



# Organizational Justice: How Does It Affect Performance and Job Satisfaction?

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**Abstract.** This study examines the influence of organizational justice on task and contextual performance, with job satisfaction as a mediation. Task performance is a performance that is directly related to the main task of the job. Meanwhile, contextual performance is an activity that does not directly support the core of the work. Data was collected by distributing questionnaires to 150 banking employees in Bandar Lampung, Indonesia. The analysis tool uses SmartPLS version 3.0. The results showed that distributive justice affects the task and contextual performance of banking employees but has no effect on job satisfaction. Interactional & procedural justice affects job satisfaction but does not directly affect task & contextual performance. Job satisfaction was found to mediate the effect of interactional & procedural justice on task and contextual performance. Employees who feel treated relatively in a distributed manner will fulfill their tasks and contextual performance. Employees who are treated fairly in an interactional and procedural manner will increase their job satisfaction and impact their task and contextual performance.

**Keywords:** Distributive Justice · Interactional Justice · Procedural Justice · Job Satisfaction · Task Performance · Contextual Performance

## 1 Introduction

The organization creates conducive conditions and ensures employees have good productivity and discipline at work. The injustice in the workplace occurs because of comparative evaluation from individuals backward with contributions made. Employees will compare the sense of fairness received with other people around them. The theory used to describe the perception of justice in the organization is the organizational justice theory [1]. Organizational justice is the personal evaluation of ethical and moral behavior position and justice among individuals with superiority [2]. The role of organizational justice is more centered on attention to decisions made by the organization [3]. Consistency, equality, respect, truth, suitability rules, and organization decisions can influence employees' justice perception of the organization [4].

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Nairobi et al. (Eds.): ICEBE 2022, AEBMR 241, pp. 378–391, 2023.

[https://doi.org/10.2991/978-2-38476-064-0\\_40](https://doi.org/10.2991/978-2-38476-064-0_40)

There are three main areas of organizational justice. Result fairness (distributive justice), the fairness of the formal allocation process (procedural justice), and interpersonal justice transactions (interactional justice) [2]. The critical elements of organizational justice are the perception of an individual about justice, which is subjective and situated in the perception of an individual or employees who will evaluate things considered fair and not fair, like satisfaction work, stress, commitment work, turnover, and turnover intention [5]. Factors like promotion, assignment work, appraisal performance, settings work, and assistance could influence employee perception of organizational justice treatment [5]. Amount pressure in place work could trigger tension good by physique or emotional employees [6].

The workplace is a determinant of job quality and level of productivity. It could affect employees to learn skills and improve motivation for work. An increasingly globalized world of competition between companies and countries requires good human performance. Performance is essential for an organization because it influences business success. Performance is work results from an individual or group in an organization at a particular time, reflecting how satisfactorily they achieve organizational objectives [7].

According to Widyastuti et al. (2020), performance has two main dimensions: tasks and contextual performance for measuring employee performance in completing assigned tasks by the organization [8]. Employees' contributions to the organization's objectives are referred to as performance when their activities, behaviors, and outcomes can be quantified [9]. Performance results are jobs that strongly connect with the organization's strategic objectives, satisfy consumers, and contribute to the economy.

According to research on workers employed for more than ten years, organizational structure and policy may impact how employees view justice [10]. Social interaction in everyday organizational life can also influence the perception of employees about organizational justice. Research results show that organizational justice affects employees' performance [11]. Employees working in the banking sector have various types of pressure in work, like much work, role ambiguity, role conflict, great job responsibility, lack of feedback, and could not follow the fast technological change. Such pressure might interfere with employee performance [12].

## 2 Hypothesis Development

### 2.1 Organizational Justice's Impact on Job Performance

*Organizational justice* is a paradigm that describes employees' perceptions of fairness within the organization [1]. According to Cropanzano (2007), a justice organization is an employee's assessment of managerial activity's moral and ethical position. Injustice inside the organization may result in the loss of the established tie. Individuals and organizations may suffer consequences from injustice [2].

