

The Role of Job Satisfaction in Mediating the Effects of Work Discipline and Organizational Justice on Employee Performance

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Abstract

This study aims to examine and analyze the influence of work discipline and organizational justice on employee performance, with job satisfaction as an intervening variable, at the Human Resources Bureau of the North Sumatra Regional Police. This study employs a quantitative approach. The study population consists of all 115 employees of the Human Resources Bureau of the North Sumatra Regional Police. The sampling technique used was saturation sampling, so that all members of the population were included as the research sample. Primary data were obtained through the distribution of questionnaires using a Likert scale. Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of the SmartPLS 3.0 program. The results of the study indicate that work discipline has a positive and significant effect on employee performance and job satisfaction. Organizational justice also has a positive and significant effect on employee performance and job satisfaction. Furthermore, job satisfaction has a positive and significant effect on employee performance. The results of the indirect effect test indicate that job satisfaction positively and significantly mediates the effect of work discipline on employee performance. Job satisfaction also positively and significantly mediates the effect of organizational justice on employee performance. These results indicate that improving work discipline and implementing organizational justice can enhance employee performance both directly and indirectly through increased job satisfaction. Therefore, the Human Resources Bureau of the North Sumatra Regional Police needs to strengthen compliance with work rules and standards, implement organizational policies fairly and transparently, and create working conditions that enhance employee satisfaction.

Keywords: Work Discipline, Organizational Justice, Job Satisfaction, Employee Performance.

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3rd International Conference Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Cross-Sector and Cross-Disciplinary Strategies for Achieving the SDGs

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Employee performance is a key indicator in assessing an organization's success in achieving its established goals. In public sector organizations, employee performance is not only measured by the volume of work completed but also encompasses the quality of work output, timeliness, the effective use of resources, accountability, and autonomy in carrying out duties. Optimal employee performance supports the creation of effective, accountable, and service-oriented organizational governance. Therefore, improving employee performance is a key priority for every government agency, including the Indonesian National Police.

The North Sumatra Regional Police Human Resources Bureau is one of the organizational units that plays a strategic role in personnel management within the regional police force. Pursuant to Indonesian National Police Regulation No. 6 of 2025, the Human Resources Bureau serves as a supervisory and advisory unit to senior leadership in the field of human resources at the Provincial Police level, reporting directly to the Provincial Police Chief. The Bureau carries out various functions related to personnel development, personnel administration, career development, education and training, performance evaluation, and the management of human resource needs.

This role indicates that the quality of performance by employees of the Human Resources Bureau can influence the effectiveness of personnel management within the North Sumatra Regional Police. Accuracy in managing data, completing administrative tasks, conducting personnel development, and providing personnel services are crucial components in supporting the organization's decision-making process. Errors in data processing, delays in service, non-compliance with procedures, or a lack of accountability among staff can hinder the effectiveness of human resource management and the overall execution of the organization's duties.

The demand for improved employee performance is also linked to the need to enhance the quality of police services. The Ombudsman of the Republic of Indonesia recorded 7,844 public complaints regarding police services from 2019 through the first quarter of 2024. These reports included issues such as prolonged delays, procedural deviations, and failure to provide services. Although these data do not specifically reflect the performance of the North Sumatra Regional Police's Human Resources Bureau, these conditions indicate that strengthening internal governance and human resource management are crucial components in supporting improvements in police services.

One factor that can influence employee performance is work discipline. Work discipline reflects an employee's adherence to work hours, organizational regulations, work standards, and assigned responsibilities. Sutrisno (2021) explains that work discipline is an individual's behavior that aligns with organizational regulations—whether written or unwritten—and reflects a sense of responsibility in performing one's duties. Discipline is not only evident in attendance and punctuality but also in an employee's dedication to completing tasks in accordance with organizational procedures and targets.

Work discipline plays a crucial role in police organizations, which have a hierarchical structure, operational standards, and a clear division of duties. Employees with high discipline are more consistent in adhering to regulations, completing tasks on time, maintaining the quality of administrative work, and fulfilling their responsibilities professionally. Conversely, low work discipline can lead to delays in task completion, procedural violations, a decline in the quality of internal services, and disrupted coordination between departments.

