

THE INFLUENCE OF ORGANIZATIONAL LEADERSHIP AND CULTURE ON EMPLOYEE PERFORMANCE WITH BEHAVIOR ORGANIZATIONAL CITIZENSHIP (OCB) AS MEDIATION VARIABLES ON INDONESIAN ART INSTITUTE

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THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND LEADERSHIP ON JOB SATISFACTION AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

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ABSTRACT: This study aims to determine and examine the effect of Organizational Justice and Leadership on Job Satisfaction and Employee Performance. The method used in this study is a quantitative method. The research data was obtained from a questionnaire that had been distributed to contract employees at the General Bureau of Udayana University, totaling 139 people. Data was measured using a Likert scale and analyzed using Partial Least Square (PLS). The findings of this study are organizational justice and leadership have a positive and significant effect on job satisfaction and employee performance. Job satisfaction can mediate the effect of organizational justice and leadership on employee performance. This finding can be interpreted that Job satisfaction can be determined by organizational justice as well as a good leadership role in an organization. This study provides suggestions and input to the General Bureau of Udayana University regarding efforts to improve employee performance.

KEYWORDS: *Organizational Justice, Leadership, Job Satisfaction, Employee Performance*

I. INTRODUCTION

Job satisfaction is a pleasant emotional attitude at work. This attitude can be reflected by work morale, discipline, and work performance (Hasibuan, 2003:202). Positive feelings about the work experienced by a person which is the result of an evaluation of its characteristics (Robbins and Judge, 2008: 107). High job satisfaction applies that employees are happy and comfortable with the organization's work environment and get the appropriate effort from their work (Aziri, 2011). Job satisfaction in relation to performance according to Mathis & Jackson (2001:99) states that although job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization which will affect employee performance.

In research on job satisfaction on performance conducted by Hanafi (2017), Novendri, et al. (2020), and Asbari, et al (2020) found that job satisfaction had a positive and significant effect on employee performance, in contrast to research conducted by Arianto, (2017) and Kharishma, (2019) which found that job satisfaction had no effect on employee performance..

Another factor that can affect performance is organizational justice. Organizational justice has been seen as an important variable in improving the performance of an organization's employees. According to Gibson, et al. (2012) define organizational justice as the degree to which an individual feels treated equally in the organization where he works. Another definition says, they tend to retaliate by putting extra effort into work or dedication to more work (Brown, et al., 2005). Colquitt, et al. (2001) suggests that organizational justice has four types, namely distributive justice, procedural justice, interpersonal justice, and informational justice.

Research conducted by Triyanthi, et al. (2018), Lansart, et al (2019), Rato, et al (2020), and Tegar, (2021), found that organizational justice has a positive and significant effect on performance, in contrast to research conducted Shah, (2013), Mahdani, et al. (2017) and Maulidya, et al (2021) who found organizational justice had no effect on employee performance.

In terms of performance, leadership is one of the factors that can affect performance. The role of leadership on employee performance is very important. Leaders must be able to give serious attention to fostering, mobilizing, directing all potential employees in achieving goals so that can ultimately improve high performance (Thoha, 2001). According to Gibson, et. al (2000: 334) the success of a company will depend on its leadership in managing the organization, because employee loyalty and discipline will provide support for responsible and highly dedicated leaders. Leadership is a process of someone being able to influence others to achieve a common goal (Kreitner and Kinicki, 2009) This makes leadership an important value in social exchange (Wayne et al., 2002; Cropanzano & Mitchell, 2005; Erdoan et al., 2006).

The research of Andriani, et al (2017), Muizu, et al, (2019) and Purwanto, et al (2020), found that leadership had a positive and significant effect on performance, while research conducted by Elbaz, et al (2017), Marjaya, et al, (2019) and Novitasari, et al (2020) found that leadership had no effect on employee performance.

Job satisfaction can be influenced by several variables, one of which is organizational justice and leadership. Several studies on organizational justice on job satisfaction were found in the research of Putra, et al. (2018), Harumi, et al. (2019) and Chegini et al. (2019) which states that organizational justice has a positive and significant effect on job satisfaction, in contrast to research conducted by Heavyantono, (2018) and Maspaitella, et al. (2018), not all organizational justice has an effect on job satisfaction.

