

The Effect of Distributive Justice and Organizational Commitment on Employee Performance with Job Satisfaction as a Mediation Variable in the DPRD City of Balikpapan

Rahmatia, Tetra Hidayati, Siti Maria
Corresponding Author: Rahmatia
Mulawarman University, Samarinda - Indonesia

ABSTRACT: *The purpose of this study was to determine the effect of distributive justice and organizational commitment on employee performance with job satisfaction as an Intervention Variable in the DPRD City of Balikpapan. The sample in this study were all employees of the Civil Affairs secretariat of the Balikpapan City DPRD, totaling 54 people. The data analysis used by the author is the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program. Data analysis through Partial Least Square (PLS) was carried out in two stages, namely: First, Assessing the outer model or model measurement. Second, assessing the Inner model or structural model. The results show that distributive justice has a positive and significant effect on satisfaction, organizational commitment has a positive and significant effect on satisfaction, distributive justice has a negative and insignificant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, satisfaction has a positive and significant effect on employees Balikpapan City DPRD employee performance.*

KEY WORD: *Distributive justice, organizational commitment, job satisfaction, employee performance*

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I. INTRODUCTION

Mathis & Jackson (2006) stated that the factors that affect the individual performance of the workforce, namely their ability, the support received, the existence of the work they do, and their relationship with the organization. In relation to the concept of performance, it can be seen that individual characteristics such as personality, age and gender, level of education, ethnicity, socioeconomic conditions, experience of past circumstances, will determine work behavior and work productivity, both individually and in organizations. Individual characteristics besides being influenced by the environment, are also influenced by organizational characteristics such as reward systems, selection and training, organizational structure, organizational vision and mission as well as leadership, job characteristics, such as job descriptions, job designs and work schedules.

Luthans (2006) suggests that job satisfaction has an impact on various things, namely the performance of employees with a high level of job satisfaction, their performance will increase, although the results are not direct. Employees with high levels of satisfaction will have better physical and mental health, learn tasks faster, make fewer mistakes, and complain less. In addition, employees will show better behavior and activities, for example helping colleagues, helping the community, and being easier to work with.

A very important factor in achieving organizational goals is distributive justice. Organizational justice often appears as an antecedent of employee satisfaction and performance. Organizational justice is identified as having a significant effect on employee satisfaction and performance. Organizational justice in its role as a social exchange relationship that develops between the organization (leader) and workers/organizational members, in the decision-making process relating to a sense of organizational justice allows employees to repay the organization with optimal employee satisfaction and performance. Job satisfaction and employee performance are important concerns in building an organization.

The tendency of change towards distributive justice is often found in various organizations. The lack of employee contribution to the organization in which they work, is one of the tendencies to decrease distributive justice to employees. Ineffective and inefficient task completion times, high levels of errors in completing work, or other weaknesses are only one of the trends of decreasing employee distributive justice. Conditions like this should be a signal for the organization to take earlier steps to repeat it. Distributive justice certainly has a goal to make the work that has been given can be carried out as well as possible.

Greenberg & Baron (2007) stated that employees who have high organizational commitment are employees who are more stable and more productive so that in the end they are also more profitable for the organization. Commitment to the organization as a psychological construct that is characteristic of the relationship between members of the organization and the organization and has implications for individual decisions to continue membership in the organization. Based on this definition, members who are committed to their organization will be more able to survive as part of the organization than members who are not committed to the organization.

Meyer & Allen (2009) distinguish organizational commitment into three main dimensions, namely: affective, normative, and sustainable. Affective commitment reflects an affective orientation towards the organization (reflecting feelings of being attached, clearly identified, and involved in the organization), whereas normative commitment is experienced as an obligation to remain in the organization or a moral burden to continue to be in the organization, and continuance commitment reflects the consideration of the losses if leaving the organization or the losses that must be borne when leaving the organization.

The skills of the employees at the Balikpapan City DPRD in carrying out their duties and responsibilities can be said to be still not optimal; this is known through the execution of the planned program that has not been able to be realized optimally so that the achievement of performance has not been fulfilled according to the plan that has been made. Another thing that becomes an obstacle to optimizing the completion of tasks by employees so that it has an impact in the form of barriers to decision making. The cause of this problem is the organization's internal human resources that do not work as they should due to a decrease in job satisfaction which is directly related to the decline in employee performance in the Balikpapan City DPRD.