In the workplace, organizational justice refers to how justice is perceived. The three components of organizational justice are distributive, procedural, and interactional. Organizational justice focuses on how the organization treats its employees and how decisions are made. If employees believe the outcomes are fair, they will think about justice. Organizational justice reflects how fairly workers believe they are treated at work [3].

McFarlin & Sweeney (1992) Mention five factors that influence organizational justice structure, including 1. Task characteristics. Nature of task implementation along with all the consequences it receives. Employee view of organizational fairness will enhance if task characteristics and the evaluation method are precise. 2. Trustworthiness. Employee impression of organizational justice increases in direct proportion to employee faith in the leader. 3. The frequency of feedback. More of this kind of input will improve workers' perceptions of organizational justice. 4. Managerial Performance. Employees' view of organizational justice will grow when rules are applied consistently and fairly without regard to personal bias. 5. Organization culture. How employees view the system and values adopted in the organization will increase their perception of organizational justice [15].

Organizational justice affects employee performance [11]. Every organization has a different individual, so performance evaluation is required to equalize employees' perception of work [8]. Performance is the attitude or method of an employee in an organization for completing tasks in a specific and formal way. Thus, performance is closely related to appreciation [16].

According to Widyastuti et al. (2020), performance can be categorized into two dimensions. 1. Task performance is purposeful action to support collaboration, develop morale, eliminate obstacle performance, and help colleagues complete their tasks. Task performance focuses on the ability to do work that covers work quality, plan and organize tasks, assign priority, be result-oriented, and work efficiently. 2. Contextual Performance in activities that do not directly support the core of the work but support the organizational environment, social and psychological. One of the constructive factors of performance contextual is personality. At the individual level, personality-related is close to the behavior individual in an organization that explains character prominence and as a high self-monitor has the place of internal control and needs high power [8].

Studies show that organizational justice affects performance [17]. Task performance is positively impacted by distributive justice. However, task performance is unaffected by procedural or interactional justice [11]. In contrast, Wang et al. (2010) discovered that the best predictor of performance was interactional justice [18]. The following is the hypothesis, which is based on earlier studies:

H1: Distributive justice, Interactional justice, and procedural justice have a positive effect on task performance.

H2: Distributive justice, Interactional justice, and procedural justice have a positive effect on contextual performance.

## **2.2 Organizational Justice's Impact on Job Satisfaction**

It is important to comprehend the connection between job satisfaction and procedural and distributive justice (Clay-Warner et al., 2005). According to organizational justice theory, the relative effects of procedural and distributive justice on particular work attitudes must be ascertained, and the relationship between different types of justice and work attitudes must be examined [19]. It has been discovered that job satisfaction increases employee engagement and decreases employee turnover, absenteeism, and psychological stress. Because job satisfaction has been linked to profitability, productivity, staff retention, and

customer satisfaction, businesses must pursue it. Employee satisfaction will increase customer satisfaction, improving corporate performance [20].

According to Herda & Lavelle (2012), employees' perceptions of organizational justice may impact their weariness, job satisfaction, stress, work commitment, and turnover intention. Occupational variables like performance evaluations, promotions, job assignments, work schedules, and mentoring may affect employees' perceptions of company treatment or fairness. Fair organizational activities such as employee selection, remuneration, and democratic company decision-making are important factors in employee perceptions of fairness [13]. Justice is a fundamental requirement for creating effective organizational functions and creating personal satisfaction for employees [14]. Cropanzano (2007) divides organizational justice into three categories, including distributive justice, which is a component of justice connected to the justice received by employees. Procedural justice is a component of justice connected to the fairly established process within an organization. Interactional justice relates to the fairness with which we interact with others [2].

Favorable justice in the workplace improves job satisfaction [21]. Organizational justice is a reliable and powerful predictor of employee work satisfaction, according to Colquitt et al. (2001). Favorable perceptions of employees about organizational justice will increase job satisfaction [22]. Procedural justice directly affects employee job satisfaction with their superiors, while distributive justice affects salary satisfaction [23]. Hence, the following third hypothesis:

H3: Distributive justice, Interactional justice, and procedural justice have a positive effect on job satisfaction.

