

The Mediating Roles of Job Satisfaction and Organizational Commitment in the Causal Relationship between Organizational Justice and Employee Performance

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ABSTRACT

The objectives of this study were to examine the consistency of the structural equation model of causal factors supported by empirical data and to develop the impact of organizational justice and employee performance mediated by job satisfaction and organizational commitment. The quantitative research method was conducted with a sample of 240 employees at the operational and general administrative levels in a state technology college. The results revealed that the causal factors of organizational justice, job satisfaction, and organizational commitment have an impact on employee performance, which is consistent with the literature and empirical data. From testing the effect size of factors, organizational justice, job satisfaction, and organizational commitment were found to have an impact on employee performance. In addition, organizational justice and job satisfaction have an influence on organizational commitment. Moreover, job satisfaction and organizational commitment partially mediate the relationship between organizational justice and employee performance.

JEL Classifications: M12, M50, M54

Keywords: organizational justice, job satisfaction, organizational commitment, employee performance

I. INTRODUCTION

In recent decades, contemporary organizations have widely adopted corporate governance principles to promote sustainable values for their organizations and society. The core tenets of corporate governance encompass diverse critical dimensions, including accountability, transparency, fairness, responsibility, and risk management. By adhering to these principles, organizations must heavily rely on their employees' individual and collective performance, which impacts their overall organizational performance and contributes to the collaborative and systematic structure of corporate governance. Consequently, organizations must prioritize the awareness of organizational justice as one of the critical factors in shaping employee behaviors and performance. Perceived organizational justice plays a vital role in determining employee behavior. Specifically, a higher level of perceived justice has led to increased employee commitment to the organization, resulting in more fulfillment of employee performance (Widjajanti et al., 2020). Organizational justice has received significant attention in enhancing employee performance.

However, recent studies found no direct impact of organizational justice on employees' job performance. On the other hand, employees' job performance indirectly affects job satisfaction, leading to increased organizational commitment. When employees' satisfaction with organizational justice is high, they tend to demonstrate positive behavior and utilize their abilities to the fullest at work. Additionally, employee job satisfaction means the sacrifice to accomplish the organization's goals (Widjajanti et al., 2020). According to Yanuardini (2014), a higher level of job satisfaction leads to increased productivity of employees. Therefore, organizations can enhance productivity by promoting job satisfaction among their employees.

Organizational commitment is a critical factor influencing employee performance, particularly among those who have trust and are committed to remaining with the organization. When employees are highly engaged in the organization, they are more likely to concentrate on their work, leading to increased job productivity (Huang et al., 2020). Thus, the concept of organizational justice, grounded in corporate governance, which pertains to fair treatment among employees within a workplace, is recognized to have a positive impact on engagement that further influences their attitudes towards their job, commonly referred to as job satisfaction. This connection underlines the importance of instilling trust in employees to foster a greater degree of commitment in the organization (Poussard et al., 2017; Rovenská, 2018).

The aim of this study was to investigate the impact of organizational justice, job satisfaction, and organizational commitment on employee performance by using the model of structural equation. This study also aimed to examine the mediating role of job satisfaction and organizational commitment to organizational justice and employee performance.

II. LITERATURE REVIEW

A. Organizational Justice - Employee Performance

Organizational justice (OJ) has been addressed in a wide array of research arenas. According to Silva and Madhumali (2014), organizational justice refers to the perception

of fair treatment, relationships, procedures, and outcomes to procure justice; therefore, it has control over employee behaviors. [Yean \(2016\)](#) further studied the three aspects of organizational justice - procedural justice (PJ), distributive justice (DJ) and interactional justice (IJ). Similarly, [Kalay \(2016\)](#) explored the impacts of three aspects of organizational justice on employee performance (EP) in the context of educational institutes in Turkey. It was found that distributive justice, referring to the fairness of resource allocation among diverse members, including financial and non-financial resources, positively and significantly impacts task performance.

Several studies found the mediating role of affective commitment - the perceived emotional attachment (e.g., personal values and priorities) of employees to the organization in the correlation of three-dimensional justice on employee performance ([Swalhi et al., 2017](#); [Tafamel and Akrawah, 2019](#)). Therefore, these studies recommended that management with distributive justice can enhance the affective commitment level of employees. However, [Jafari and Cheraghi \(2018\)](#) argued that affective commitment has a moderating role in the connection between distributive justice and employee performance.

