaction has a direct influence and significant on performance. Job satisfaction mediates organizational justice with employee performance. The company should thoroughly evaluate its related policies by reviewing the payroll policy.

KEYWORDS: Satisfaction, Justice, Organizational, Performance, Hospitality

I. INTRODUCTION

The hospitality industry is part of the tourism sector that combines products, services, and services. Hotel services include hospitality and the skills of hotel employees in serving their customers (Sia & Tan, 2016). Hotel management requires high-performance human resources to help the company achieve its goals (Dan & Employee, 2018). Employees who have high performance can meet the workload with higher work results than those set by the company (Grego-Planer, 2019). Employee performance reflects the organization's overall performance, and hotel performance is shown by the hotel's occupancy level or occupancy level, service level, and average length of stay (Li et al., 2020). Star hotels' room occupancy rate (TPK) in Indonesia was 42.43% in January 2022. The TPK of star-rated hotels decreased by 9.14 points compared to the previous month (month-on-month/m-to-m), with a TPK of 51.57 percent in December 2021. This is an increase of 12.08 points compared to the same period the previous year (year-on-year/year-on-year) of 30.35 percent. The decrease in tourist visits is suspected to have caused a decrease in hotel occupancy rates. The number of tourists decreased by 67.54% from 2019 to 2021 and increased to 145.07% from 2019. Despite the increase, foreign tourists dropped significantly from 2020 to 2021. The declining occupancy rate shows that the professionalism of employees is still low, so hotel management needs empirical information about employee performance regarding their duties and responsibilities in facing global competition. Organizational fairness factors influence employee performance important role where rewards will be given relatively according to their field and what they deserve in the company (Korkut & Meral, 2018).

Another factor that affects employee performance is job satisfaction. Job satisfaction is a positive or pleasant emotional feeling that results from assessing a person's work or experience (Qureshi et al., 2019). Job satisfaction results from a person's perception that their work meets the essential values of the job (Afuan, 2021). Satisfied employees will make their contribution so that they can improve performance in the organization (Katebi et al., 2021). Employees with a high level of job satisfaction will show a positive attitude towards their work; conversely, a dissatisfied employee will show a negative attitude towards their work. Suppose the employee is satisfied with the treatment he receives at work. In that case, the employee will be excited and put out all his abilities to complete his work to produce optimal performance for the company. (Rahman et al., 2015). The novelty of the research is that it finds new dimensions or indicators of performance, job satisfaction, and organizational fairness, which are priorities to be improved. This study aims to 1) analyze and empirically test the influence of Organizational Justice job satisfaction on organizational performance; 2) identify the role of job satisfaction as a mediator in the relationship between Organizational Justice and

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organizational performance.; and 3) provide practical recommendations for the hospitality industry to improve performance through priority indicators to be improved.

II. LITERATURE REVIEW

Organizational justice

Theory proposes that employees compare their outcomes and inputs with those of their colleagues to evaluate if the relationship is fair. Employees are motivated to uphold fair and equal relationships and avoid unfair treatment. Organizational justice pertains to how individuals perceive their fair treatment in the workplace. It reflects the ethical and just treatment of employees within the organization. According to Colquitt JA et al. (2018), organizational justice occurs when employees are treated fairly. Consequently, organizational justice is the perception of fairness in organizational treatment, where members compare their outcomes and inputs and are motivated to sustain fair and equal relationships while avoiding unfair treatment. Indicators of organizational justice encompass distributive justice (fairness of decision-making results), procedural justice (fairness of decision-making process), informational justice (fair communication from authorities), and interpersonal justice (respectful treatment of employees).

Job Satisfaction

Job satisfaction is the collection of employees' feelings about their work (Budiyanti et al., 2018). It is a pleasant emotional state that results from assessing one's work or work experience (Ngo et al., 2020). Job satisfaction is crucial because it shows how positive employees are about their work. It is an attitude and a pleasant emotional state that comes from the perception and assessment of one's work or work experience. Specific indicators of job satisfaction include: 1) Pay satisfaction, which refers to employees' feelings about their salary. 2) Promotion satisfaction, which refers to employees' feelings about the company's promotion policy. 3) Supervision satisfaction, which reflects employees' feelings about their superiors. 4) Coworker satisfaction, which refers to good social interaction with coworkers. 5) Satisfaction with the work refers to employees' feelings about their tasks, whether they are challenging, interesting, respected, or utilize their skills. 6) Work conditions, which encompass the physical and non-physical or psychological environment that affects a person's job satisfaction. The higher the positive and pleasant emotional feelings that come from attitudes, work, and experience, and their desires according to their expectations.