### **2.3 The Impact of Organizational Justice on Job Performance Mediating by Job Satisfaction**

Industrial and organizational psychology has explored the connection between job satisfaction and performance, with many studies assuming a causal link between the two [24]. It has been demonstrated that satisfied workers perform more effectively and add to the organization's success (Judge et al., 2001). A measurement of an employee's level of satisfaction at work, called "job satisfaction," includes both emotive and cognitive elements [25]. Researchers have been interested in the connection between job performance and job satisfaction for many years, and many theoretical explanations have been offered to explain this relationship [26].

According to Steers and Porter (1983), performance results in rewards, while rewards impact satisfaction. When their job is valued, and they perceive that they are being treated fairly, employees will be satisfied [27]. The improvement of the work environment's enjoyment and supportiveness through contextual performance promotes employee job satisfaction. Contextual performance contributes to supporting and maintaining the psychological and social setting in which job activities are carried out, making it a significant behavioral category for businesses. More effective contextual performers are likely to have workers who are satisfied with their jobs [28].

Job satisfaction was found to be impacted by organizational justice [29]. It was discovered that distributive justice was a less significant predictor of job satisfaction than the impact of procedural justice [19]. The research revealed that employee performance

is influenced by job satisfaction [30–32]. The results of research on full-time employees and a supervisor show that job satisfaction affects employee performance [33]. Boss phubbing negatively impacts employees' trust in their supervisors, undermining important outcomes of job satisfaction and performance. Improving job satisfaction within the company is crucial because it impacts employee performance [34]. Employee performance and work satisfaction have been linked [35]. Employee performance in the Indian information technology sector during the COVID-19 pandemic is also influenced by job satisfaction [36]. Therefore, the following hypothesis can be developed:

H4: Job satisfaction mediates the positive effect of distributive justice, Interactional justice, and procedural justice on employee task performance.

H5: Job satisfaction mediates the positive effect of distributive justice, Interactional justice, and procedural justice have a positive effect on employee contextual performance.

### 3 Methods

The survey method collects information from respondents to describe, compare, or explain their knowledge, attitudes, and behavior. The questionnaire is a collection of previously developed written questions to which respondents will provide their responses [37]. Questionnaires were distributed to 150 employees of the banking sector in Indonesia. Variable measurements are used based on measurements that have been developed previously. The organizational justice consists of 15 question items developed by Cropanzano et al. (2015) [4]. The task performance consists of 9 items, and contextual performance consists of 16 items developed by Widyastuti et al. (2020) [8]. Job satisfaction consists of 5 question items developed by Oldham et al. (1976) [38].

The validity test results after loading below 0.6 were removed, all items were valid, and further analysis could be carried out (Table 1). According to the reliability test findings, all variables are reliable and can be further examined (Table 2).

### 4 Result and Discussion

Using the SmartPLS software version 3, the model fit test was conducted using multiple goodness of fit criteria. The dependent latent variable R-square was measured, and its interpretation was the same as that of the regression. The SRMR, d ULS, and d G, NFI, RMS theta, R2, and R2 Adjusted criteria are used by the SmartPLS program to assess how well a structural model fits [39]. In order to verify the relevance of the parameters, parametric approaches are not required because partial least squares (PLS) do not presuppose a particular distribution for parameter estimation. The explanation that follows shows the fit test for model 1.

The RMS Theta value, or Root Mean Square Theta, is displayed in Table 3 as 0.157 > 0.102. Even though this number does not match the model fit criterion, the NFI value of 0.720, which is between 0 and 1, indicates that the model fits the data.

In Table 4, the SRMR value of 0.079, which is less than 0.10, indicates that the model fits the data. Despite showing values above the confidence range of 0.975, the d ULS value of 4.139, and the d G value of 2.487.