On the other hand, some studies argued that procedural justice pertains to the extent to which managerial procedures are perceived to be fair (e.g., fair evaluation in considering salary or reward, equal decision-making authority, fair opportunities allowing employees to control over the processes at some degree and equal disciplinary policies), employees are likely to construct positive attitude toward the organization resulting in positive staff performance ([Daniel, 2016](#)). Moreover, interactional justice, consisting of two main components, i.e., interpersonal and informational justice, can enhance perceived organizational justice ([Colquitt, 2001](#); [Pracha et al., 2017](#); [Tafamel and Akrawah, 2019](#)). In this regard, the organization must ensure the perception of respect with courtesy in the organization's treatment and the perception that employees are timely shared information for making decisions in management.

According to [Peterson and Plowman's \(1989\)](#) study, the four components of operational efficiency, including 1) quality (QL), 2) quantity (QN), 3) time (TI), and 4) costs (CO), lead to the increased ability to save and minimize the waste of various resources. Following a review of the relevant concepts, it can be stated that when employees perceive three elements of organizational justice, including fair distributive, procedural, and interactional justice, they tend to engage with their work to reach the organization's goals, resulting in increased employee performance ([Pracha et al., 2017](#)). On the other hand, [Kalay \(2016\)](#) noted that when some low-level employees have no access to managerial information, which may result in a low perception of respect, employees are likely to perceive only distributive justice (i.e., fair distribution of financial and non-financial resources) as a determinant of organizational justice, regardless of the procedural and interactional justice. Therefore, these elements can be used as a research hypothesis as H_{1a} is assumed that organizational justice has an impact on employee performance.

B. Organizational Justice - Employee Performance

Job satisfaction (JS) has been widely measured according to Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory. In this study, these two theoretical frameworks were used to understand the factors leading to job satisfaction and

dissatisfaction.

Herzberg's theory suggests that both motivation factors (MF) and hygiene factors (HF) influence job satisfaction. Motivation factors are internal to the job, e.g., the nature of the work itself, opportunities for advancement, and recognition for achievement. In contrast, hygiene factors are external to the job, such as working conditions, compensation, and company policies. While hygiene factors may not necessarily create job satisfaction, their absence can lead to dissatisfaction. In addition, Maslow's theory provides a hierarchy of needs that are met in order for individuals to reach their full potential. By understanding where employees are in the hierarchy, employers can identify the needs that must be met to improve job satisfaction.

Recent studies found that organizational justice, particularly distributive justice, compensation fairness, and procedural justice, can positively influence job satisfaction. Employees who perceive a fair compensation and reward system experience greater job satisfaction (Adams, 1965). In addition, compensation fairness can prevent negative behaviors among employees in the organization. For example, employees may show fraudulent behavior towards the organization if they are unfairly compensated. The issue of an unfair reward system is a stimulus that causes employees to have such behavior. Procedural justice is also a critical factor in increasing job satisfaction—especially for employees in organizations focusing on growth in career paths as an employee performance indicator. Employees who are provided with equal opportunities for advancement are likely to be satisfied with their work. Furthermore, the involvement of supervisors in helping employees directly and actively and fair treatment with respect and courtesy play a crucial role in job satisfaction (Rovenská, 2018; Sembiring et al., 2020). Hence, hypothesis H_{1b} is assumed that organizational justice has an impact on job satisfaction.

C. Organizational Justice and Organizational Commitment

Organizational commitment (OC) refers to how employees perceive loyalty and attachment to their goals and values in the workplace. It is important in determining employee behavior, retention, and overall job satisfaction. The organizational commitment covers three dimensions. First, affective commitment (AC) refers to the employee's emotional bond to the organization, including feelings of pride, loyalty, and self-identification with the organization. Second, continuance commitment (CC) indicates to the level of perception when the employee leaves the organization and may result in significant costs, such as loss of benefits or seniority. Lastly, normative commitment (NC) refers to how employees perceive a moral obligation to persist in the workplace, often depending on feelings of indebtedness.