Employee performance is a record of employee achievement against certain job requirements that can be measured and assessed. Werther & Davis, (2008) stated that employee performance can also be defined as all work results on job functions and special activities in a certain period. Optimizing the performance of the Balikpapan City DPRD employees is a form of employee sincerity in working in the organization. Employees as one of the implementing elements in the organizational environment, become an obligation to provide optimal performance or performance. The success and performance of one's employees in a field of work is determined by distributive justice, organizational commitment, and satisfaction in working in the field they are engaged in.

It can be said that employee performance is still not optimal. Another thing that becomes an obstacle to optimizing employee performance is the dissemination of information on new programs and the evaluation of programs that have been implemented has been delayed so that it has an impact in the form of decision-making barriers. The cause of the emergence of this problem is the organization's internal human resources that do not work as they should, not optimally felt by employees so that it has an impact on employee satisfaction and performance.

Employees may have problems and difficulties at work or on duty. When employees do not feel satisfied at work, this will have an impact on employee performance, causing the overall performance of the organization or agency to decline, superiors believe that happy employees are employees who work optimally or employees who work productively, because it is not easy to determine whether job satisfaction produces employee performance that will affect the performance of the organization or agency, according to Robbins & Judge (2015) it can be said with certainty that the correlation between employee satisfaction and performance is very high, also organizations with more satisfied employees tend to be more effective than organizations with employees dissatisfied.

II. LITERATURE REVIEW

Distributive justice on job satisfaction

Gibson et al (2009) revealed that distributive justice shows the appropriate distribution of rights and obligations within an organization. One form of distributive justice is justice in obtaining compensation in the form of rewards, incentives, bonuses or allowances. The better the distribution of justice felt by an employee at work will encourage job satisfaction to appear. Robbins & Judge (2015) revealed that procedural justice shows the fairness of the process or stages that are passed by all members of the organization to get self-recognition by superiors in the form of promotions, praise, awards, or bonuses that arise due to success at work. The higher procedural justice felt by all members of the organization will create the value of healthy competition, as a result, comfort and satisfaction at work will increase, so it can be concluded that procedural justice has a positive effect on job satisfaction felt by employees in an organization.

Gibson et al (2009) define interactional justice as fairness felt by all members of the organization related to employee interactions with fellow employees or interactions that occur between employees and superiors. The better the level of relationship, where the relationship that occurs is not seen or grouped based on strata of office, but rather emphasizes family values, the comfort in working will be formed so as to encourage the strengthening of job satisfaction through the success or achievements obtained by employees. So, it can be concluded that interactional justice has a positive effect on job satisfaction. The effect of distributive justice on

the satisfaction of research conducted by Al-Zu'bi (2010), Tziner et al. (2011), Ouyang et al. (2014), Lopez-Cabarcos et al. (2014), M Elamin & Alomaim (2011) stated that distributive justice has an influence on job satisfaction.

H1: Distributive justice has a positive and significant effect on job satisfaction of Balikpapan City DPRD employees

Organizational commitment to job satisfaction

Allen & Meyer (2009) proposed three concepts as models in organizational commitment, namely (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Affective commitment as a person's emotional attachment to the organization, organizational recognition, and development within the organization. Commitment in this type arises and develops by the encouragement of comfort, security, and other benefits that are felt in the organization that are not obtained from other organizations. Continuing commitment can be expressed as a structured phenomenon because of employee transactions with the organization and investments made to the organization. Members will calculate the benefits and sacrifices of being a member of an organization, members will tend to have high endurance or commitment in the organization if the sacrifices due to leaving the organization are higher. Normative commitment is a member's feelings about the obligations given to the organization. Something that encourages members to stay and contribute to the existence of the organization, both material and non-material, is a moral obligation, in which a person will feel uncomfortable and guilty if he does not do something. A high level of normative commitment requires members to recall their organization.

