

The Effect of Organizational Justice on Employee Performance with Work Ethic as an Intervening Variable

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ABSTRACT

Objective: The aim of this research is to analyze the influence of organizational justice on work ethic, analyze the influence of organizational justice on employee performance, analyze the influence of work ethic on employee performance, and analyze the influence of organizational justice on employee performance through work ethic as an intervention. **Method:** This research design uses mixed methods, namely a combination of qualitative and quantitative methods. The population in this study were honorary employees who worked at the Jember Regency Transportation Service, totaling 200 people and the sample size determined referring to the Slovin Formula was 133 respondents. Data processing in this research uses Variance-based SEM or Partial Least Square (SEM-PLS) with the Warp-PLS 7.0 SEM PLS program. **Results:** Research findings state that there is a positive and significant influence of organizational justice on work ethic. There is a positive but not significant influence of organizational justice on employee performance. There is a positive and significant influence of work ethic on employee performance. There is a positive and significant influence of organizational justice on employee performance through work ethic as an intervening variable. **Novelty:** This research uses a model of factors that influence employee performance by involving organizational justice and work ethic (as an intervening).

INTRODUCTION

Human resources are very important in an organization or agency because the success and effectiveness of the organization or organization depends on the performance and quality of its human resources [1]. According to [2] human resources are the most important aspect that every organization must have because without human resources all activities within an organization cannot run, therefore human resources are the most important aspect in an organization [3]. A good organization is an organization that tries to improve the capabilities of its human resources, because this is a key factor in improving employee performance [4].

Performance means an activity carried out to carry out, complete tasks and responsibilities in accordance with predetermined expectations and goals [3]. In an era of increasingly complex competition, the quality of human resources is one of the key factors for the success of an organization, including government organizations. The success of government agencies in providing public services is highly dependent on the performance of employees who play a direct role in daily operations. Employee performance significantly determines the success or failure of an organization because organizations work through people [5].

Organizations or institutions must be able to manage employees well so that balanced harmony will emerge which is felt by all human resources owned by the organization. [6] explains that organizational justice is an employee's perception regarding the fair treatment they receive in the form of attitudes, treatment and rewards.

Meanwhile, according to [6] organizational justice is defined as a concept that arises by questioning fairness in organizational activities and this is related to situations in the workplace and relationships in creating a sense of trust in employees that they are treated fairly. According to Sweeney and McFarlin in [6] there are two factor models of organizational justice consisting of distributive justice and procedural justice.

Organizations or institutions must be able to manage employees well so that balanced harmony will emerge which is felt by all human resources owned by the organization. [6] explains that organizational justice is an employee's perception regarding the fair treatment they receive in the form of attitudes, treatment and rewards. Meanwhile, organizational justice according to Bakhshi, Kumar, & Rani as quoted by [6] is defined as a concept that arises by questioning fairness in organizational activities and this is related to situations in the workplace and relationships in creating a sense of trust in employees that they are treated fairly. According to Sweeney and McFarlin in [6] there are two factor models of organizational justice consisting of distributive justice and procedural justice.

By understanding the background as explained in the introduction above, the author tries to identify several dominant variables which are thought to significantly influence employee work ethic and performance, both directly and indirectly. Referring to the description above, this research analyzes the influence of organizational justice on employee performance both directly and indirectly through work ethic as an intervention.

RESEARCH METHOD

Research design is a systematic plan or framework for organizing, carrying out and evaluating research [7]. This research uses mixed methods, namely a combination of qualitative and quantitative methods. This is because mixed methods allow researchers to express more complex research problems, the data obtained is richer and more comprehensive, and because of the triangulation process, the research results will be of high quality [8]. The research location is the Jember Regency Transportation Service. The population in this study were 200 honorary employees who worked at the Jember Regency Transportation Service. Determining the sample size refers to the Slovin Formula of 133 respondents.

Data processing in this research uses Variance-based SEM or Partial Least Square (SEM-PLS) with the Warp-PLS 7.0 SEM PLS program. This application was chosen because of its advantages in carrying out non-linear data processing between variables [12].

Table 1. Identification and measurement research variables.

No	Variables	Indicators
1	Organizational Justice (X)	a. Distributive justice b. Procedural justice c. Interactional Justice [9]

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- | | | |
|---|--------------------------|---|
| 2 | Work Ethic (Z) | <ul style="list-style-type: none"> a. Work discipline b. Responsibility c. Integrity d. Spirit at work [10] |
| 3 | Employee Performance (Y) | <ul style="list-style-type: none"> a. Productivity b. Reliability/Dependability c. Commitment to Work d. Problem Solving Ability e. Innovation and Creativity [11] |
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RESULTS AND DISCUSSION

Result

Respondent Descriptive Statistics

The research respondents were 133 honorary employees who worked at the Jember Regency Transportation Service.