Several studies revealed that organizational justice is a major cause of numerous factors affecting employees' organizational commitment. According to Cropanzano et al. (2002), trust in upper management and organizational commitment are more possibly to be linked with procedural justice. Likewise, Kim and Park (2017) explained that procedural justice positively affects work engagement, knowledge sharing, and innovative work behavior within the organization. In this sense, when employees are aware of his/her values in managerial decision-making procedures and information about the organization, they are likely to have increased organizational commitment. In contrast, if employees perceive unfair opportunities, they are likely to have a low

organizational commitment (Pimentel et al., 2020). Thus, hypothesis H_{1c} is assumed that organizational justice has an impact on organizational commitment.

D. Job Satisfaction and Employee Performance

Previous scholars showed that when an employee's job satisfaction is high, he/she dedicate him/herself to achieving the organizational objectives. Those highly satisfied are also punctual and more committed to their job (Rojikinnor et al., 2022).

According to Herzberg's theory, including motivating and hygiene factors, employees should be given opportunities to make them feel extradentary delighted with their work itself, growth, advancement, responsibility, achievement, recognition, policy, management, working environment, interpersonal relationship, compensation, and job security have been widely used to confirm the level of job satisfaction in various international contexts as a conceptual framework in various business and non-business sectors.

Recently, incentives, including bonuses, dividends, and shares, have been found to enhance employee performance. In addition, freedom at work that allows employees to make efforts to accomplish their job at their best helps significantly increase job satisfaction and improve their performance (Valaei and Jiroudi, 2016; Rojikinnor et al., 2022). Therefore, the hypothesis H_{2a} is assumed that job satisfaction has an impact on employee performance. In addition, due to the impact of damage caused by the company's activities on the environment. The company must take various approaches to local, regional authorities in terms of the use and acquisition of areas, including licensing for the use of areas related to the customs and culture of the surrounding community, which often results in an agreement without regulations, as quoted from the following informants:

E. Job Satisfaction and Employee Performance

Recent studies showed that job satisfaction has a beneficial influence on organizational commitment (e.g., Huynh and Hua, 2020). Organizations can enhance organizational commitment by fostering job satisfaction and motivation, which in turn can contribute to employee retention. Specifically, the nature of the work itself can lead employees to feel committed to and confident in their membership within the organization, as opposed to external or hygiene factors like compensation or working conditions. When employees are assigned excessive workloads or call for more support from the organization, they tend to experience low job satisfaction and lower levels of organizational commitment. Hence, the hypothesis H_{2b} is assumed that job satisfaction has an impact on organizational commitment.

F. Job Satisfaction and Employee Performance

Previous studies have shown empirical evidence that organizational commitment and employee performance are positively related. Employees with high organizational commitment are likely to be punctual for work and complete the assigned tasks prior to the deadlines. In addition, employees strive to achieve the best results (Sintaasih et al., 2019). Since an organization expects employees to enhance their knowledge and

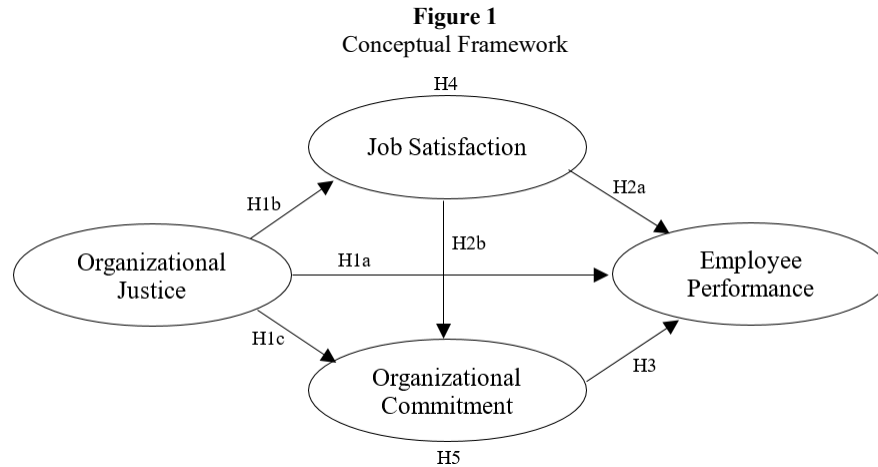
experience resources, it is essential for an organization to ensure employee retention with organizational commitment (Razzaq et al., 2018). This is in line with Drucker's (1999) knowledge worker productivity theory noting that organizational commitment, especially knowledgeable employees at a management level, is an asset of the organization. On the other hand, Janoniene and Endriulaitiene (2013) posited that although organizational attachment has a beneficial impact on employee performance and reduces employee burnout, consistent organizational commitment may have a negative impact on employee performance. Consistency of organizational commitment determines anti-change behavior, lack of enjoyment at work, lack of motivation to work, and a high level of pressure. Thus, the hypothesis H₃ is assumed that organizational commitment has an impact on employee performance.