On research Khan, et al (2017), Harahap, et al. (2019) and Mubarak, et al (2019) found that leadership had a positive and significant effect on job satisfaction, in contrast to research conducted by Riyanto, et al (2019) and Rivaldo, et al, (2020) found that leadership had no direct effect on job satisfaction. significant to job satisfaction.

Not only in companies, universities which are educational institutions, both public and private, have developed very rapidly in Indonesia. Human resource management has a very important role in higher education, because humans are the main driver in achieving company goals. The ability of human resources is the biggest contribution to the success of a university in achieving the targeted vision and mission.

Udayana University is one of the state higher education institutions in Bali which is under the auspices of the Ministry of Education, Culture, Research and Technology. Ministry of Education and Culture), in its journey now has the status of a Public Service Agency (BLU) which allows institutions to develop and provide higher education services independently but cannot be completely separated from the central institution in setting policy signs for full administrative management.

In carrying out the operations of the General Bureau of Udayana University, it is supported by 191 educational staff consisting of 52 people with civil servant status and 139 people with contract employee status, with different distributions and educational backgrounds. In the last five years, many education personnel with civil servant status have reached the retirement age limit, while the formation for the appointment of civil servant education personnel is almost non-existent, so as an alternative to support the operations of the institution, one of them is the appointment of contract workers.

Management of employees, especially for contract employees, so far, the Udayana University institution does not yet have a legal umbrella as the basis for policy in career development for contract employees at Udayana University. In terms of welfare, especially salary, it is based on the applicable regional minimum wage and the years of service they have served as contract workers. This tends to result in a gap between staff, inequality the number of staff in the work sub-units as well as a low tolerance for risk, thus influencing the initiatives and innovation actions that will be carried out which will affect their performance.

From the results of observations and interviews with the Head of the General Bureau of Udayana University, it was found that there were several employees who were not present on time or even attended but were not in place while working during working hours. Those conditions supported with the data obtained by the researcher regarding the presence of employees who came past the specified working hours and returned before the working time ended. Based on 2020 data, the percentage of employee attendance in the General Bureau of Udayana University can be seen in Table 1 as follows.

Table 1: Data on the Absence of Contract Employees at the General Bureau of Unud in 2020

Month	Number of Employees	Number of working days	Number of Working Days Should be	Number of Days Lost	Actual Number of Working Days	Attendance Percentage
	(Person)	(Day)	(Day)	(Day)	(Day)	(%)
(1)	(2)	(3)	(4) = (2x3)	(5)	(6) = (4-5)	(7) = (5:4)
January	139	19	2641	167	2474	6.32
February	139	15	2085	137	1948	6.57
March	139	18	2502	99	2403	3.96
April	139	21	2919	86	2833	2.95
May	139	16	2224	79	2145	3.55
June	139	21	2919	66	2853	2.26
July	139	21	2919	195	2724	6.68
August	139	18	2502	152	2350	6.08
September	139	17	2363	105	2258	4.44
October	139	19	2641	141	2500	5.34
November	139	21	2919	177	2742	6.06
December	139	19	2641	229	2412	8.67
Average		19	2606	136	2470	5.24

Source: Attendance Data (processed data), 2020

In Table 1 it can be seen that there are fluctuations in employee attendance every month during 2020. From these data, the average employee absenteeism is 5.24% each month. This indicates the dissatisfaction experienced by them during work. This incident should be a serious concern for the leadership because if this incident is allowed to continue, it is possible that there will be an increase in similar incidents which will have an impact on the overall performance of the institution.

Based on the phenomenon of research gap research previously, the researcher wants to test and analyze the effect of organizational justice and leadership on job satisfaction and its impact on employee performance with the research subject being an employee at the General Bureau of Udayana University.