Work discipline can also influence employees' psychological state regarding their work. A structured work process, a clear division of responsibilities, and adherence to procedures can create a sense of certainty in the workplace. These conditions allow employees to feel more comfortable, focused, and satisfied while performing their duties. Paramitha et al. (2024) found that work discipline has a positive and significant effect on job satisfaction. The study also showed that job satisfaction mediates the relationship between work discipline and employee performance.

In addition to work discipline, organizational justice is a key factor that can shape employees' attitudes and behaviors. Organizational justice relates to employees' perceptions regarding the fairness of the outcomes they receive, decision-making procedures, interpersonal treatment, and transparency of information within the organization. Matteson et al. (2021) explain that organizational justice refers to employees' perceptions of fairness in the workplace. These perceptions are shaped by employees' experiences regarding the distribution of work, rewards, promotions, performance evaluations, career development opportunities, and treatment by management.

Organizational justice is highly relevant in the context of the North Sumatra Regional Police's Human Resources Bureau because this unit is closely involved in personnel administration, evaluations, career development, promotions, transfers, and competency development. Employees will assess whether workloads are distributed fairly, whether organizational decisions follow objective procedures, whether leaders treat employees with respect, and whether information regarding policies is communicated transparently. These perceptions of fairness can shape employees' trust in the organization.

Employees who perceive organizational justice tend to exhibit positive attitudes, trust, commitment, and a willingness to give their best. Conversely, perceptions of injustice can lead to dissatisfaction, lower motivation, reduced engagement, and encourage unproductive work behavior. When employees feel that their contributions and work outcomes are not fairly valued, they may reduce their effort and sense of responsibility in completing tasks.

Amalina et al. (2022), through a study of a police organization in Blitar, found that organizational justice has a positive and significant effect on employee job satisfaction and performance. However, the study indicated that the indirect effect of organizational justice on performance via job satisfaction is positive but not significant. These results suggest that job satisfaction does not always successfully explain the relationship between organizational justice and performance in every research context.

Different findings were reported by Sugiati et al. (2026), who found that organizational justice has a positive and significant effect on employee job satisfaction and performance. Job satisfaction was also found to partially mediate the effect of organizational justice on performance. Meanwhile, Parwati and Darma (2025) found that organizational justice does not always have a direct and significant effect on job satisfaction or performance, whereas job satisfaction continues to have a positive and significant effect on employee performance. These differing research results highlight an empirical gap that requires further examination across different organizational contexts.

In this study, job satisfaction is treated as an intervening variable that can explain the mechanisms through which work discipline and organizational justice influence employee performance. Robbins (2022) explains that job satisfaction is an individual's general attitude toward their work, reflecting the extent to which a person likes or dislikes that job. Job satisfaction can be related to the job itself, compensation, promotion opportunities, supervision, and relationships with coworkers.

Employees with high work discipline tend to be able to perform their duties consistently, meet work standards, and complete tasks on time. Success in fulfilling these responsibilities can foster a sense of competence, comfort, and satisfaction with the job. This sense of satisfaction can then boost employees' motivation, concentration, engagement, and willingness to maintain the quality of their work. Therefore, work discipline has the potential to improve performance not only directly but also by increasing job satisfaction.

A similar relationship can be observed in organizational justice. Employees who feel that work is distributed fairly, that rewards are given equitably, that the promotion process is just, that decisions are made fairly, and that they are treated fairly by management are more likely to develop a positive attitude toward their work and the organization. Feeling valued and treated fairly can increase job satisfaction. This satisfaction, in turn, encourages employees to work more responsibly, productively, and with a focus on achieving the organization's goals.

Job satisfaction is important because satisfied employees tend to exhibit higher levels of commitment and engagement. They are more willing to give their best effort, maintain work quality, meet targets, and help the organization achieve its goals. Conversely, job dissatisfaction can dampen morale, increase complaints, reduce diligence, and lead employees to perform only the minimum required tasks.