G. The Mediating Roles of Job Satisfaction and Organizational Commitment

Recent studies have investigated that job satisfaction is a mediator between organizational justice and employee performance. Scholars have discovered notable links of organizational justice dimensions and job satisfaction, plus job satisfaction and employee performance (e.g., Mashi, 2018; Widjajanti et al., 2020). Particularly, employees who perceive a higher level of justice in their organization tend to have greater job satisfaction, which in turn motivates them to exert more effort and achieve higher levels of employee performance. The finding is consistent with Hendri's (2019) study, which concluded that job satisfaction is positively related to organizational well-being, namely attractiveness, creativity, and challenge that match employees' interests and abilities.

Moreover, organizational commitment has also been identified as a mediator between organizational justice and employee performance. The recognition of organizational justice by employees provides them with a sense of respect and career advancement opportunities that further enhance their organizational commitment and ultimately lead to higher levels of employee performance.

The degree to which employees perceive organizational justice is stimulated by the fairness standards upheld by the organization in their treatment of employees. Organizations must consider the justice norms within the organization, as this can foster higher levels of employee commitment. High levels of organizational commitment are associated with greater employee loyalty and effort, leading to increased employee performance. Furthermore, employees who have a strong sense of organizational justice may also demonstrate improved employee performance due to its impact on their attitudes and behaviors. Conversely, a low perception of organizational justice may lead to decreased performance as employees may react to perceived injustice within the organization (Apriono et al., 2021). Therefore, hypothesis H₄ is assumed that job satisfaction has a mediating role between organizational justice and employee performance, and hypothesis H₅ is assumed that organizational commitment has a mediating role between organizational justice and employee performance.



III. RESEARCH METHODOLOGY

A. Population and Samples

The population was 820 employees in the professional practice and general administrative departments of an autonomous university in Thailand. The total sample size was 240 professional and general administrative staff from each department within the university selected by using a quota sampling technique with a sample size ratio to the number of observed variables of 20:1, according to Kline (2011).

B. Data Analysis

In this quantitative research, questionnaires were generated to collect the data prior. The content validity, including language consistency, accuracy, appropriateness, clarity, comprehensiveness, completeness, and appropriateness of the questionnaire, was tested to confirm the consistency between the measuring instruments and the measured objectives selected by five accounting experts in marketing and management. The individual conformity index showed the item objective congruence (IOC) with 1.00, which was justified to be employed in this study according to Rovinelli and Hambleton (1976).

In addition, the 30-set pilot test was used to validate the reliability of the study. The questionnaire's confidence was tested by using Cronbach's alpha coefficient formula. The result showed the instrument's confidence level between 0.776 and 0.986, which passed the required standard of greater than 0.70. Therefore, the questionnaire in this study was reliable and capable of measuring the variables, according to Sahoo (2021).

Structural Equation Modeling (SEM) was used in this study to test the aspect of job satisfaction and organizational commitment, whether it has a partial or full mediating effect on employees' job performance. The validity of research instruments was also tested as follows.

Table 1

Research Instrument Validity Test			
Validity Test	Criteria	Results	References
IOC	0.5 – 1.0	1.0	Rovinelli & Hambleton (1976)
Cronbach's Alpha	> 0.7	0.776 – 0.986	Sahoo (2021)
CFA: Confirmatory Factor Analysis	$\chi^2/df < 2$	$\chi^2/df = 1.761$	Schumaker & Lomax (2004) Diamantopoulos & Siguaw (2000)
	$0.05 < RMSEA \leq 0.08$	RMSEA = 0.056	
	RMR < 0.05	RMR = 0.020	
	CFI > 0.95	CFI = 0.988	
	GFI > 0.95	GFI = 0.956	
Skewness Coefficient	$\leq \pm 3$	-0.565 – 0.453	Kline (2011)
Kurtosis Coefficient	$\leq \pm 3$	-0.444 – 0.669	Kline (2011)
Causality of observed variables	Correlation Analysis	0.268 – 0.791	Hair et al. (2010)
	VIF	1.959 – 4.032	Hair et al. (2010)
	Tolerance	0.248 – 0.845	Hair et al. (2010)