II. LITERATURE REVIEW

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara, 2017). Employee performance is the ability of each individual to complete tasks in accordance with the rules and procedures established by the organization (Fadel, 2009: 195). In improving employee performance, the company cannot be separated from the management's ability to manage resources well, including by creating organizational justice and paying attention to employee job satisfaction.

Job satisfaction is a pleasant emotional attitude at work. This attitude can be reflected by work morale, discipline, and work performance (Hasibuan, 2003:202). Positive feelings about the work experienced by a person which is the result of an evaluation of its characteristics (Robbins and Judge, 2008: 107). Job satisfaction in relation to performance according to Mathis & Jackson (2001:99) states that although job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization which will affect employee performance. In research on job satisfaction on performance conducted by Hanafi (2017), Novendri, et al. (2020), and Asbari, et al (2020) found that job satisfaction has a positive and significant effect on employee performance.

Another factor that can affect performance is organizational justice. Organizational justice has been seen as an important variable in improving the performance of an organization's employees. According to Gibson, et al. (2012) define organizational justice as the degree to which an individual feels treated equally in the organization where he works. Another definition says, they tend to retaliate by putting extra effort into work or dedication to more work (Brown, et al., 2005). Research conducted by Triyanthi, et al. (2018), Lansart, et al (2019), Rato, et al (2020), and Tegar, (2021), found that organizational justice has a positive and significant effect on performance.

In terms of performance, leadership is one of the factors that can affect performance. The role of leadership on employee performance is very important. Leaders must be able to give serious attention to fostering, mobilizing, directing all potential employees in achieving goals so that can ultimately improve high performance (Thoha, 2001). Leadership is a process of someone being able to influence others to achieve a common goal (Kreitner and Kinicki, 2009). This makes leadership an important value in social exchange (Wayne et al., 2002; Cropanzano & Mitchell, 2005; Erdogan et al., 2006). Research by Andriani, et al (2017), Muizu, et al, (2019) and Purwanto, et al (2020), found leadership has a positive and significant effect on performance.

Job satisfaction can be influenced by several variables, one of which is organizational justice and leadership. Several studies on organizational justice on job satisfaction were found in the research of Putra, et al. (2018), Harumi, et al. (2019) and Chagini et al. (2019) which states that organizational justice has a positive and significant effect on job satisfaction. On research Khan, et al (2017), Harahap, et al. (2019) and Mubarak, et al (2019) found that leadership has a positive and significant effect on job satisfaction.

The Effect of Organizational Justice on Performance

Organizational justice has been seen as an important variable in improving the performance of an organization's employees. According to Gibson, et al. (2012) define organizational justice as the degree to which an individual feels treated equally in the organization where he works. Another definition says, they tend to retaliate by putting extra effort into work or dedication to more work (Brown, et al., 2005). Colquitt, et al. (2001) suggests that organizational justice has four types, namely distributive justice, procedural justice, interpersonal justice, and informational justice.

Organizational justice has been seen as an important variable that plays a major role in improving the performance of employees of an organization. Research by Triyanthi, et al (2018), Azalia, et al (2019), Imamoglu, et al (2019), Suratman, et al (2019) Unterhitzberger, et al, (2019), Tegar, (2021) and Maulidya, et al, (2021) found that organizational justice has a positive and significant effect on employee performance.

Based on the theoretical study and the results of previous research, the following hypotheses can be formulated:

H1: Organizational Justice has a positive effect on Performance

The Effect of Leadership on Performance

The role of leadership on employee performance is very important. A leader must be able to give serious attention to fostering, mobilizing, directing all potential employees so that in the end they can improve high performance. According to Gibson, et. al (2000: 334) the success of a company will depend on its leadership in managing the organization, because employee loyalty and discipline will provide support for responsible and highly dedicated leaders. Leadership is a process of someone being able to influence others to achieve a common goal (Kreitner and Kinicki, 2009) This makes leadership an important value in social exchange (Wayne et al., 2002; Cropanzano & Mitchell, 2005; Erdoan et al., 2006)..