**Table 1.** Outer Loading

<b>Item</b>	<b>Loading</b>	<b>Item</b>	<b>Loading</b>
<b>Organizational Justice</b>		<b>Contextual Performance</b>	
DJ1	0.936	CP13	0.808
DJ2	0.907	CP14	0.824
DJ3	0.888	CP15	0.785
IJ1	0.952	CP16	0.783
IJ2	0.981	CP2	0.842
IJ3	0.954	CP3	0.805
IJ4	0.736	CP4	0.822
PJ1	0.867	CP5	0.807
PJ3	0.866	CP6	0.773
PJ4	0.779	CP7	0.696
PJ5	0.920	CP8	0.706
PJ6	0.732	CP9	0.788
PJ7	0.901		
<b>Job Satisfaction</b>		<b>Task Performance</b>	
JS1	0.940	TP2	0.791
JS2	0.893	TP3	0.824
JS3	0.955	TP4	0.847
JS4	0.949	TP5	0.901
JS5	0.893	TP6	0.870
		TP7	0.848

Table 5 shows the hypothesis test. The results show that H1 is partially supported. Distributive justice affects task performance, but interactional and procedural justice does not. The analysis shows that H2 is partially supported. Distributive justice affects contextual performance, but interactional and procedural justice does not affect contextual performance. The results of the H3 test also show that the hypothesis is partially supported. Interactional and procedural justice affect job satisfaction. However Table 4., distributive justice does not affect job satisfaction. The hypothesis testing results can be seen in Fig. 1.

As shown in Table 6 mediating test results, job satisfaction mediates the impact of organizational justice—particularly interactional and procedural justice—on task performance. Similarly, H5 has provided evidence that the impact of organizational justice—particularly interactional and procedural justice—on contextual performance is mediated by job satisfaction.

**Table 2.** Reliability Analysis

	<b>Cronbach’s Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Contextual Performance	0.944	0.946	0.951	0.620
Distributive Justice	0.897	0.901	0.936	0.829
Interactional Justice	0.940	0.968	0.951	0.830
Procedural Justice	0.921	0.944	0.938	0.717
Job Satisfaction	0.958	0.958	0.968	0.858

**Table 3.** Model Fit 1

	<b>Value</b>	<b>Value Terms</b>
NFI	0.720	$0 < \text{NFI} < 1$
rms Theta	0.157	$< 0.120$

**Table 4.** Model Fit 2

	<b>Value</b>
SRMR	0.079
d_ULS	4.139
d_G	2.487

The effect size is displayed in Table 7. The strength and importance of the relationships should be considered when evaluating the estimated f values for path relationships in the structural model. According to the data, job satisfaction has the most significant impact on contextual performance. Both distributive justice and procedural justice have a moderate impact on contextual and task performance and job satisfaction. A small impact size is seen in the relationship between interactional justice, job satisfaction, and task performance.

The structural model’s updated R2 and R2 values are displayed in Table 8. The coefficient of determination (R2), according to Hair et al. (2016), is a means to measure how much of an endogenous construct can be explained by an exogenous construct. Adjusted R2, on the other hand, is the R2 value that has been adjusted based on the standard error value. When evaluating an exogenous construct’s capacity to explain endogenous constructs, the adjusted R2 value paints a clearer picture than R2. Job

**Table 5.** Coefficient Variable (Inner Model)

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Distributive Justice - > Task Performance	0.501	0.469	0.13	3.867	0.000
Interactional Justice - > Task Performance	0.129	0.102	0.116	1.112	0.266
Procedural Justice - > Task Performance	-0.124	-0.064	0.176	0.703	0.482
Distributive Justice - > Contextual Performance	0.409	0.377	0.136	3.006	0.003
Interactional Justice - > Contextual Performance	0.028	0.019	0.097	0.294	0.769
Procedural Justice - > Contextual Performance	-0.32	-0.271	0.194	1.649	0.099
Distributive Justice - > Job Satisfaction	-0.061	-0.053	0.113	0.54	0.589
Interactional Justice - > Job Satisfaction	-0.275	-0.286	0.114	2.419	0.016
Procedural Justice - > Job Satisfaction	0.582	0.575	0.144	4.039	0.000
Job Satisfaction - > Task Performance	0.307	0.303	0.087	3.535	0.000
Job Satisfaction - > Contextual Performance	0.562	0.569	0.078	7.177	0.000