IV. RESULT

To validate the research instrument, the confirmatory factor analysis was utilized to examine the relationships among numerous items. All factor loadings, with values ranging from 0.428 to 0.954, were statistically evident and exceeded the 0.40 cut-off point, indicating the quality of the instrument, according to Nunnally and Bernstein (1994). In addition, the validity of the measurements was assessed from the item-total correlation, with values from 0.312 to 0.850, all greater than the recommended threshold of 0.30, according to Churchill (1979). Then, the reliability of the measurements was measured by using Cronbach's alpha coefficients, ranging from 0.716 to 0.805, all exceeding the recommended value of 0.70. Therefore, the validity and reliability of all research instruments in this study were confirmed, as shown in the table below.

Table 2
Results

Item	Factor Loadings	Item-Total Correlation	Cronbach's Alpha
Organizational Justice (OJ)	0.727-0.943	0.656-0.850	0.805
Job Satisfaction (JS)	0.870-0.925	0.313-0.783	0.716
Organizational Commitment (OC)	0.428-0.954	0.312-0.752	0.774
Employee Performance (EP)	0.833-0.904	0.735-0.815	0.795

Table 3
Descriptive Statistics and Correlation Matrix

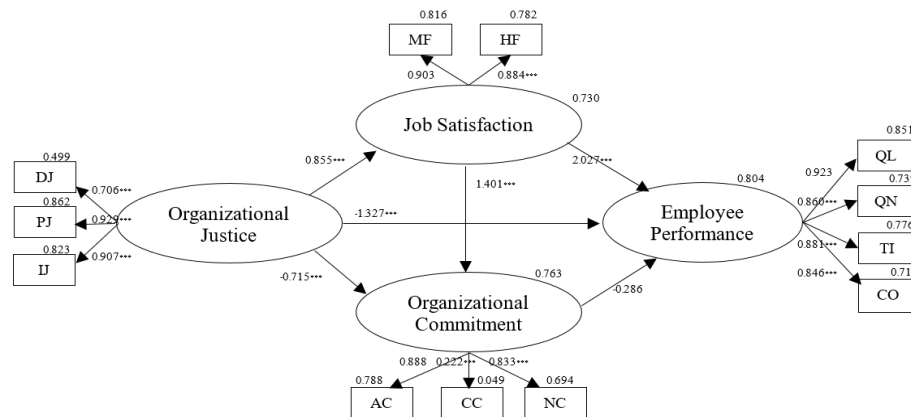
Variables	OJ	JS	OC	EP
Mean	3.518	3.837	3.670	4.144
Standard Deviation	0.789	0.585	0.565	0.524
Organizational Justice (OJ)	1			
Job Satisfaction (JS)	0.791**	1		
Organizational Commitment (OC)	0.354**	0.611**	1	
Employee Performance (EP)	0.268**	0.605**	0.524**	1

Note: ** $p < 0.01$

A. Structural Equation Model of Organizational Justice and Employee Performance-Influenced by Job Satisfaction and Organizational Commitment

From testing the structural equation model with the empirical data, the results are illustrated in Figure 2.

Figure 2
Causal Relationship Between Organizational Justice and Employee Performance



Note: *** $p < 0.001$, " χ^2 " = 66.918, $df = 38$, " χ^2 " / $df = 1.761$, $RMSEA = 0.056$, $RMR = 0.020$, $CFI = 0.988$, $GFI = 0.956$.

From Figure 2, the confirmatory factor indices indicated that the model is acceptable. However, the values of the coefficient and effect size of the organizational justice on employee performance, the organizational justice on organizational commitment, and the organizational commitment on employee performance were negative (-), indicating hypothesis rejection as shown in Table 4.