Job Performance

Performance is a critical concept in many discussions, particularly in driving the success of organizations and human resources. It will always be a significant issue as it is the key to organizational success. Quality human resources are essential for supporting an effective organization. Performance refers to the value of a set of employee behaviors that positively and negatively contribute to achieving organizational goals (Pawirosumarto et al., 2020). It is the work result achieved by individuals or groups in a company, based on their respective authorities and responsibilities to achieve organizational goals (Jameel, 2020). Performance encompasses actions, behaviors, and measurable results that involve or are produced by employees who contribute to organizational goals (Gazi et al., 2022). Indicators for measuring performance include work productivity (the ratio of achieved results to resources used), work efficiency (the level of resource use to achieve optimal results), work effectiveness (the level of results achieved as desired), work quality (task perfection related to employee skills and abilities), and work quantity (the amount produced by employees expressed in specific terms such as work process and volume, number of activity cycles completed, and duration of work)

HIPOTESIS

The Influence of Organizational Justice on Performance

Employees believe that if the company is fair, they will work happily and have positive feelings toward the company (Sia & Tan, 2016). There is a positive relationship between organizational justice and employee performance. Employees who feel they are treated fairly by the company will be more enthusiastic about their work, which in turn will positively affect their performance. Therefore, the company must apply rules fairly and consistently to all employees and reward them based on performance and achievements without any personal bias. This is because the success of a company is determined by the performance of its employees in various areas. The company must optimize its human resources management to create a balanced environment for all employees. This balance includes fairness and equality in the recognition of their education, skills, competence, experience, and the rewards they receive. Previous research, such as studies conducted by Masrukin et al. (2018) and Kurniawan et al. (2020) have proven that organizational justice has a positive impact on employee performance.

Hypothesis 1: Organizational Justice has a direct effect on Performance.

The Effect of Organizational Justice on Job Satisfaction

Organizational justice refers to how people perceive being treated fairly at work. Evidence suggests that perceptions of justice are positively associated with critical attitudes and behaviors for organizational effectiveness, such as job satisfaction, feelings of engagement, and commitment. Job satisfaction is defined as "a pleasant or positive emotional state resulting from assessing one's job or work experience." When employees are treated fairly at work, they are likely to show a positive attitude because they evaluate both the organization and their work, leading to positive feelings and increased job satisfaction. Several empirical studies indicate

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a positive relationship between organizational justice and employee job satisfaction. For example, research conducted by Yusuf (2020), Access et al. (2021), Gori et al. (2020), and Krishnan (2020) shows that organizational justice has a positive and significant effect on job satisfaction. The higher the pleasant or positive emotional state resulting from a person's job or work experience assessment, the higher the job satisfaction.

H2: Organizational Justice Affects Job Satisfaction

The Influence of Organizational Justice on Performance through Job Satisfaction

Organizational justice, which refers to how fairly employees perceive the organization's policies, procedures, and social interactions, plays a significant role in shaping job satisfaction and performance. When employees feel they are treated fairly, their job satisfaction increases, leading to improved performance. Job satisfaction acts as a mediator in the relationship between organizational justice and performance, indicating that the fairness experienced by employees can influence their job satisfaction, which in turn affects their performance (Rato & Rahmat, 2020; Siregar et al., 2020).

H3: Organizational Justice Affects Performance Through Job Satisfaction

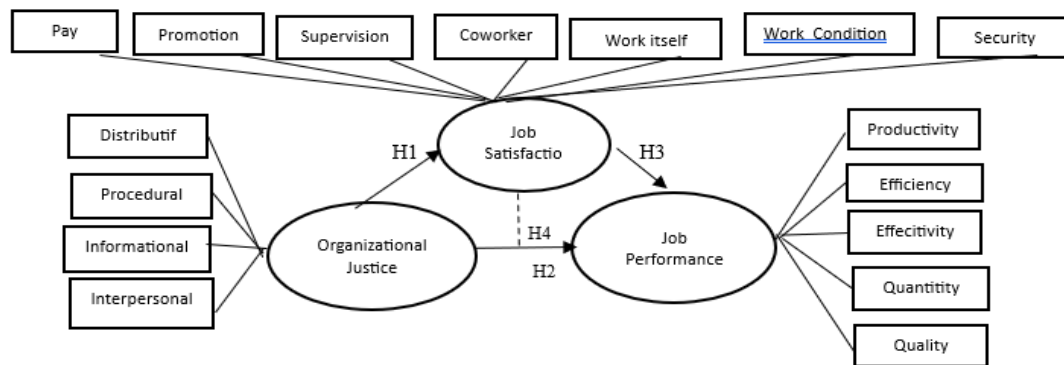


Figure 1. Frame Work

III. METHOD

Research approach

The research uses a quantitative approach by examining human behavior and social reality that can be predicted, objective and measurable. The type of research uses survey research. The variables of this study consist of the organizational justice variable (X) as the exogenous variable, the performance variable (Y) as the endogenous variable, and the job satisfaction variable (Z) as the intervening variable.