Empirically, previous research has yielded mixed results regarding the role of job satisfaction in mediating the effects of work discipline and organizational justice on employee performance. On the one hand, job satisfaction has been shown to act as a mechanism that strengthens the influence of discipline and justice on performance. On the other hand, some studies have found that this mediating role is not significant. These inconsistent results suggest that organizational characteristics, work systems, culture, leadership, and respondent conditions can influence the relationships among the variables.

This study offers contextual novelty because it was conducted at the Human Resources Bureau of the North Sumatra Regional Police—a public organization characterized by hierarchical, structured, and administrative work that adheres to strict regulations. Research on work discipline, organizational justice, job satisfaction, and performance has indeed been conducted in a number of organizations. However, studies specifically examining the mediating role of job satisfaction in the relationship between work discipline and organizational justice on employee performance within the Human Resources Bureau of the police force remain limited.

In practical terms, this study is expected to provide insights for the North Sumatra Regional Police Human Resources Bureau in formulating policies to improve employee performance. Work discipline can be strengthened through the consistent enforcement of rules, proportional supervision, leadership by example, and the objective administration of rewards and sanctions. Organizational justice can be strengthened through a fair distribution of workloads, transparent decision-making procedures, interpersonal treatment that respects employees, and clear and open communication. These efforts must be accompanied by increased job satisfaction to achieve more optimal improvements in performance.

Based on this discussion, research on “The Role of Job Satisfaction in Mediating the Effects of Work Discipline and Organizational Justice on Employee Performance at the Human Resources Bureau of the North Sumatra Regional Police” is important to conduct. This study aims to examine the effects of work discipline and organizational justice on employee performance; to examine the effects of these two variables on job satisfaction; to examine the effect of job satisfaction on employee performance; and to analyze the role of job satisfaction in mediating the effects of work discipline and organizational justice on employee performance.

Literature Review

1. Employee Performance

a) Definition of Employee Performance

According to Armstrong (2021), performance is the result of the interaction between an individual’s abilities, motivation, and work opportunities in achieving organizational goals. Thus, performance is not only related to the final outcome of the work but also encompasses the work processes employees undertake to achieve predetermined targets. Consequently, employee performance in public organizations such as the North Sumatra Regional Police also reflects the level of success in carrying out service duties, enforcing the law, and maintaining public safety and order in accordance with applicable standards of professionalism.

b) Employee Performance Indicators

Employee performance indicators (Armstrong, 2021):

1) Work Quality

Work quality describes the level of accuracy, neatness, and conformity of an employee’s work results to the standards set by the organization. The higher the

quality of work produced, the greater the employee's contribution to achieving the organization's goals.

2) Quantity of Work

Work quantity indicates the amount of work an employee is able to complete within a specific time period in accordance with the targets set by the organization.

3) Timeliness

Timeliness describes an employee's ability to complete work by the deadlines set by the organization.

4) Effectiveness

Effectiveness describes an employee's ability to optimally utilize available resources to achieve the results expected by the organization.

5) Independence

Independence indicates an employee's ability to carry out their duties and responsibilities without relying heavily on instructions or assistance from others.

2. Job Satisfaction

a) Definition of Job Satisfaction

Robbins (2022) explains that job satisfaction is an individual's general attitude toward their work, reflecting the extent to which a person likes or dislikes the work they do, including aspects such as pay, work environment, coworkers, and opportunities for growth.

b) Indicators of Job Satisfaction

Indicators of Job Satisfaction (Robbins, 2022)

1) Satisfaction with the Job Itself

This indicator shows the level of employee satisfaction with the tasks and work performed, including the extent to which the work is interesting, challenging, and meaningful to the individual.

2) Satisfaction with Salary or Compensation

This indicator describes employees' perceptions of the alignment between the compensation they receive and their workload, responsibilities, and contributions to the organization.

3) Satisfaction with Promotions

This indicator reflects employees' satisfaction with the career development opportunities and promotions available within the organization.

4) Satisfaction with Supervision

This indicator relates to employees' satisfaction with leadership style, support, and relationships with their immediate supervisors in the workplace.

5) Satisfaction with Coworkers

This indicator shows the level of employee satisfaction with social relationships and cooperation with coworkers in carrying out organizational tasks.