Rahardja Research, et al, (2017), Fitria, et al, (2017), Muizu, et al, (2019) and Purwanto, et al, (2020) find leadership has a positive and significant effect on performance. Based on the theoretical study and the results of previous research, the following hypotheses can be formulated:

H2: Leadership has a positive and significant effect on performance

The Effect of Job Satisfaction on Performance

Job satisfaction is a pleasant emotional attitude at work. This attitude can be reflected by work morale, discipline, and work performance (Hasibuan, 2003:202). Positive feelings about the work experienced by a person which is the result of an evaluation of its characteristics (Robbins and Judge, 2008: 107). High job satisfaction applies that employees are happy and comfortable with the organization's work environment and get the appropriate effort from their work (Aziri, 2011). Job satisfaction in relation to performance according to Mathis & Jackson (2001:99) states that although job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization which will affect employee performance.

Hanafy research (2017), Hamid, et al (2019), Adhan, et al, (2019) Novendri, et al (2020), and Asbari, et al, (2020) found job satisfaction has a positive and significant effect on employee performance. Based on the theoretical study and the results of previous research, the following hypotheses can be formulated:

H3: Job Satisfaction has a positive effect on Performance

The Effect of Organizational Justice on Job Satisfaction

According to Greenberg (in Pratiwi, 2005) Aspects of justice are very important in organizational life, because of the consequences that can occur if justice does not exist in organizational life. How one views the results he will receive for the efforts he has given to the company and how one will compare the results obtained with the results obtained by other employees are things that are part of organizational justice.

When employees feel that what they receive is in accordance with what they do for the company, organizational justice can be said to be good and will further benefit the effectiveness of the organization. In the theory of justice proposed by Prabu (2009) in Herawan (2014) states that employee satisfaction or dissatisfaction is the result of comparing his input-outcomes with other employees. So, if the comparison is felt to be balanced, then the employee will feel satisfied. However, if an imbalance occurs, it will lead to two possibilities, namely over compensation inequity (an imbalance that benefits itself) and vice versa under compensation inequity (an imbalance that benefits other employees who are compared).

In the research on organizational justice on job satisfaction conducted by Mashi, (2017), Rato, et al.(2018), Chegini, et al (2019), and Silitonga, et al. (2020) found that organizational justice has a positive and significant effect on job satisfaction. Based on theoretical studies and the results of previous research, the following hypotheses can be formulated:

H4: Organizational Justice has a positive effect on Job Satisfaction

The Effect of Leadership on Job Satisfaction

The role of a leader is needed to be able to influence and encourage enthusiasm, excitement, security, quality of work and organizational achievement. The success of an organization in carrying out its business activities is a manifestation of good performance, as a result of the functioning of a competent leadership function.

Employees tend to develop high-quality relationships based on who they interact with, how they interact, and how they experience (Blau's Social Exchange Theory, 1964; Cropanzano & Mitchell, 2005). Followers are more likely to perceive themselves in a socially exchanged relationship with their leaders because of the ethical treatment they receive and the trust they feel. In an effort to build job satisfaction, a

leader should be able to create and pay attention to policies or administration of the organization, supervision, working conditions, relationships interpersonal, promotion and employee welfare.

In organizational justice research on job satisfaction, Khan, et al (2017), Wahyuniardi, et al (2018), Palupi, et al (2019), Mubarak, et al (2019), and Harahap, et al. (2019), found that leadership has a positive and significant effect on job satisfaction. Based on the theoretical study and the results of previous research, the following hypotheses can be formulated:

H5: Leadership has a positive effect on Job Satisfaction

III.

RESEARCH METHODS

In this study, the researcher used a quantitative research design. Research with quantitative methods is based on the philosophy of positivism, namely research aimed at testing general theories to produce specific findings through hypothesis testing related to the relationship between research variables. While the data collection process uses research instruments and data analysis is quantitative (Sugiyono, 2017: 8).

Quantitative analysis based on multivariate analysis uses a structural equation model or SEM (structural equation modeling) with a variance based or component based approach called PLS (partial least square). The result of the score component for each indicator of each latent variable is based on the estimated indicator weight that maximizes the variance explained for the dependent variable (latent, observe or both). Another advantage is that the data does not have to have a multivariate normal distribution. Indicators in nominal, ordinal, interval to ratio measurement units can be used in the PLS model.