Affective commitment is formed by the conditions of work and the expectations obtained. The degree of psychological attachment to the organization is based on how well you feel about the organization. Continuance commitment is formed by the suitability of salary and job availability. Organizational members stay in the organization because they need a salary and other benefits, or because the member cannot find another job, normative commitment is formed by personal values and feelings of obligation. Psychological attachment of members to the organization because of the awareness that commitment to the organization is something that should be done or is a moral obligation to maintain relationships with the organization.

Based on the theory above, it can be concluded that employee organizational commitment is a form of psychological attachment to the organization. Employees who have good organizational commitment will be of value to the organization, which in turn provides the desired results and is expected by employees to achieve job satisfaction. The effect of organizational commitment on satisfaction research conducted by Eslami & Gharakhani (2012), Welsch & LaVan (1981), Abid Alvi et al. (2014), Yiing & Ahmad (2009), Biswas & Bhatnagar (2013) stated that organizational commitment has an influence on job satisfaction.

H2: Organizational commitment has a positive and significant effect on job satisfaction of Balikpapan City DPRD employees

Distributive justice on employee performance

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 that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt, LePine, & Wesson, 2009).

According to Dyne & Graham (1994), organizational justice can be identified by measuring three things, namely justice related to the fairness of resource allocation. Organizations can be said to be fair by employees, if they provide salaries in accordance with the work done by employees. If the comparison between the salary received and the work done by the employee is not comparable, then the employee will feel that there is no justice. Fairness in the decision-making process. Organizations can be said to be fair by employees if in making decisions, employees are given the opportunity to voice their opinions and views. Fairness in the perception of fairness on the maintenance of interpersonal relationships. Organizations can be said to be fair by employees if the relationship between superiors and subordinates is good, such as getting good and proper treatment. In addition, honesty and correctness of information obtained from superiors also affect the perception of organizational justice from employees which can improve performance. The effect of distributive justice on employee performance research conducted by Kalay & Turkey (2016), Palaiologos et al. (2011), Choi (2010), Lam et al. (2001) stated that distributive justice influences employee performance.

H3: Distributive justice has a positive and significant effect on the performance of the Balikpapan City DPRD employees

Organizational commitment to employee performance

In the world of work, a person's commitment to his profession and the organization where he works is often a very important issue. Some organizations even dare to include the element of commitment as one of the requirements to hold positions or positions offered in job advertisements, this shows the importance of

commitment in the world of work. Work commitment in the company cannot be separated from the form of relationship between employees and the work or profession where the employee works in order to achieve the business goals desired by the company. If the company's ability to manage its employees well will lead to a strong commitment from its employees to the company, conditions like this are very good in order to achieve company goals, because with conditions like these employees will be able to optimize their performance.

Based on the explanation above, it can be concluded that organizational commitment can affect employee performance by having a high commitment then an employee will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on company goals that can be achieved effectively. optimal. The effect of organizational commitment on employee performance research conducted by Kawiana et al. (2018), Nazir & UI Islam (2017), Atmojo (2012), Nica (2016), Abdirahman et al. (2018) states that organizational commitment has an influence on employee performance.

H4: Organizational commitment has a positive and significant effect on the performance of the Balikpapan City DPRD employees