Table 4
Results of the Structural Equation Model

Hypotheses	Relationships	Coefficients	Standard Error
H _{1a}	Justice→Performance	- 1.327***	0.202
H _{1b}	Justice→Satisfaction	0.855***	0.033
H _{1c}	Justice →Commitment	- 0.715***	0.100
H _{2a}	Satisfaction →Performance	2.027***	0.493
H _{2b}	Satisfaction→Commitment	1.401***	0.170
H ₃	Commitment→Performance	- 0.286	0.227

Table 4 shows the negative values of the coefficient and effect size of the organizational justice on employee performance (-1.327), the organizational justice on organizational commitment (-0.715), and the organizational commitment on employee performance (-0.286), indicating hypothesis rejection. The coefficient and the effect size of organizational justice on employee performance were -1.327, indicating that organizational justice negatively impacts employee performance with a statistical significance at the p-value = 0.001. The result was consistent with the equity theory, developed by J. Stacy Adams in 1965, positing that employees compare their inputs and outputs to those of their colleagues to perceive whether they are treated fairly. This comparison leads to a sense of equity or inequity, which in turn can affect job satisfaction, organizational commitment, and employee performance. The under-rewarded employees who perceive a sense of inequity may experience reduced motivation, decreased effort, and increased absenteeism and turnover. In contrast, the result of this study implied that employees were unlikely to perceive either justice or injustice in the organization since they were being over-rewarded. As a result, over-rewarded employees tended to increase their inputs to restore equity, leading to even higher employee performance.

On the other hand, the coefficient and the effect size of justice on satisfaction were 0.855 with a statistical significance at the p-value = 0.001, accepting H_{1b}. The result of this study was consistent with previous studies. Compensation fairness can prevent employee fraudulent behavior resulting from unfairly rewarded incentives, according to [Rovenská \(2018\)](#). In addition, organizations that promote equal possibilities for career growth for employees, along with the support of supervisors with respect and courtesy, have an influence on positive job satisfaction, according to [Sembiring et al. \(2020\)](#).

Moreover, job satisfaction highly impacts employee performance at p-value = 0.001 with a coefficient of the effect size of 2.027, accepting H_{2a}. The result was consistent with previous studies. Motivation factors, e.g., freedom at work or directly job-related factors, including incentives, bonuses, dividends, and shares, play an important role in developing job satisfaction for employees. These motives drive employees' endeavors to increase their work efficiency to the organization's growth, turnover, and market shares ([Pang and Lu, 2018](#); [Rojikinnor et al., 2022](#)).

Furthermore, job satisfaction significantly impacts organizational commitment at p-value = 0.001 with a coefficient of the effect size of 1.401, accepting H_{2b}. The result was consistent with previous studies concluding that motivation factors are internal to the job, including the work itself, advancement opportunities, recognition for achievement, and responsibility, can directly contribute to job satisfaction for employees, resulting in higher confidence in being a member of the organization and a greater sense of organizational commitment. In contrast, those overloaded employees or with a lack of

organizational support are likely to have low job satisfaction and low organizational commitment (Cherif, 2020; Huynh and Hua, 2020).

B. The Mediating Role of Job Satisfaction and Organizational Commitment

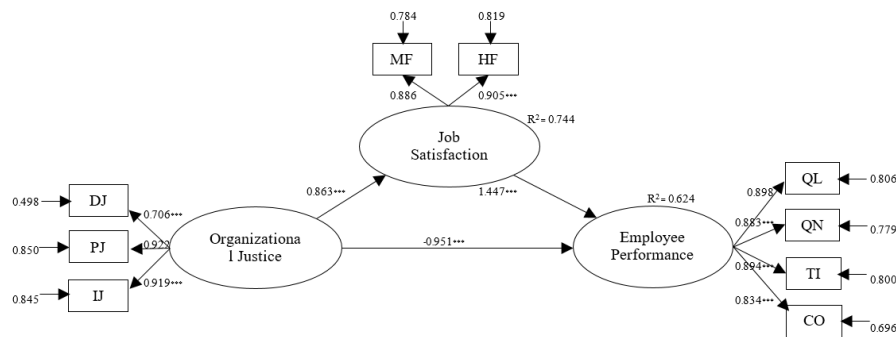
Table 5
The Statistics of the Mediating Effect of Job Satisfaction in the Causal Relationship of Organizational Justice and Employee Performance