3. Organizational Justice

a) Definition of Organizational Justice

Matteson et al. (2021) explain that organizational justice is employees' perception of fairness in the workplace. This definition emphasizes that what is being assessed is not only the organization's formal policies but also how employees perceive the treatment they receive within the organization.

b) Indicators of Organizational Justice

According to Matteson et al. (2021), the indicators of organizational justice are:

1) Distributive justice

Refers to employees' perceptions of the fairness of the outcomes they receive, such as workload distribution, rewards, incentives, promotions, or performance

evaluations. This aligns with the explanation that fairness pertains to outcomes in the workplace.

2) Procedural fairness

Reflects employees' perceptions of the fairness of the processes or procedures an organization uses in making decisions, such as evaluation, promotion, transfer, or task assignment procedures. Matteson et al. addressed fairness in processes; the four-component framework they validated does indeed include procedural justice as a key dimension.

3) Interpersonal Justice

Refers to employees' perceptions of how they are treated personally—for example, with respect, courtesy, and dignity, and without harsh or demeaning treatment. The article by Matteson et al. explicitly addresses fairness related to interpersonal treatment.

4) Informational Justice

Refers to employees' perceptions of the fairness of the information and explanations provided by the organization, such as transparency regarding the reasons behind decisions, clarity of information, and the accuracy of communication from supervisors or the institution. This dimension is included in the four-component model they used.

4. Work Discipline

a) Definition of Work Discipline

Sutrisno (2021) explains that work discipline is an individual's behavior that conforms to organizational rules—whether written or unwritten—and reflects a sense of responsibility in performing one's job.

b) Indicators of Work Discipline

1) Punctuality

This indicator shows the level of employee compliance regarding attendance, punctuality in arriving at work, and the completion of tasks within the specified timeframe.

2) Compliance with Organizational Rules

This indicator describes the extent to which employees comply with the rules, policies, and work procedures in effect within the organization, whether written or unwritten.

3) Work Responsibility

This indicator reflects employees' dedication to carrying out their assigned tasks and responsibilities without constant supervision.

4) Compliance with Work Standards

This indicator shows employees' ability to perform their work in accordance with the standard operating procedures (SOPs) established by the organization.

5) Work Ethics

This indicator describes work behavior that aligns with the organization's norms, values, and ethics, including honesty, professionalism, and adherence to rules.

Conceptual Framework

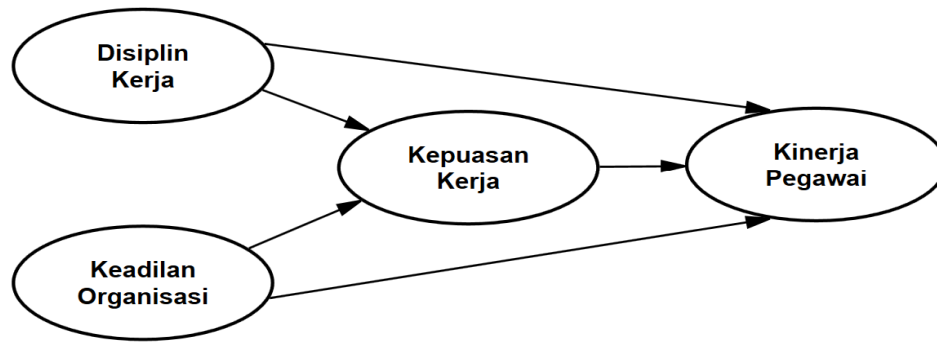


Figure 1. Conceptual Framework

Research Hypotheses

- H₁: Work discipline has a positive and significant effect on employee performance at the North Sumatra Regional Police Human Resources Bureau.
- H₂: Work discipline has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
- H₃: Organizational justice has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₄: Organizational justice has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
- H₅: Job satisfaction has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₆: Job satisfaction positively and significantly mediates the effect of work discipline on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
- H₇: Job satisfaction positively and significantly mediates the effect of organizational justice on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.

Research Methodology

Type of Research

The type of research used is quantitative research. According to Sugiyono (2022), quantitative research is defined as a method grounded in the philosophy of positivism, used to study a specific population or sample; sampling techniques are generally conducted randomly; data collection uses research instruments; and data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses. This quantitative research was conducted to develop a study aimed at adapting existing research and analyzing work discipline and intrinsic motivation in relation to employee performance, using job satisfaction as an intervening variable at the Human Resources Bureau of the North Sumatra Regional Police.