Job satisfaction on employee performance

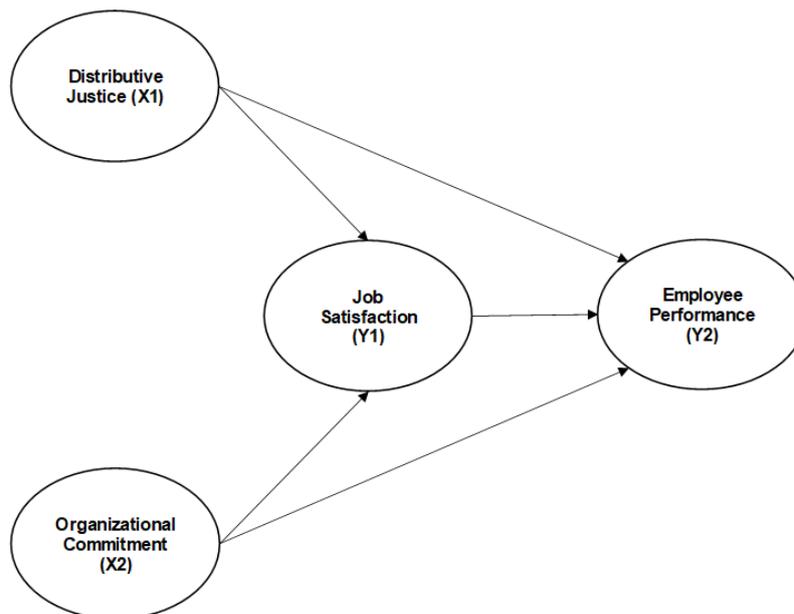
Job satisfaction is an emotional attitude that is pleasant and loves one's work. Job satisfaction in work is job satisfaction enjoyed in work by obtaining good work results, placement, treatment, equipment, and work environment. Satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of remuneration to be received from the results of his work, so that he can buy his needs. Job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience. With high job satisfaction will improve employee performance of the organization where they work.

In public organizations, the number of employees who have expertise in their respective fields is very limited. However, they are still required to provide good performance. Improving employee performance has always been the main goal for the organization (Rusu et al. 2016). So, it is very important to know things that can increase job satisfaction so that performance also increases. Many other things can be used as alternatives to increase job satisfaction (Seema et al. 2021). The effect of job satisfaction on employee performance research conducted by Alsafadi & Altahat (2021), Aflah et al. (2021), Sapta et al. (2021), Ali & Anwar (2021), Azalinye (2021) stated that job satisfaction has an influence on employee performance.

H5: Job satisfaction has a positive and significant effect on the performance of DPRD employees in Balikpapan City

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2022

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire filled out 54 respondents are employees at the Balikpapan City DPRD secretariat who are assessed by the section head at the Balikpapan City DPRD secretariat. The responses were sought using Likert's five-point scale. The relationship between variables in this study was analyzed using the Partial Least Square Structural Equation Modeling method (PLS-SEM). PLS-SEM is more suitable for identification of fewer problems, can use a much smaller and much larger sample, and is easier to construct formative and reflective constructs.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. In particular, multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross loading value.

Table 1: Evaluation of Measurement Model

Variables and Indicators	Loadings	Composite Reliability	AVE	Cross Loading
Distributive Justice (X1) → (X1.1)	0.903	0.945	0.812	Yes
Distributive Justice (X1) → (X1.2)	0.860			
Distributive Justice (X1) → (X1.3)	0.927			
Distributive Justice (X1) → (X1.4)	0.912			
Organizational Commitment (X2) → (X2.1)	0.912	0.897	0.689	Yes
Organizational Commitment (X2) → (X2.2)	0.850			
Organizational Commitment (X2) → (X2.3)	0.656			
Organizational Commitment (X2) → (X2.4)	0.879			
Satisfaction (Y1) → (Y1.1)	0.843	0.902	0.654	Yes
Satisfaction (Y1) → (Y1.2)	0.888			
Satisfaction (Y1) → (Y1.3)	0.562			
Satisfaction (Y1) → (Y1.4)	0.840			
Satisfaction (Y1) → (Y1.5)	0.865			
Employee Performance (Y2) → (Y2.2)	0.797	0.942	0.732	Yes
Employee Performance (Y2) → (Y2.3)	0.916			
Employee Performance (Y2) → (Y2.4)	0.904			
Employee Performance (Y2) → (Y2.5)	0.904			
Employee Performance (Y2) → (Y2.6)	0.893			
Employee Performance (Y2) → (Y2.7)	0.696			

Source: Calculated using SmartPLS, 2022

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Distributive justice has a positive and significant effect on satisfaction because it has a coefficient value of 0.501 and a significance value of p values of 0.000 < 0.05 and t statistics of 4.031 > 1.96.
2. Organizational commitment has a positive and significant effect on satisfaction because it has a coefficient value of 0.450 and a significance value of p-values of 0.000 < 0.05 and t statistics of 3.584 > 1.96.