	Employee Performance (EP)			Results
	Direct Effect	Indirect Effect	Total Effect	
Organizational Justice (OJ)	-0.951***	1.248***	0.298***	Partial Mediator

Note: *** $p < 0.001$

Figure 3

The Mediating Effect of Job Satisfaction in the Causal Relationship of Organizational Justice and Employee Performance



Note: *** $p < 0.001$, $\chi^2 = 32.322$, $df = 19$, $\chi^2/df = 1.701$, $p = 0.029$, $RMSEA = 0.054$, $CFI = 0.993$, $GFI = 0.972$

Table 5 shows the direct, indirect, and total effects of the relationship between organizational justice and employee performance by having job satisfaction as a mediator. In this formula, total effect = direct effect + indirect effect. From the results, when job satisfaction is the mediator between organizational justice and employee performance, organizational justice has a negative direct impact on employee performance at $p < 0.001$ ($\beta = -0.951$).

On the other hand, organizational justice has a positive indirect impact on employee performance at $p < 0.001$ ($\beta = 1.248$). This indicates that when job satisfaction is the mediator between organizational justice and employee performance leads to a decrease in the direct effect of organizational justice on employee performance. However, its effect size is significantly reduced, indicating that job satisfaction mediates between organizational justice and employee performance, while the direct effect of organizational justice on employee performance remains. Otherwise, job satisfaction can transfer the effect of organizational justice to employee performance, so-called a partial mediator.

Therefore, a higher perception of organizational justice highly affects employee performance through the mediating role of job satisfaction. When employees perceive

fair distributive, procedural, and interactional justice in the organization, they have high job satisfaction, resulting in increased employee performance. In this regard, the organization should ensure employees' job satisfaction to contribute to higher employee performance.

Table 6

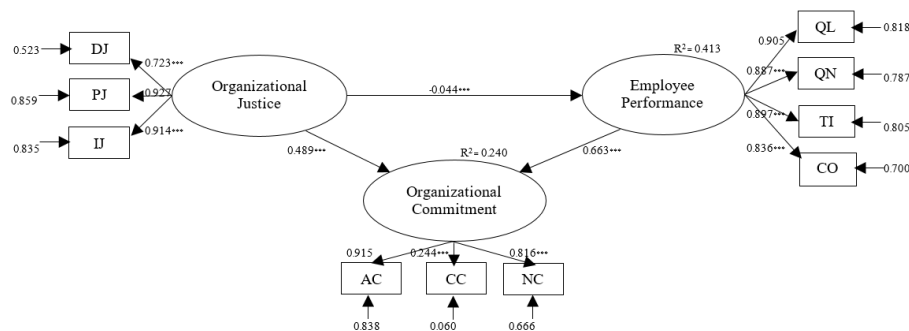
The Statistics of the Mediating Role of Organizational Commitment in the Causal Relationship of Organizational Justice and Employee Performance

	Employee Performance (EP)			Results
	Direct Effect	Indirect Effect	Total Effect	
Organizational Justice (OJ)	-0.044***	0.324***	0.281***	Partial Mediator

Note: *** $p < 0.001$

Figure 4

The Mediating Effect of Organizational Commitment in the Causal Relationship of Organizational Justice and Employee Performance



Note: *** $p < 0.001$, $\chi^2 = 41.446$, $df = 27$, $\chi^2/df = 1.535$, $p = 0.037$, $RMSEA = 0.047$, $CFI = 0.991$, $GFI = 0.966$

Table 6 shows the direct, indirect, and total effects of the relationship between organizational justice and employee performance by having organizational commitment as a mediator. In this formula, the total effect direct effect + indirect effect. The results revealed that when organizational commitment is the mediator between organizational justice and employee performance, organizational justice has a negative direct impact on employee performance at the statistical significance level of 0.001 ($\beta = -0.044$). However, it was found that organizational justice had a positive indirect effect on employee performance at $p < 0.001$ ($\beta = 0.324$). This indicates that organizational commitment is the mediator between organizational justice and employee performance that resulting in a decreasing direct effect of organizational justice on employee performance.

However, its effect size is significantly reduced, indicating that organizational commitment mediates between organizational justice and employee performance, while the direct impact of organizational justice on employee performance remains. Therefore, organizational commitment is a partial mediator in the relationship.