Population and sample

The research population consists of permanent employees in the operational department of four ****-star hotels totaling 12 in Bogor City. The author chose the nonprobability sampling technique to calculate the number of samples to be studied. Using the purposive random sampling technique, a sample of 278 respondents was obtained.

Data collection techniques

The authors used observation, interviews, and questionnaire dissemination as data collection techniques. The questionnaire is a data collection technique that gives respondents a set of written questions (Sugiyono, 2012). The scale using the rating scale for performance variables 1-5 includes one never, two ever, three sometimes, four often, and five always; questionnaires that have a Likert scale index of 1-5 are used for job satisfaction and organizational fairness variables, including 1 = strongly disagree, 2 = agree, 3 = hesitate, 4= agree, 5 = strongly agree.

Data analysis techniques

In this study, using the PLS (Partial Least Square) analysis method, which is a path analysis approach method, there are two stages of groups in analyzing SEM-PLS: the Outer Model and the Inner Model. The analysis of the outer model measurement tries to test the constructed variables, namely reliability (composite reliability and AVE) and validity (convergent validity and discriminant validity (Hair et al 2017). Inner Model Analysis is an analysis of Model Testing (Model Fit) Model submission using Contribution evaluation (R2). Contribution evaluation determines how much exogenous or exogenous constructs contribute to endogenous constructs quantified in percent (%)

IV. RESULT AND DISCUSSION

Construct Reliability and AVE (Average Variance Extracted)

The outer model analysis uses two tests, including reliability and validity. Reliability testing includes Composite Reliability and AVE. Meanwhile, validity is seen from Convergent Validity and Discriminant Validity. The Composite Reliability criterion is > 0.7 (Hair, 2021:35)

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Table 1. Construct Reliability and AVE

Variable	Cronbach Alpha	Rho Alpha	Composite Reliability	AVE
Organizational Justice (OK)	0,957	0,959	0,961	0,625
Job Performance (JP)	0,958	0,992	0,960	0,547
Job Satisfaction (JS)	0,952	0,954	0,966	0,656

The organizational justice variable (X) has a Composite Reliability of 0.961, a job satisfaction variable (Z) of 0.960, and a Job performance variable (Y) of 0.966. Hair et al., (2017). This means that all questionnaires used are reliable or reliable, consistent or fixed research instruments from time to time. Average Variance Extracted (AVE) is also used to measure the Reliability of the Component Score of latent variables. An AVE value greater than 0.5 indicates that the research instrument has a high level of reliability—hair et al., (2017).

Discriminant Validity

Discriminant Validity is the extent to which a construct completely differs from others (constructs are unique). Measurement criteria by looking at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value < 0.90 , a construct has good discriminatory validity.

Table 2. Validity Discriminant

Variable	Uji Heretroit-Monotrait Ratio
Job Performance (JP)	0,273
Organizational Justice (OJ)	0,609
Job Satisfaction (JS)	0,604

The conclusions of the Heretroit-Monotrait ratio (HTMT) test are as follows: (1) Job Performance value of the Heretroit-Monotrait ratio is $0.273 < 0.90$, meaning that the validity of the discrimination is good, or completely different from other constructs (the construct is unique); (2) Organizational Justice has a Heretroit Monotrait Ratio of $0.609 < 0.90$, meaning that the validity of the discrimination is either or utterly different from other constructs; (3) Job Satisfaction has a Heretroit-Monotrait ratio value of $0.604 < 0.90$, meaning that the validity of discrimination is good, or completely different from other constructs (the construct is unique).

Contribution Evaluation (R-Square)

R-Square measures the proportion of variation in the value of the variable that is affected (endogenous) that can be explained by the variable that affects it (exogenous). This is useful for predicting whether the model is good or bad (Hair, 2017).

Table 3. R-Square

Variable	R-Square	Adjusted R-Square
Organizational Justice (OJ) → Job Satisfaction (JS)	0,291	0,288
Organizational Justice (OJ) → Job Performance (JP)	0,363	0,358

The first line model of the R-square value of Organizational Justice to Job Satisfaction is 0.291. This means that the ability of the Organizational Justice variable to explain Z (job satisfaction) of 29.10% is considered weak, and the second track model of Organizational Justice to Performance obtained a value of R-square = 0.363. This means that the ability of the Organizational Justice variable to explain the Performance variable is 36.30.7%; thus, the model is classified as weak.