3. Distributive justice has a negative and insignificant effect on employee performance because it has a coefficient value of -0.048 and a significance value of p values of 0.764 > 0.05 and t statistics of 0.300 < 1.96.
4. Organizational commitment has a positive and significant effect on employee performance because it has a coefficient value of 0.278 and a significance value of p-values of 0.031 <0.05 and t statistics of 2.158 > 1.96.
5. Satisfaction has a positive and significant effect on employee performance because it has a coefficient value of 0.689 and a significance value of p-values of 0.000 <0.05 and t statistics of 4.542 > 1.96.

Table 2. Bootstrapping Results

Path Coefficients				
Variable	Original Sample	t Statistics	p Values	5% Significance Level
Distributive justice (X1) Satisfaction (Y1)	0,501	4,031	0,000	Positive Significant
Organizational commitment (X2) Satisfaction (Y1)	0,450	3,584	0,000	Positive Significant
Distributive justice (X1) Employee performance (Y2)	-0,048	0,300	0,764	Negative Insignificant
Organizational commitment (X2) Employee performance (Y2)	0,278	2,158	0,031	Positive Significant
Satisfaction (Y1) Employee Performance (Y2)	0,689	4,542	0,000	Positive Significant

Source: Calculated using SmartPLS, 2022

Discussion

Distributive justice has a positive and significant effect on employee satisfaction of the City of Balikpapan DPRD, this means that distributive justice as measured by a fair workload is given to employees of the City of Balikpapan DPRD, equality of the City of Balikpapan DPRD provides equal incentives according to the portion between employees, employee equity. The Balikpapan City DPRD has received incentives in accordance with the contributions that employees make to the institution, the Balikpapan City DPRD need to be able to meet the needs for work and responsibilities has been able to increase satisfaction as measured by the work itself, Balikpapan City DPRD employees are satisfied with their current job, DPRD employee achievement Balikpapan City is satisfied with the achievements that have been achieved so far, Balikpapan City DPRD employee recognition is satisfied with the recognition that has been given by the current workplace, Balikpapan City DPRD employee responsibility is satisfied with the responsibilities that have been given by the organization, the advancement of the Balikpapan City DPRD employees is really satisfied with the current progress of the organization.

Gibson et al (2009) revealed that distributive justice shows the appropriate distribution of rights and obligations within an organization. One form of distributive justice is justice in obtaining compensation in the form of rewards, incentives, bonuses or allowances. The better the distribution of justice felt by an employee at work will encourage job satisfaction to appear.

Robbins & Judge (2015) revealed that procedural justice shows the fairness of the process or stages that are passed by all members of the organization to get self-recognition by superiors in the form of promotions, praise, awards or bonuses that arise due to success at work. The higher procedural justice felt by all members of the organization will create the value of healthy competition, as a result, comfort and satisfaction at work will increase, so it can be concluded that procedural justice has a positive effect on job satisfaction felt by employees in an organization.

Gibson et al (2009) define interactional justice as fairness felt by all members of the organization related to employee interactions with fellow employees or interactions that occur between employees and superiors. The better the level of relationship, where the relationship that occurs is not seen or grouped based on strata of office, but rather emphasizes family values, the comfort in working will be formed so as to encourage the strengthening of job satisfaction through the success or achievements obtained by employees. So, it can be concluded that interactional justice has a positive effect on job satisfaction.

The effect of distributive justice on the satisfaction of research conducted by Al-Zu'bi (2010), Tziner et al. (2011), Ouyang et al. (2014), Lopez-Cabarcos et al. (2014), M Elamin & Alomaim (2011) stated that distributive justice has an influence on job satisfaction.