Research Location and Timeframe

The research was conducted at the North Sumatra Regional Police Headquarters, located at Jalan Sisingamangaraja Km. 10.5 No. 60, Timbang Deli, Medan Amplas District, Medan City. The research was conducted over a period of 3 months, from May to August 2026.

Population and Sample

According to Sugiyono (2025), the population consists of all objects or subjects possessing specific characteristics defined by the researcher for study, from which conclusions are subsequently drawn. Based on this definition, the population in this study comprises all employees at the Human Resources Bureau of the North Sumatra Regional Police, totaling 115 individuals.

The sample in this study consists of all employees at the Human Resources Bureau of the North Sumatra Regional Police, totaling 115 people. The sampling technique used is saturation sampling, which involves selecting the entire population as the research sample.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The *Outer Model* analysis, using the *PLS algorithm*, yielded the following results:

Validity Test

Table 1. Outer Loadings Values

	Work Discipline	Organizational Justice	Job Satisfaction	Employee Performance
X1.1	0.765			
X1.2	0.677			
X1.3	0.763			
X1.4	0.745			
X1.5	0.784			
X2.1		0.756		
X2.2		0.784		
X2.3		0.765		
X2.4		0.680		
Y.1				0.806
Y.2				0.805
Y.3				0.738
Y.4				0.755
Y.5				0.795
Z.1			0.709	
Z.2			0.727	
Z.3			0.674	
Z.4			0.751	
Z.5			0.775	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, the results of the outer model testing—as indicated by the loading factor/outer loadings—show that all indicators for each variable have loading values of ≥ 0.60 . This indicates that each indicator is measured validly and reliably. Therefore, it can be concluded that all items in the questionnaire meet the validity criteria, as shown in the following figure.

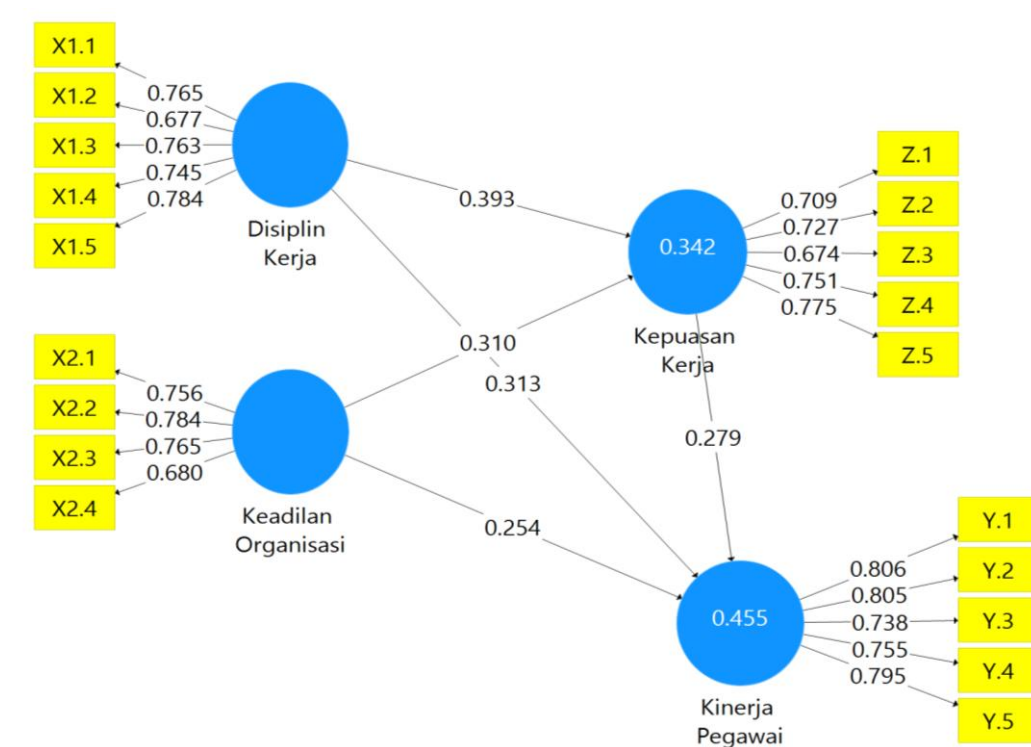


Figure 2. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline	0.803	0.808	0.864	0.559
Organizational Justice	0.740	0.752	0.835	0.559
Job Satisfaction	0.779	0.784	0.849	0.530
Employee Performance	0.839	0.842	0.886	0.609