Direct Influence

The purpose of direct influence analysis is to test the hypothesis of the direct influence of an influencing variable exogenous on the affected variable endogenous.

Table 4. Direct Influence

Variable	Original Sample	Sample Mean	Standard Deviation STAV	T Statistics	PValue
OJ→JP	0,539	0,031	0,031	17,521	0,000
OJ→JS	0,239	0,063	0,063	3,814	0,000
JS→JP	0,657	0,042	0,042	15,560	0,000

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The path coefficients in Table 4 show that all the values of the path coefficients have positive values, including (1) OJ → JS: path coefficient = 0.539 and P-Value = 0.000 (< 0.05), meaning there is a positive and significant influence of Organizational Justice on performance (2) OJ → JS: path coefficient = 0.239 and P-Value = 0.239 (< 0.05) meaning, there is a positive and significant influence of Organizational Justice on Job Satisfaction; (3) JS → JP: path coefficient = 0.657 and P-Value = 0.000 (< 0.05) meaning, there is a positive and significant influence of job satisfaction on performance.

Indirect Influence

The purpose of indirect influence analysis is to test the hypothesis of the indirect influence of a variable that affects (exogenous) the variable that is influenced (endogenous) mediated/mediated by the intervening variable.

Table 5. Indirect Influence

Variable	Original Sample	Sample Mean	Standard Deviation STAV	T Statistics	PValue
OJ → JS → JP	0,354	0,362	0,030	11,906	0,000

It was concluded that the value of indirect influence shown in Table 5 of the indirect influence of OJ → JS → kJP was 0.354, with p-values 0.000 > 0.05 (significant), then job satisfaction mediated the influence of Organization justice) on employee performance.

DISCUSSION

The results of the study concluded that job satisfaction affected performance. This result means that a positive score indicates that job satisfaction increases, so employee performance also increases. Job satisfaction is essential for a company's success in achieving its goals. The higher the job satisfaction, the higher the employee's performance will increase; this means that the increase in employee job satisfaction will significantly increase employee performance in carrying out their work. The results of the study are in line with the results of other studies that state that there is a positive and significant influence between job satisfaction and performance (Adhan et al., 2020) (Sembiring et al., 2021)

The study results show that organizational justice does not affect performance. Organizational fairness and performance have been interesting industrial and organizational psychology research topics. However, the study's results may vary depending on the context of the organization being studied and other variables considered. The effect of organizational justice on performance can vary depending on the context and implementation within a particular organization. There are several reasons why the hypothetical results can conclude that organizational justice does not affect performance. Employees need to have an accurate perception of fairness in their organization. Although management implements fair policies, employees may believe the policies could be more fair due to misperceptions or misunderstandings of how those policies are implemented. Other things can happen because of inconsistent justice policies. Consistency in implementing organizational justice policies is critical. If the policy is not implemented consistently or there is an unfair preference, this can generate frustration and dissatisfaction among employees, affecting their performance. If employees feel that their efforts and contributions are not reasonably recognized or rewarded by the organization, they may lose motivation to do well.

The study's results are supported by (Kurnia, 2019). The results of the testing showed that distributive fairness and interactional fairness do not have a significant effect on employee performance. Findings (Wipasoba, 2019) show that distributive and procedural justice have no effect on performance, but interactional justice and job satisfaction directly and significantly affect performance. This means that fair or unfair treatment of the organization does not affect performance significantly. Employees in the company do not consider fairness a determinant of their performance.

The indirect influence of organizational justice on employee performance through significant job satisfaction. This means job satisfaction is an intervening variable (mediator), especially in this study. Scientifically and logically, job satisfaction mediates the relationship between organizational justice and performance. In these stages, adequate organizational justice will increase employees' job satisfaction and performance. The results of the research are supported (Suharyoko, 2016), (Widiyastuti, 2016) (Wipasoby, 2019), proving that job satisfaction mediates the influence of organizational justice and employee performance.

CONCLUSIONS

Organizational justice has a direct effect on job satisfaction. Organizations that treat employees fairly will increase job satisfaction. Strategies to improve organizational justice among employees can include shared decision-making, unbiased available information, clear explanations of organizational policies, rules, and regulations, transparent and fair organizational procedures, and implementing a fair reward system.

Organizational fairness does not have a direct effect on performance because, depending on employees, sometimes they have a terrible perception or prejudice against fairness in their organization even though the company tries to implement fair policies. The

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company may also need to be more consistent in implementing fairness, causing dissatisfaction and poor performance. The results of this study also prove that job satisfaction mediates organizational justice to performance.

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