Organizational commitment has a positive and significant effect on employee satisfaction of the City of Balikpapan DPRD, this means that organizational commitment as measured by the responsibility of the employee feels that the success of the Balikpapan City DPRD is part of the employee's responsibility, tries hard Employees will try hard to help the DPRD Balikpapan City in achieving its goals, mobilizing capabilities for the organization Employees will mobilize all employees' abilities for the advancement of the Balikpapan City DPRD, proud to be part of the organization Employees are proud to be part of the Balikpapan City DPRD have been able to increase satisfaction as measured by the work itself Balikpapan City DPRD employees are satisfied

with the current job, the achievement of the Balikpapan City DPRD employees are satisfied with the achievements that have been achieved so far, the recognition of the Balikpapan City DPRD employees are satisfied with the recognition that has been given by the current workplace, employee responsibility Balikpapan City DPRD is satisfied with the responsibilities that have been given by the organization, the advancement of Balikpapan City DPRD employees is actually satisfied with the current organizational progress.

Allen & Meyer (2009) proposed three concepts as models in organizational commitment, namely (1) affective commitment, (2) continuance commitment, and (3) normative commitment. Affective commitment as a person's emotional attachment to the organization, organizational recognition, and development within the organization. Commitment in this type arises and develops by the encouragement of comfort, security, and other benefits that are felt in the organization that are not obtained from other organizations.

Continuing commitment can be expressed as a structured phenomenon because of employee transactions with the organization and investments made to the organization. Members will calculate the benefits and sacrifices of being a member of an organization, members will tend to have high endurance or commitment in the organization if the sacrifices due to leaving the organization are higher. Normative commitment is a member's feelings about the obligations given to the organization. Something that encourages members to stay and contribute to the existence of the organization, both material and non-material, is a moral obligation, in which a person will feel uncomfortable and guilty if he does not do something. A high level of normative commitment requires members to recall their organization.

Affective commitment is formed by the conditions of work and the expectations obtained. The degree of psychological attachment to the organization is based on how well you feel about the organization. Continuance commitment is formed by the suitability of salary and job availability. Organizational members stay in the organization because they need a salary and other benefits, or because the member cannot find another job, normative commitment is formed by personal values and feelings of obligation. Psychological attachment of members to the organization because of the awareness that commitment to the organization is something that should be done or is a moral obligation to maintain relationships with the organization.

Berdasarkan teori di atas dapat disimpulkan bahwa komitmen organisasi pegawai adalah bentuk psychological attachment to the organization. Employees who have good organizational commitment will be of value to the organization, which in turn provides the desired results and is expected by employees to achieve job satisfaction.

The effect of organizational commitment on satisfaction research conducted by Eslami & Gharakhani (2012), Welsch & LaVan (1981), Abid Alvi et al. (2014), Yiing & Ahmad (2009), Biswas & Bhatnagar (2013) stated that organizational commitment has an influence on job satisfaction.

Distributive justice has a negative and insignificant effect on the performance of Balikpapan City DPRD employees, this means that distributive justice as measured by a fair workload is given to Balikpapan City DPRD employees, Balikpapan City DPRD equality provides equal incentives according to the portion between employees, Balikpapan City DPRD employee equity has received incentives in accordance with the contributions that employees make to the institution, the Balikpapan City DPRD need to be able to meet the needs for work and responsibilities has not been able to improve employee performance as measured by the quantity of Balikpapan City DPRD employees able to produce work results in accordance with the required amount. has been determined, the quality of the Balikpapan City DPRD employees is able to produce work results in accordance with the predetermined quality work Knowledge Balikpapan City DPRD employees have knowledge of the work they are responsible for, the cooperation of the Bali City DPRD employees kpapan is able to work together in carrying out their duties, reliable Balikpapan City DPRD employees can always be relied on in completing their work. Balikpapan City DPRD employees have the initiative needed to complete their work, the attitude of Balikpapan City DPRD employees has good behavior as members of the organization in real terms.

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 that organizational justice is a person's fair perception of the decisions taken by his superiors (Colquitt, LePine, & Wesson, 2009).

According to Dyne & Graham (1994), organizational justice can be identified by measuring three things, namely 1) Justice related to the fairness of resource allocation. Organizations can be said to be fair by employees, if they provide salaries in accordance with the work done by employees. If the comparison between the salary received and the work done by the employee is not comparable, then the employee will feel that there is no justice. 2) Fairness in the decision-making process. Organizations can be said to be fair by employees if in making decisions, employees are given the opportunity to voice their opinions and views. In addition, after the decision is made, if the implementation of the decision is assessed equally for each employee, then the employee will feel that there is justice. 3) Fairness in the perception of fairness for the maintenance of interpersonal relationships. Organizations can be said to be fair by employees if the relationship between superiors and subordinates is good, such as getting good and proper treatment. In addition, honesty and correctness of

information obtained from superiors also affect the perception of organizational justice from employees which can improve performance.