**Table 6.** Mediation Effect

	Std. Beta	Std. Error	P- value	Confidence Interval (BC)		Decision
				LL	UL	
Distributive, Interactional, & Procedural Justice - > Job Satisfaction -- > Task Performance	0.307	0.303	0.000	0.119	0.463	Supported
Distributive, Interactional, & Procedural Justice - > Job Satisfaction -- > Contextual Performance	0.562	0.569	0.000	0.409	0.711	Supported

satisfaction is 20% influenced by organizational justice variables, according to adjusted R2 values of 0.366, 0.328, and 0.200. The factors that affect context performance the most are organizational fairness and work happiness 36.6%

The hypothesis test shows that H1 is partially supported, and distributive justice positively affects task performance. However, interactional & procedural justice does not affect task performance. This finding follows Kalay (2016), who found that distributive justice positively affects task performance, while interactional & procedural justice has no effect on task performance [11]. Distributive justice relates to the allocation or results that are partly obtained, and some are not. Distributive justice relates to not all workers being treated equally, and the allocation of results is differentiated in the workplace. Distributive justice affects employee task performance. Thus, employees will be more motivated to collaborate, develop morale, remove performance barriers, and help colleagues to complete their work when they feel distributive justice. On the other hand, the performance of this task is not influenced by interactional and procedural justice.

**Table 7.** Effect Size

	F square	Effect Size
Distributive Justice -- > Contextual Performance	0.227	Medium
Distributive Justice -- > Task Performance	0.321	Medium
Interactional Justice -- > Job Satisfaction	0.065	Small
Procedural Justice -- > Job Satisfaction	0.262	Medium
Job Satisfaction -- > Contextual Performance	0.402	Large
Job Satisfaction -- > Task Performance	0.113	Small

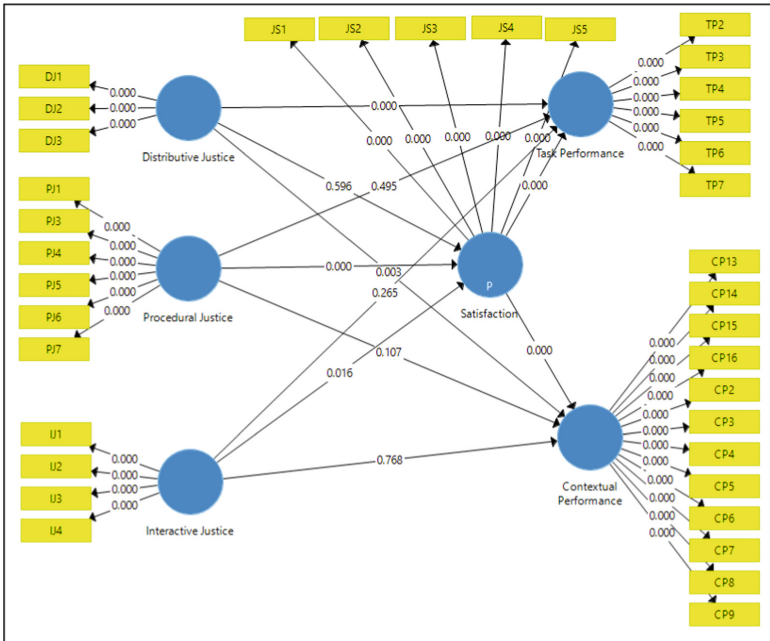


Fig. 1. Research Model

Table 8. R2 And R2 Adjusted

Variable	R2	Adjusted R <sup>2</sup>
Job Satisfaction	0.216	0.200
Contextual Performance	0.383	0.366
Task Performance	0.346	0.328

The hypothesis test results show that the results are the same as H1, that H2 is partially supported, and that distributive justice positively affects task performance. However, interactional & procedural justice does not affect contextual performance. This finding follows the findings of a previous study by Wang et al. (2010). This finding shows that when individuals feel distributive justice, employees are willing to carry out activities that do not directly support the core work that supports the organizational, social, and psychological environment [18]. This finding also shows that contextual performance is not influenced by interactional & procedural justice.