This method focuses more on data and uses a limited estimation procedure, not based on the assumption of measurement scale, data distribution, and number of samples so that model specification errors do not have much effect on parameter estimation. PLS can also estimate at the same time the variables formed, both from reflexive and formative variables. This is possible because PLS uses series ordinary least square analysis so that model identification is not a problem for recursive models.

The research conducted took place at the General Bureau of Udayana University which is located at Jl. Raya Campus Bukit Jimbaran Badung Bali. While the object of this research is a contract employee in the Udayana University General Bureau. The implementation time of this research is 2021.

The population in this study are employees contracts within the General Bureau of Udayana University, totaling 139 people. This study uses a saturated sample, namely all contract employees who are in the General Bureau of Udayana University.

IV. ANALYSIS AND DISCUSSION RESULTS

Hypothesis test

Hypothesis testing is done by using t-statistics by sorting for direct effect testing. In the following section, the results of direct influence testing are described successively.

a. Direct Effect Test

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the value contained in the output result for inner weight. The estimated output for structural model testing is presented in Table 2.

Table 2 : Hypothesis Testing Results

Variable	Original Sample (O)	T Statistics (IO/STDEVI)	P Values	Information
Justice _Organization (X1)->Job satisfaction(Y1)	0.578	12,388	0.000	Positive and Significant
Justice _Organization (X1) -> Performance (Y2)	0.230	4.151	0.000	Positive and Significant
Leadership (X2)->Job satisfaction(Y1)	0.425	9,064	0.000	Positive and Significant
Leadership (X2) -> Performance (Y2)	0.314	6,213	0.000	Positive and Significant
Job satisfaction(Y1) -> Performance(Y2)	0.902	12,416	0.000	Positive and Significant

Source: Data processed, 2022

Table 2 describes the results of hypothesis testing as follows:

- 1) Testing Hypothesis 1: The effect of organizational justice on performance has a positive and significant effect. These results can be seen in the coefficient value of 0.230 with a t-statistics value of 4.151. The value of t-statistics is above the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 1 is declared accepted.
- 2) Testing Hypothesis 2: The influence of the leadership relationship on performance has a positive and significant effect. These results can be seen in the coefficient value of 0.314 with a t-statistics value of 6.213. The t-statistics value is above the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 2 is declared accepted.
- 3) Testing Hypothesis 3: The effect of job satisfaction on performance has a positive and significant effect. This result can be seen in the coefficient value of 1.007 with t-statistics value of 12.416. The value of t-statistics is below the critical value of 1.96 and the value of sig <0.05. Based on this, hypothesis 3 is declared accepted.
- 4) Testing Hypothesis 4: The effect of organizational justice on job satisfaction has a positive and significant effect. These results can be seen in the coefficient value of 0.578 with a t-statistics value of 12.388. The value of t-statistics is below the critical value of 1.96 and the value of sig <0.05. Based on this, hypothesis 4 is declared accepted.
- 5) Testing Hypothesis 5: The influence of the leadership relationship on job satisfaction has a positive and significant effect. These results can be seen in the coefficient value of 0.425 with a t-statistics value of 9.064. The value of t-statistics is below the value of 1.96 and the value of sig <0.05. Based on this, hypothesis 5 is declared accepted.

b. Indirect Testing Effects Through Mediation Variables

In the following test, the mediating role of the satisfaction variable (Y1) between organizational justice (X1) on employee performance (Y2) and the mediating role of the satisfaction variable (Y1) between leadership (X2) and employee performance (Y2) will be examined. As for the indirect effect hypothesis testing in this study, the results of the analysis can be presented in Table 3.