V. DISCUSSION

Regarding the result of this study, organizational justice significantly influenced employee performance at 0.001. However, it is contradictory to [Shan et al. \(2015\)](#), [Kalay \(2016\)](#), and [Pracha et al. \(2017\)](#). In this research, organizational justice has a negative influence on employee performance. Although employees perceive that they have received low organizational justice, they still try to perform better in order to achieve higher operational efficiency. Such actions are consistent with Adams' Equity Theory of Motivation (1965), which proposed that employees are motivated to keep their perception of fairness returns. It was concluded that the reason employees continue to have better performance despite low organizational justice might be that their compensation is too high when compared to their performance. Therefore, with the individual's subconscious mind, employees make more effort, work harder, and dedicate more time to work so that their performance is appropriate to the rewards they have received. Consequently, when employees are more eager to perform their work, their operational efficiency is higher.

In addition, organizational justice has a statistically significant influence on job satisfaction at the level of 0.001. Employees who perceive high organizational justice have higher job satisfaction. This is in line with [Adams \(1965\)](#), who claimed that employees have high job satisfaction and motivation when they perceive equity in the organization. Employees normally compare their compensation and what they do with others doing the same type of work. If they feel that their compensation is less than or equal to those who perform less, their job satisfaction and motivation tend to decrease. Therefore, when employees are treated unfairly, they may show negative behavior toward the organization. They may reduce dedication to work or may demand an increase in compensation, resulting in a decrease in employees' operational efficiency.

VI. LIMITATIONS AND FUTURE RESEARCH

The sample in this study was autonomous universities, which are public higher educational institutions with independent management, separate from the bureaucratic system. Personnel of autonomous universities have compensation and reward systems different from those employed in general public universities. Specifically, their salary and benefits are significantly higher. The study of the sample who perceive themselves to receive more rewards than or different from other educational institutions results in findings that are contrary to the past studies. Therefore, to study the sample with special natures or different contexts from previous studies, literature that may have an impact on the results of the study should be reviewed.

VII. CONCLUSION

With regard to the study of the mediating roles, the results showed that job satisfaction is a statistically significant mediator between organizational justice and employee performance. Job satisfaction can partly convey the influence of organizational justice on performance. Consequently, job satisfaction is a partial mediator. It implies that if employees receive distributive justice, procedural justice, and interactional justice, they will be more satisfied with their job and more efficient in their performance. At the same time, employees with high job satisfaction can also increase their operational efficiency.

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Therefore, to increase employee performance, the organization must create a perception of justice in the organization, so that they are more satisfied with their job, leading to better work performance. This is in line with the relevant literature that the perception of organizational justice is likely to increase employees' job satisfaction. When employees have high job satisfaction, good organizational membership behavior is also likely to improve. In other words, employees will work exceeding organizational expectations, resulting in an increase in operational efficiency (Mashi, 2018; Hendri, 2019; Widjajanti et al., 2020). In conclusion, the fairer the organization, the greater the job satisfaction and performance efficiency of employees. Job satisfaction, therefore, is a partial mediator to convey the influence of organizational justice to employee performance.

For organizational engagement, it was found to be a mediator between organizational justice and employee performance with a statistical significance. Organizational engagement could partly transfer the influence of organizational justice to employee performance. Therefore, organizational engagement was a partial mediator. It demonstrates that employees who highly perceive distributive justice, procedural justice, and interactional justice will have high organizational engagement and performance efficiency. In addition, employees with higher organizational engagement can also improve operational efficiency. Therefore, in order to increase the operational efficiency, employees must perceive organizational justice and have high organizational engagement. This is in line with the previous literature which stated that employees who perceive high organizational justice tend to have a high level of organizational engagement, resulting in organizational loyalty, full operational effort, enthusiasm, and willingness to work. Thereby, employee performance efficiency increases (Swalhi et al., 2017; Apriono et al., 2021). Consequently, the organization should take into account fairness as the organization's norms and practice guidelines in order to strengthen employee organizational engagement, leading to better employee performance.

In conclusion, higher organizational justice has a greater impact on employee performance through organizational commitment. When employee justice in the organization is highly perceived, they tend to commit to the organization, resulting in increased employee performance. In this regard, it is proposed that the organization should ensure organizational justice to lead to greater organizational commitment, which helps to improve employee performance.

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