Following previous research (e.g. Diehl et al., 2018; Kalay, 2016; Wang et al., 2010), this study’s findings indicate that the presence of well-created distributive justice, especially for bank employees, leads to higher employee performance. Employees’ perceptions of whether or not there is fairness in the organization where they work will affect their performance. Distributive justice that is carried out positively (fairly) can cause task

and contextual performance to increase. If the organization does not provide distributive justice for its employees, employee performance will decrease. When employees feel they are treated fairly, their sense of fairness increases, they feel more confident, and their performance increases [14, 40].

Most bank employees believe that the work completed reflects the efforts made in the office, that the outcomes are appropriate for the work that has been performed, that the work reflects the contribution of their labor, and that the work completed is justified. Employees' perceptions of fairness will impact how well they fulfill their tasks. When workers believe they are being treated fairly, they will work to address issues at work, maintain standards and reduce risks, check that all paperwork is complete, provide timely services, and choose safe assignments while avoiding fraud.

The results of hypothesis testing H3 show that some of the supported hypotheses, namely interactional and procedural justice, affect job satisfaction, whereas distributive justice does not. This finding agrees with previous studies [21, 22] that respondents have different perceptions of distributive justice with interactional and procedural justice and its effect on job satisfaction. The findings show that distributive justice related to one's expectations is congruent with the results received. Distributive justice directly impacts task and contextual performance but has no impact on job satisfaction. So, distributive justice is an important factor that must be considered because it will directly affect a person's performance. On the other hand, interactional & procedural justice does not directly affect performance.

People often adhere to the equality principle at work, viewing fair results proportionate to contribution (e.g., experience, ability, and effort). People who care about receiving fair treatment in interpersonal and communicative interactions practice interactional justice. The respondents claim that while this form of justice does not directly impact their performance—task- and context-related—it does have an effect on their level of job satisfaction. Similar to substantive justice, procedural justice, or justice in how decisions are made or results are distributed, has a more significant impact on job satisfaction than performance. Clay-Warner et al. (2005) stated that workers with various types of relationships with their organizations consider procedural fairness when evaluating job satisfaction. Likewise, interactional justice is the best predictor of job satisfaction [19, 41].

The results of hypothesis testing indicate that H4 is supported, and job satisfaction mediates the effect of organizational justice on task performance. Likewise, the H5 test shows that job satisfaction mediates the effect of organizational justice on contextual performance. However, this finding shows that only distributive justice directly affects task & contextual performance and has no effect on job satisfaction. On the other hand, interactional and procedural justice will affect task and contextual performance when mediated by job satisfaction. Thus, someone who feels that he is being treated unfairly in terms of interactions and procedures will reduce his job satisfaction. This decrease in job satisfaction will impact task and contextual performance. He will be reluctant to solve problems that arise in the workplace, maintain quality and mitigate risks, ensure completeness of documents, maintain the timeliness of service and choose safe jobs, namely avoiding fraud. Employees will also feel reluctant to do other jobs that support the main job. Contrarily, when employees feel they are not treated distributive fairness, it will

directly impact performance. He will reduce both his task performance and contextual performance.

## 5 Conclusion

This study found that distributive justice has no impact on job satisfaction but directly affects task and contextual performance. On the other side, job satisfaction was found to be influenced by interactional and procedural justice. But those two justices do not directly impact task or contextual performance. By mediating job satisfaction, interactional and procedural justice will impact performance. Employee dissatisfaction affects task and contextual performance when they feel they are not properly treated in interactions and procedural decisions. However, employees' task and contextual performance will be directly impacted when they feel that distribution is unfair.

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