Table 2. Descriptive statistics of respondent demographics.

	Criteria	Frekuensi (Persons)	Percentage (%)
Age	a. < 30 years old	53	39,8
	b. 30 - 50 years old	61	45,9
	c. > 50 years old	19	14,3
	Total	133	100,0
Gender	a. Male	102	76,7
	b. Female	31	23,3
	Total	133	100,0
Education Level	a. Senior High School	73	54,9
	b. Diploma	32	24,1
	c. Bachelor	18	21,1
	d. Postgraduate	0	0,0
	Total	133	100,0
Experience	a. < 5 years	36	27,1
	b. 5 - 10 years	71	53,4
	c. > 10 years	26	19,5
	Total	133	100,0

Source: Data processed

Structural Equation Modeling (PLS-SEM) Analysis Results

The SEM-PLS model test results can be presented in the following Figure 1.

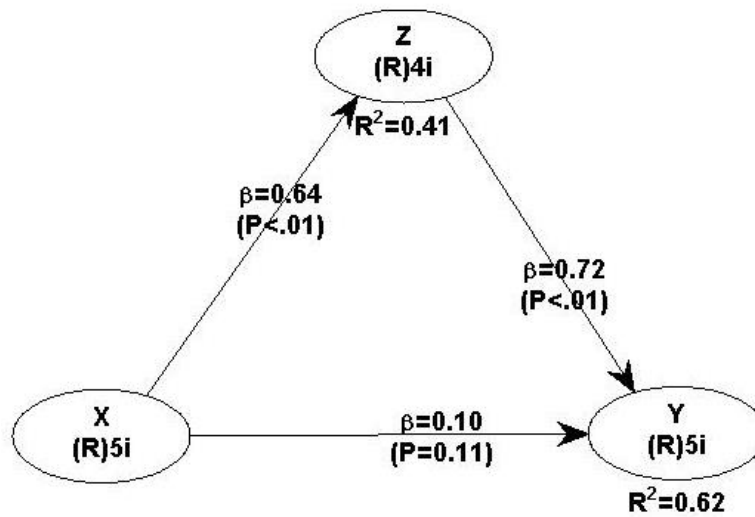


Figure 1. SEM-PLS Model Test Result

Direct Effect Test Results

The test results obtained a fit model, then each path coefficient can then be interpreted which represents the direct effect. Detailed direct influence testing is presented in the following Table 3.

Table 3. Direct effect test result.

	Effect	Estimate	S.E.	P	Result
Organizational Justice	→ Work Ethic	0,640	0,075	<0,001	H1 accepted
Organizational Justice	→ Employee Performance	0,104	0,085	0,104	H2 rejected
Work Ethic	→ Employee Performance	0,716	0,073	<0,001	H3 accepted

Source: Data processed

The results of the direct influence test show that Organizational Justice has a significant effect on Work Ethics. Organizational Justice does not have a significant effect on employee performance. And, Work Ethics has a significant effect on employee performance.

Indirect Effect Test Results

An indirect relationship occurs between the exogenous latent variable Organizational Justice (X) and the endogenous latent variable tied to employee performance (Y) and the intervening endogenous variable Work Ethics (Z). A summary of the indirect influence of these variables can be seen in the following Table 4.

Table 4. Indirect effect test result.

Effect	Estimate	S.E.	P	Result
Organizational Justice → Work Ethic → Employee Performance	0,458	0,055	<0,001	H4 accepted

Source: Data processed

The results of the indirect influence test show that work ethics plays a role as an intervening variable in the relationship between organizational justice and employee performance. Thus, organizational justice has a significant effect on employee performance through work ethics as an intervention.

Analysis of the Coefficient of Determination (R²)

Testing at this stage is by looking at the R-square value. In this case, the R-square value describes the variation in changes in exogenous variables that can be explained by endogenous variables. The test results related to the R-square value can be seen in the following table.

Table 5. R-Square values.

Variables	Variables Name	R-square
Z	Work Ethic	0,409
Y	Employee Performance	0,621

Source: Data processed

Based on Table 5, the R-square value of the work ethic construct is 0.409 and the R-square value of the employee performance construct is 0.621. An R-square of 0.409 can be interpreted as meaning that 40.9% of the variability in changes in work ethics can be explained by the organizational justice variable. An R-square of 0.621 can be interpreted as meaning that 62.1% of the variability in changes in employee performance can be explained by the organizational justice and work ethics variables.

Summary of Research Hypothesis Testing Results

After analyzing the data using SEM-PLS, the following is a summary of the results of research hypothesis testing.