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70 and the AVE values are above 0.05. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Therefore, the research instrument is deemed reliable and suitable for use in structural equation modeling.

Coefficient of Determination (R^2)

When evaluating a model using PLS, the analysis begins by examining the R-squared value for each latent dependent variable. The table below presents the estimated R-squared values obtained using SmartPLS.

Table 3. R-Square Results

	R-Square	Adjusted R-Square
Job Satisfaction	0.342	0.333
Employee Performance	0.455	0.443

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the job satisfaction variable, the R-squared value is 0.342; this means that work discipline and organizational justice account for 0.342, or 34.2%. The remainder is attributed to other variables outside the model. The R-squared value for employee performance is 0.455, meaning that work discipline,

organizational justice, and job satisfaction account for 0.455 or 45.5%; the remainder is attributed to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen in the *path coefficient* values. The data analysis results show that the direct effect values are presented in the following table.

Table 4. *Path Coefficients* (Direct Effects)

	Original Sample	T Statistics	P-Values	Conclusion
Work Discipline -> Employee Performance	0.313	4.235	0.000	Accepted
Work Discipline -> Job Satisfaction	0.393	6.198	0.000	Accepted
Organizational Justice -> Employee Performance	0.254	3.514	0.000	Accepted
Organizational Justice -> Job Satisfaction	0.310	4.786	0.000	Accepted
Job Satisfaction -> Employee Performance	0.279	3.436	0.001	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. Work discipline has a positive and significant effect on employee performance, with a t-statistic of 4.235 (above 1.96) and a p-value of 0.000 (below 0.05). This means that work discipline has a significant effect on employee performance because the significance level is below 0.05. These findings are consistent with previous research, which found that work discipline has a positive and significant effect on employee performance (Deliana & Ferine, 2024).
2. Work discipline has a positive and significant effect on job satisfaction, with a t-statistic of 6.198 (above 1.96) and a p-value of 0.000 (below 0.05). This means that work discipline has a significant effect on job satisfaction because the p-value is below 0.05. These findings are consistent with previous research, which also found that work discipline has a positive and significant effect on job satisfaction (Azhar et al., 2020).
3. Organizational justice has a positive and significant effect on employee performance, with a t-statistic of 3.514 (above 1.96) and a p-value of 0.000 (below 0.05). This means that organizational justice has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which also found that organizational justice has a positive and significant effect on employee performance (Ferine & Sunaryo, 2022).
4. Organizational justice has a positive and significant effect on job satisfaction, with a t-statistic of 4.786 (above 1.96) and a p-value of 0.000 (below 0.05). This means that organizational justice has a significant effect on job satisfaction because the p-value is below 0.05. These findings are consistent with previous research, which also found that organizational justice has a positive and significant effect on job satisfaction (Sari, 2019).
5. Job satisfaction has a positive and significant effect on employee performance, with a t-statistic of 3.436 (above 1.96) and a p-value of 0.001 (below 0.05). This means that job satisfaction has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which also found that job satisfaction has a positive and significant effect on employee performance (Marlina et al., 2026).

Indirect Effects Between Variables

The indirect effects between variables can be seen in the *specific indirect effects* values. The data analysis results show that the indirect effect values are presented in Table 5 below.