Table 3
Recapitulation of Test Results for Satisfaction Mediation Variables

No	Mediation of Satisfaction Variable (Y1)	Effect				Note:
		(A)	(B)	(C)	(D)	
1	JusticeOrganization->Job satisfaction->Performance	0.229 (sig)	0.896 (sig)	0.895 (sig)	0.754 (sig)	Partial Mediation
2	Leadership->Job satisfaction->Performance	0.374 (sig)	0.725 (sig)	0.864 (sig)	0.819 (sig)	Partial Mediation

Source: Data processed, 2022

Table 3 shows that satisfaction (Y1) is able to mediate positively and significantly on the indirect effect of organizational justice (X1) and leadership (X2) on employee performance (Y2). This result is shown from the mediation test carried out, it appears that the effects of A, C and D have significant values. Other information that can be conveyed, the mediating effect of the satisfaction variable (Y1) on the indirect effect of organizational justice (X2) and leadership (X2) on employee performance (Y2) is partial mediation. These findings indicate that the mediating variable satisfaction (Y1) is not a key determinant of the effect on organizational justice (X1) and leadership (X2) on employee performance (Y2).

In order to determine the overall effect for each relationship between the variables studied, a recapitulation of direct effects, indirect effects and total effects can be presented in Table 4.

Table 4
Calculation of Direct, Indirect and Total Effects

No	Variable Relationship	Live Effect	Indirect Effect	Total Effect
1	JusticeOrganization->Job satisfaction	0.578	-	-
2	Justice _Organization -> Performance	0.230	-	-

3	Leadership -> Job satisfaction	0.425	-	-
4	Leadership -> Performance	0.314	-	-
5	Job satisfaction -> Performance	0.902	-	-
6	Justice Organization -> Job satisfaction -> Performance	0.230	0.582	0.812
7	Leadership -> Job satisfaction -> Performance	0.902	0.428	1.330

Source: Data processed, 2022

Table 4 shows the mediating effect of the satisfaction variable (Y1) on the indirect effect of leadership (X2) on employee performance (Y2) which is greater, with a total path coefficient of 1.330 compared to the mediating effect of the satisfaction variable (Y1) on the indirect effect of organizational justice. (X1) on employee performance (Y2) with the resulting total path coefficient of 0.812.

Discussion

Based on the results of the PLS analysis, this section will discuss the results of the calculations that have been carried out. This study aims to determine the effect of organizational justice and leadership on employee performance through satisfaction at the Unud General Bureau. Testing is shown through the existing hypotheses so that they can find out how the influence of each variable on the other variables.

1. The Effect of Organizational Justice on Employee Performance

Based on the results of statistical data analysis shows that organizational justice has a positive and significant effect on employee performance, the results of this test indicate that hypothesis 1 (H1) is accepted which states that organizational justice has a positive and significant effect on performance. This suggests that the greater perceived organizational justice will lead to high employee performance. Organizational justice as measured by indicators of distributive justice, procedural justice and interactional justice shows that distributive justice has the most influence on organizational justice in improving employee performance. Gibson, et al., (2012) states organizational justice as a degree to which an individual feels treated equally in the organization where he works. Another definition says, they tend to retaliate by putting extra effort into work or dedication to more work (Brown, et al., 2005). Colquit (2001), Cropanzano, et al. (2007) and Amiri, et al (2013) suggest that organizational justice has three forms, namely distributive justice, procedural justice, and interactional justice.

Organizational justice has been seen as an important variable that plays a role in improving the performance of employees of an organization. The results of this study are in line with research conducted by Triyanthi, et al (2018), Azalia, et al (2019), Imamoglu, et al (2019), Suratman, et al (2019) Unterhitzberger, et al, (2019), Tegar, (2021) and Maulidya, et al, (2021) found that organizational justice has a positive and significant effect on employee performance.

2. The Effect of Leadership on Employee Performance

Based on the results of statistical data analysis shows that leadership has a positive and significant effect on employee performance, the results of this test indicate that hypothesis 2 (H2) is accepted which states that leadership has a positive and significant effect on performance. This means that the better the application of leadership will lead to high employee performance. Leadership as measured by indicators of task direction to subordinates, motivating subordinates, superior attitudes, decision making, and monitoring and evaluation shows that monitoring and evaluation indicators are the most influential the role on leadership in improving employee performance.