The effect of distributive justice on employee performance research conducted by Kalay & Turkey (2016), Palaiologos et al. (2011), Choi (2010), Lam et al. (2001) stated that distributive justice has an effect on employee performance.

Organizational commitment has a positive and significant effect on the performance of the employees of the Balikpapan City DPRD employees, this means that organizational commitment as measured by the employee's responsibility feels that the success of the Balikpapan City DPRD is part of the employee's responsibility, tries hard Employees will try hard to help Balikpapan City DPRD in achieving its goals, mobilizing capabilities for the organization Employees will mobilize all employee abilities for the advancement of the Balikpapan City DPRD, proud to be part of the organization Employees are proud to be part of the Balikpapan City DPRD have been able to improve employee performance as measured by the quantity of employees of the Balikpapan City DPRD able to produce work results in accordance with a predetermined amount, the quality of the Balikpapan City DPRD employees is able to produce work results in accordance with the predetermined quality work Knowledge Balikpapan City DPRD employees have knowledge of work yes It is their responsibility, the cooperation of the Balikpapan City DPRD employees is able to work together in carrying out their duties, reliable Balikpapan City DPRD employees can always be relied on in completing their work, the Balikpapan City DPRD employee initiative has the necessary initiative in completing their work, the attitude of the Balikpapan City DPRD employees has good behavior as a real members of the organization.

In the world of work, a person's commitment to his profession and the organization where he works is often a very important issue. Some organizations even dare to include the element of commitment as one of the requirements to hold positions or positions offered in job advertisements, this shows the importance of commitment in the world of work. Work commitment in the company cannot be separated from the form of relationship between employees and the work or profession where the employee works in order to achieve the business goals desired by the company.

If the company's ability to manage its employees well will lead to a strong commitment from its employees to the company, conditions like this are very good to achieve company goals, because with conditions like these employees will be able to optimize their performance.

Based on the explanation above, it can be concluded that organizational commitment can affect employee performance by having a high commitment then an employee will carry out his duties or work in an orderly and smooth manner so that his work results (performance) will increase and will also have an impact on company goals that can be achieved effectively. optimal.

The effect of organizational commitment on employee performance research conducted by Kawiana et al. (2018), Nazir & UI Islam (2017), Atmojo (2012), Nica (2016), Abdirahman et al. (2018) states that organizational commitment has an influence on employee performance.

Satisfaction has a positive and significant effect on the performance of the employees of the DPRD City of Balikpapan, this means that satisfaction is measured through the work itself, the employees of the DPRD City of Balikpapan are satisfied with their current work, the achievements of the DPRD employees of the City of Balikpapan are satisfied with the achievements that have been achieved at this time. , Balikpapan City DPRD employee recognition is satisfied with the recognition that has been given by the current workplace, Balikpapan City DPRD employee responsibility is satisfied with the responsibilities given by the organization, Balikpapan City DPRD employee advancement is satisfied with the current organizational progress has been able to improve Employee performance as measured by the quantity of DPRD Balikpapan City employees is able to produce work results in accordance with a predetermined amount, the quality of Balikpapan City DPRD employees is able to produce work results in accordance with the predetermined quality work Knowledge Balikpapan City DPRD employees have i knowledge of the work that is their responsibility, the cooperation of the Balikpapan City DPRD employees are able to work together in carrying out their duties, reliable Balikpapan City DPRD employees can always be relied on in completing their work, the Balikpapan City DPRD employees have the initiative needed to complete their work, the attitude of the Balikpapan City DPRD employees has good behavior as a member of the real organization.

Job satisfaction is an emotional attitude that is pleasant and loves one's work. Job satisfaction in work is job satisfaction enjoyed in work by obtaining good work results, placement, treatment, equipment and work environment. Satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of remuneration to be received from the results of his work, so that he can buy his needs. Job satisfaction will be achieved if the needs of employees are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's work or experience. With high job satisfaction will improve employee performance of the organization where they work.