Table 5. Specific Indirect Effects

	Original Sample	T Statistics	P Values	Conclusion
Work Discipline -> Job Satisfaction -> Employee Performance	0.110	2.923	0.004	Accepted
Organizational Justice -> Job Satisfaction -> Employee Performance	0.087	2.630	0.009	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Work discipline has a positive and significant effect on employee performance, with a t-statistic of 2.923 (above 1.96) and a p-value of 0.000 (below 0.05). This means that job satisfaction acts as an intervening variable between work discipline and employee performance.
2. Organizational justice has a positive and significant effect on employee performance, with a t-statistic of 2.630 (above 1.96) and a p-value of 0.000 (below 0.05). This means that job satisfaction acts as an intervening variable between organizational justice and employee performance.

Conclusion

1. Work discipline has a positive and significant effect on employee performance at the North Sumatra Regional Police Human Resources Bureau.
2. Work discipline has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
3. Organizational justice has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
4. Organizational justice has a positive and significant effect on job satisfaction at the Human Resources Bureau of the North Sumatra Regional Police.
5. Job satisfaction has a positive and significant effect on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
6. Job satisfaction positively and significantly mediates the effect of work discipline on employee performance at the Human Resources Bureau of the North Sumatra Regional Police.
7. Job satisfaction positively and significantly mediates the effect of organizational justice on employee performance at the North Sumatra Regional Police Human Resources Bureau.

Recommendations

1. Work Discipline
The Human Resources Bureau of the North Sumatra Regional Police is advised to continue improving employee work discipline through the implementation of clear, consistent, and fair work rules. Management needs to conduct regular monitoring of attendance, punctuality, task completion, compliance with standard operating procedures, and employees' accountability in performing their duties. In addition to imposing sanctions for violations, the organization should also recognize employees who demonstrate high work discipline so that positive work behavior can be sustained and serve as an example for other employees.
2. Organizational Fairness
The North Sumatra Regional Police's Human Resources Bureau needs to improve the application of organizational fairness in the distribution of workloads, performance

evaluations, the granting of awards, promotions, transfers, and career development opportunities. Every organizational policy and decision should be based on objective, transparent, and accountable procedures. Leadership must also provide clear explanations regarding the basis for decision-making and treat all employees with respect and without discrimination. The consistent application of fairness can enhance trust, job satisfaction, and employees' willingness to perform at their best.

3. Job Satisfaction

The North Sumatra Regional Police's Human Resources Bureau needs to pay special attention to job satisfaction because this variable has been shown to influence performance while also mediating the effects of work discipline, organizational fairness, and intrinsic motivation on employee performance. Job satisfaction can be improved by creating a comfortable work environment, assigning tasks that match employees' capabilities, implementing a transparent promotion system, enhancing the quality of supervision, strengthening relationships among employees, and providing rewards commensurate with employees' contributions and responsibilities.

4. Employee Performance

Efforts to improve employee performance must be carried out in an integrated manner, taking into account the quality of work, the quantity of work output, timeliness, effectiveness, and employee autonomy. Organizations need to set clear and measurable performance targets, conduct regular performance evaluations, and provide constructive feedback. Employees who have not yet met performance standards should be provided with coaching and guidance, while high-performing employees should receive recognition to motivate them to maintain and improve their performance.

5. For Future Researchers

Future researchers are advised to expand the scope of their research to other work units within the North Sumatra Regional Police, other regional police forces, or public sector agencies with different organizational characteristics. Expanding the scope of the research can enhance the ability to generalize and provide comparisons regarding the relationships between variables in a more diverse organizational context.

Future research could also include additional variables suspected of influencing employee job satisfaction and performance, such as leadership, organizational culture, work environment, workload, compensation, organizational commitment, career development, employee engagement, or organizational support. This is necessary because work discipline, organizational justice, and intrinsic motivation together account for only 38.6% of job satisfaction, whereas work discipline, organizational justice, intrinsic motivation, and job satisfaction together account for 50.9% of employee performance.

Future researchers may use a larger sample size and a mixed-methods approach by combining quantitative and qualitative methods. Interviews and observations can be used to gain a deeper understanding of employees' experiences regarding work discipline, organizational justice, intrinsic motivation, job satisfaction, and performance.

Future research is also recommended to use a longitudinal design so that changes in employee satisfaction and performance can be observed over a longer period of time. In addition, the use of the latest version of data analysis software and more extensive model testing can yield more comprehensive findings.

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