The role of leadership on employee performance is very important. A leader must be able to give serious attention to fostering, mobilizing, directing all potential employees so that can ultimately improve high performance. According to Gibson, et. al (2000: 334) the success of a company will depend on its leadership in managing the organization, because employee loyalty and discipline will provide support for responsible and highly dedicated leaders. Leadership is a process of someone being able to influence others to achieve a common goal (Kreitner and Kinicki, 2009) This makes leadership an important value in social exchange (Wayne et al., 2002; Cropanzano & Mitchell, 2005; Erdoan et al., 2006).

The results of this study are in line with research conducted by Rahardja, et al, (2017), Fitria, et al, (2017), Muizu, et al, (2019) and Purwanto, et al, (2020) found leadership has a positive and significant effect on performance.

3. The effect of job satisfaction on employee performance ⁴

Based on the results of statistical data analysis shows that job satisfaction has a positive and significant effect on performance, the results of this test indicate that hypothesis 3 (H3) is accepted which states job satisfaction has a positive effect on employee performance. This gives the meaning that the higher job satisfaction will lead to high employee performance. Job satisfaction as measured by indicators of the work itself, salary/wages, promotions, supervision, and co-workers can improve performance. This finding can be interpreted that if employee job satisfaction can be increased, it will be able to make a significant contribution to employee performance.

Hasibuan, (2003:202) stated that job satisfaction is a pleasant emotional attitude at work. This attitude can be reflected by work morale, discipline, and work performance. Robbins and Judge, (2008:107) suggest that satisfaction is a positive feeling about a person's work which is the result of an evaluation of its characteristics. High job satisfaction applies that employees are happy and comfortable with the organization's work environment and get the appropriate effort from their work (Aziri, 2011). Job satisfaction in relation to performance according to Mathis & Jackson (2001:99) states that although job satisfaction is interesting and important, the most basic thing is the influence of job satisfaction on the organization which will affect employee performance.

The results of this study are in line with research conducted by Hanafi (2017), Hamid, et al (2019), Adhan, et al, (2019) Novendri, et al (2020), and Asbari, et al, (2020) found job satisfaction had a positive effect and significant to employee performance.

4. The Effect of Organizational Justice on Job Satisfaction

Based on the results of statistical analysis of data showing that organizational justice has a positive and significant effect on job satisfaction, the results of this test indicate that hypothesis 4 (H4) is accepted which states that organizational justice has a positive and significant effect on job satisfaction. This means that the higher the perceived organizational justice, will lead to high job satisfaction.

According to Greenberg (in Pratiwi, 2005) Aspects of justice are very important in organizational life, because of the consequences that can occur if justice does not exist in organizational life. How one views the results he will receive for the efforts he has given to the company and how one will compare the results obtained with the results obtained by other employees are things that are part of organizational justice.

When employees feel that what they receive is in accordance with what they do for the company, organizational justice can be said to be good and will further benefit the effectiveness of the organization. In the theory of justice proposed by Prabu (2009) in Herawan (2014) states that employee satisfaction or dissatisfaction is the result of comparing his input-outcomes with other employees. So, if the comparison is felt to be balanced, then the employee will feel satisfied. However, if an imbalance occurs, it will lead to two possibilities, namely over compensation inequity (an imbalance that benefits itself) and vice versa under compensation inequity (an imbalance that benefits other employees who are compared).

Results This research is in line with research conducted by Mashi, (2017), Rato, et al.(2018), Chagini, et al (2019), and Silitonga, et al.(2020) found that organizational justice has a positive and significant effect on job satisfaction.

Examination of job satisfaction (Y1) as a mediating variable Organizational justice (X1) on performance (Y2), shows that job satisfaction is able to mediate positively and significantly on the indirect effect of organizational justice on employee performance. The results of the analysis provide the meaning of good and supported organizational justice Job satisfaction will be able to improve employee performance.

These results support research conducted by Mahdani, (2017), Haryono, et al (2019), Tegar, (2021), finding job satisfaction is able to mediate organizational justice on performance.