In public organizations, the number of employees who have expertise in their respective fields is very limited. However, they are still required to provide good performance. Improving employee performance has

always been the main goal for the organization (Rusu et al. 2016). So it is very important to know things that can increase job satisfaction so that performance also increases. Many other things can be used as alternatives to increase job satisfaction (Seema et al. 2021).

The effect of job satisfaction on employee performance research conducted by Alsafadi & Altahat (2021), Aflah et al. (2021), Sapta et al. (2021), Ali & Anwar (2021), Azaliny (2021) stated that job satisfaction has an influence on employee performance.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Distributive justice has a positive and significant effect on employee satisfaction of the City Council of Balikpapan. This means that distributive justice as measured by the equity of the Balikpapan City DPRD employees has received incentives in accordance with the contributions that employees have given to the institution as a dominant indicator that has been able to increase satisfaction as measured by the achievements of Balikpapan City DPRD employees who are satisfied with the achievements that have been achieved at this time. this as a real dominant indicator. Organizational commitment has a positive and significant effect on employee satisfaction of the City Council of Balikpapan. This means that organizational commitment as measured through employee responsibility feels that the success of the Balikpapan City DPRD is part of the employee's responsibility, as a dominant indicator has been able to increase satisfaction as measured by the achievement of Balikpapan City DPRD employees who are satisfied with the achievements that have been achieved when this as a real dominant indicator. Distributive justice has a negative and insignificant effect on the performance of Balikpapan City DPRD employees. This means that distributive justice as measured by the equity of the Balikpapan City DPRD employees has received incentives in accordance with the contributions that employees give to the institution as a dominant indicator that has not been able to improve employee performance as measured by the work knowledge of Balikpapan City DPRD employees who have knowledge of the work they are responsible for. the answer as a real dominant indicator. Organizational commitment has a positive and significant effect on the performance of the employees of the DPRD City of Balikpapan. This means that organizational commitment as measured through employee responsibilities feels that the success of the Balikpapan City DPRD is part of the employee's responsibility, as a dominant indicator has been able to improve employee performance as measured through work knowledge. the answer as a real dominant indicator. Satisfaction has a positive and significant effect on the performance of the employees of the DPRD City of Balikpapan. This means that the satisfaction as measured by the achievement of the Balikpapan City DPRD employees is satisfied with the achievements that have been achieved so far as the dominant indicator has been able to improve employee performance as measured by the work knowledge of the Balikpapan City DPRD employees who have knowledge of the work that is their responsibility as dominant indicator significantly.

Suggestions that can be given from the results of this study are as follows: Distributive justice provided by the agency should be improved by increasing the suitability of incentives with work that is the responsibility of the Balikpapan City DPRD secretariat employee, so that employees can complete work with measurable incentives according to the level of job achievement. which has been resolved. The organizational commitment possessed by employees has received full support from the employee's place of work or the Balikpapan City DPRD, for this reason, employee cooperation is needed in creating a sense of belonging to the agency so that it is able to foster satisfaction to choose and take the necessary actions to complete the task. provided by the organization or agency. Balikpapan City DPRD employees need to implement employee performance appraisals on a regular basis and can take corrective actions that are able to support improving their performance in working to achieve the agency's vision and mission. Job satisfaction felt by employees from the treatment provided by the agency can be a factor that can improve the performance of the employees themselves, this can be achieved if employees are able to create a sense of satisfaction with what has been achieved so far in the agency, namely the Balikpapan City DPRD. Balikpapan City employees and DPRD should be able to achieve the quantity of work in accordance with the targets set by the agency, and the most important thing is that the Balikpapan City DPRD Secretariat Employees have knowledge of the work they are responsible for, with this, they will be able to improve employee performance and sustainability. Balikpapan City DPRD is good. Suggestions for future researchers, future research should be able to re-test this research model by adding new variables that can affect employee satisfaction and performance. Future research agendas can also be carried out on other different objects.

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