Table 6. Summary of hypothesis testing results.

No	Research Hypothesis	Conclusions
1	There is a positive and significant influence of organizational justice on work ethic	H ₁ accepted
2	There is a positive and significant influence of organizational justice on employee performance	H ₂ rejected
3	There is a positive and significant influence of work ethics on employee performance	H ₃ accepted

4	There is a positive and significant influence of organizational justice on employee performance through work ethic as an intervening variable	H ₄ accepted
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Source: Data processed

Discussion

The Influence of Organizational Justice on Work Ethics

The research results show that Organizational Justice has a positive and significant influence on Work Ethics. This means that if Organizational Justice gets better, it will improve Work Ethics. According to [13] describes work ethic as a set of positive and high quality work behavior, which is rooted in clear awareness and strong belief in a holistic work paradigm. Organizational justice is basically an individual's perception of the extent to which they are treated fairly in an organization by comparing the treatment they receive with appropriate standards or with that received by other employees. Environmental conditions in the form of a conducive atmosphere, built work motivation, individual awareness of responsibility, job satisfaction and an optimistic attitude towards the future in the organization which is formed by the extent to which the level of justice in an organization is implemented will influence employee work ethic in the form of work morale and responsibility attitude.

The Influence of Organizational Justice on Employee Performance

The research results show that Organizational Justice has a positive but not significant influence on employee performance. This means that organizational justice is considered not to have an effective impact on employee performance. Aspects of organizational justice are still felt and perceived as not being in line with employee expectations. Justice is something that humans really hope for, and this also applies in an organization. The treatment and rewards received by employees are often the main factors that influence the conditions of a harmonious work environment and healthy interpersonal relationships. According to [6] justice is a description of the social situation when the rights and obligations as workers are fulfilled. This is similar to the opinion of [14] that organizational justice is an individual's perception of fairness in the decision-making process and the distribution of results received by the individual.

The feelings of each individual who feels treated unfairly in interactions within the organization can become the seeds of various problems that threaten the continuity of the organization. As stated by [14] organizational justice is the degree to which a person feels treated fairly in the organization where the individual works. So, if the individual concerned feels that they have been treated unfairly, there is a strong suspicion that they will try to reduce their work output according to the level of effort that has been given.

The Influence of Work Ethics on Employee Performance

The research results show that work ethics has a positive and significant influence on employee performance. This means that if work ethics gets better, it will cause employee performance to get better. The work ethic shown by employees with an attitude

of discipline, responsibility, hard work, honesty and professionalism plays an important role in achieving the results expected by the organization. [15] argue that work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by total commitment to an integral work paradigm. According to him, work ethic is a person's moral attitude in carrying out their work. A negative work ethic is shown by his indifference to his role in providing optimal performance and behavior in supporting organizational goals. Likewise, employees with a high/positive work ethic have high initiative, integrity, discipline, loyalty, responsibility and pride in being part of the organization in which they belong.

The Influence of Organizational Justice on Employee Performance with Work Ethic Mediation

The research results show that organizational justice has a positive and significant influence on employee performance mediated by work ethics. Referring to these results, it can be stated that work ethics plays a role as an intervening variable in the relationship between organizational justice and employee performance. This means that the better organizational justice will be followed by better work ethics and ultimately will improve employee performance.

[6] stated that employee performance will be perfect when employees feel they have high levels of justice, when employees in the organization will prefer to have an obligation to behave fairly when carrying out their roles by working beyond their limits. [11] further states that Organizational Justice is the overall perception of what is fair in the workplace, namely the extent to which individuals believe that the results received and the way individuals are treated within the company are fair, equal, and in accordance with expected moral and ethical standards. Talking about moral and ethical standards means that we have discussed work ethic because work ethic itself literally means the most basic moral attitude of a person which influences his behavior towards what he is doing in the form of obedience, loyalty, seriousness in carrying out his duties and the ability to make sacrifices.

CONCLUSION

Fundamental Finding : Based on the descriptions that have been expressed in the discussion, several conclusions can be drawn as the findings of this research, namely that organizational justice has a positive and significant effect on work ethics. Organizational justice has a positive but not significant effect on employee performance. Work ethics has a positive and significant effect on employee performance. Organizational justice has a positive and significant effect on employee performance through work ethics. **Implication :** The research object is only limited to honorary employees at the Jember Regency Transportation Service, so that generalization of the results has not been achieved. **Limitation :** The next limitation relates to this research only examining the influence of organizational justice on work ethics and employee performance. **Future Research :** So, future research should formulate and develop models related to factors

that influence work ethics and employee performance. Future research can test other variables and use different approaches to obtain better findings.

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