5. The Effect of Leadership on Job Satisfaction ⁵

Based on the results of the analysis statistical data shows that leadership has a positive and significant effect on job satisfaction, the results of this test indicate that hypothesis 5 (H5) is accepted which states that leadership has a positive and significant effect on job satisfaction. This means that the better the leadership role will lead to high job satisfaction. The role of a leader is needed to be able to influence, encourage passion and morale, as well as the quality of the organization's work. The success of an organization in carrying out its business activities is a manifestation of good performance.

In the theory of Social Exchange Blau, (1964); Cropanzano & Mitchell, (2005) stated employees tend to develop high-quality relationships based on who they interact with, how they interact, and how they experience them. Followers are more likely to consider themselves in a socially exchanged relationship with their leaders because of the ethical treatment they receive and the trust they feel. In an effort to build job satisfaction, a

leader should be able to create and pay attention to policies or administration of the organization, supervision, working conditions, relationships interpersonal, promotion and employee welfare.

The results of this study are in line with research conducted by Khan, et al (2017), Wahyuniardi, et al (2018), Palupi, et al (2019), Mubarak, et al (2019), and Harahap, et al.(2019), finding influential leadership positive and significant on job satisfaction.

The results of the examination of job satisfaction (Y1) as a mediating variable of leadership (X2) on performance (Y2), indicate that job satisfaction is able to mediate positively and significantly on the indirect influence of leadership on employee performance. The results of the analysis give the meaning that the role of leadership and supported High job satisfaction will be able to improve employee performance.

These results support the research conducted by Wahyuniardi, et al and Eliyana, et al, (2018), which found job satisfaction was able to mediate organizational justice on performance. Rivaldo, et al (2020) found that indirectly leadership through job satisfaction did not have a significant effect on employee performance.

V. CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the discussion of the research results, it can be concluded that the influence of organizational justice and leadership on employee performance through satisfaction is as follows:

1. Organizational justice has a positive and significant effect on employee performance, this indicates that the clearer the organizational justice, the higher the employee's performance.
2. leadership has a positive and significant effect on employee performance, this indicates that the better the application of leadership, the higher the employee's performance.
3. Job satisfaction has a positive and significant effect on performance, this indicates that the higher the job satisfaction, the higher the employee's performance.
4. Organizational justice has a positive and significant effect on employee job satisfaction, this indicates that the clearer the organizational justice, the higher the employee job satisfaction.
5. Leadership has a positive and significant effect on employee job satisfaction, this indicates that the better the leadership, the higher the employee job satisfaction.

Suggestion

Based on these conclusions, the following suggestions can be given:

1. In the organizational justice variable, distributive justice is the most important indicator or dimension of its role in organizational justice and respondents' perceptions tend to be also reflected in distributive justice. This indicates that organizational justice is optimal. It is recommended for agencies to maintain current conditions while maintaining other indicators of organizational justice in order to create better organizational justice.
2. In the leadership variable, monitoring and evaluation are the most important roles in leadership, but in reality the leadership felt by respondents tends to be reflected in the task direction indicators to subordinates, this finding indicates that leadership at the General Bureau of Udayana University is still not optimal, it is recommended for agencies to continue to improve Monitoring and evaluation while maintaining other leadership indicators in order to create better leadership in the General Bureau of Udayana University.
3. In the satisfaction variable, promotion (promotion) is considered the most important role, but in reality the satisfaction felt by respondents tends to be reflected in coworkers (workers), this finding indicates job satisfaction at the Udayana University General Bureau is still not optimal, it is recommended for agencies to continue to improve promotions (promotion) while maintaining other satisfaction indicators in order to create job satisfaction at the General Bureau of Udayana University.
4. In the performance variable, cooperation is the most important indicator or dimension of its role in employee performance, but the reality obtained from respondents' perceptions of performance is also reflected in the indicators of cooperation, this finding indicates that the performance of employees at the Udayana University General Bureau is optimal. can maintain and improve employee performance while maintaining other employee performance indicators in order to create better performance at the General Bureau of Udayana University.
5. For further research, it is recommended to develop new variables that can be used in improvement which will lead to employee performance.

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