

The Role of Job Satisfaction in Mediating the Effect of Organizational Justice on Employee Performance at the Medan High Religious Court

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Abstract

This study aims to analyze the effect of organizational justice on employee performance with job satisfaction as a mediating variable at the Medan High Religious Court. The study uses a quantitative approach with a survey method. The study population is all employees of the Medan High Religious Court, with a sampling technique using total sampling so that the entire population is used as a research sample. Data collection was carried out through distributing questionnaires and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the help of the SmartPLS application. The results show that organizational justice has a positive and significant effect on job satisfaction with a coefficient value of 0.887, t-statistics of 50.844, and a p-value of 0.000. Organizational justice also has a positive and significant effect on employee performance with a coefficient value of 0.321, t-statistics of 2.294, and a p-value of 0.022. Furthermore, job satisfaction has a positive and significant effect on employee performance with a coefficient value of 0.608, t-statistics of 4.461, and a p-value of 0.000. The results of the indirect effect test indicate that job satisfaction mediates the effect of organizational justice on employee performance, with a coefficient value of 0.539, a t-statistic of 4.416, and a p-value of 0.000. The R² value indicates that organizational justice explains 78.7% of job satisfaction, while organizational justice and job satisfaction together explain 81.9% of employee performance.

The conclusion of this study is that organizational justice has a positive and significant effect on job satisfaction and employee performance. Furthermore, job satisfaction is proven to act as a mediating variable, strengthening the influence of organizational justice on employee performance at the Medan High Religious Court.

Keywords: Organizational Justice, Job Satisfaction, Employee Performance, Mediation, PLS-SEM.

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Introduction

Employee performance is one of the important factors that determines an organization's success in achieving its established goals. In public sector organizations, particularly judicial institutions, employee performance not only affects the effectiveness of organizational task implementation but also determines the quality of services provided to the public. Within the judicial environment, employees are required to work professionally, accountably, and responsively to support the realization of legal services that are fast, transparent, and fair. Therefore, improving employee performance has become one of the primary focuses in efforts to achieve good governance (Robbins & Judge, 2022).

In line with the implementation of Bureaucratic Reform and the modernization of the judicial system carried out by the Supreme Court of the Republic of Indonesia through the implementation of information technology-based services such as e-Court and e-Litigation, demands for employee work quality and productivity have increased significantly. This digital transformation aims to enhance efficiency, transparency, and accessibility of judicial services for the public. However, the success of this transformation depends not only on technological readiness but is also greatly influenced by the readiness of the human resources responsible for operating it. In practice, various challenges remain related to employees' adaptation to changes in work systems, differences in competency levels, and variations in the quality of services provided to the public.

At the Religious High Court of Medan, as one of the religious judicial institutions with a relatively broad jurisdiction in North Sumatra Province, the demand for improving service quality and case administration completion continues to increase. This condition requires employees to work effectively and efficiently in dealing with the growing workload. Nevertheless, differences in productivity levels, timeliness in completing tasks, and the quality of services delivered by employees are still evident. This phenomenon indicates that there are organizational and psychological factors that potentially influence employee performance in addition to technical factors and individual capabilities.

One factor believed to influence employee performance is organizational justice. Organizational justice refers to employees' perceptions regarding the extent to which they are treated fairly within the organization, including the distribution of rewards, decision-making processes, and interpersonal interactions in the workplace (Greenberg, 1990). According to Colquitt et al. (2021), organizational justice consists of distributive justice, procedural justice, interpersonal justice, and informational justice. When employees perceive fairness within the organization, they are more likely to be motivated to contribute their best efforts. Conversely, perceptions of injustice may lead to dissatisfaction, reduced work motivation, and ultimately lower employee performance.

Research conducted by Khan et al. (2023) found that organizational justice has a positive and significant effect on employee performance. Employees who perceive fair treatment tend to demonstrate higher organizational commitment, positive work behaviors, and better performance. These findings reinforce the view that implementing fairness principles within organizations is one of the strategies that can be used to improve employee performance.

In addition to directly influencing performance, organizational justice also affects employee job satisfaction. Job satisfaction is defined as a pleasurable emotional state resulting from an individual's evaluation of their job (Locke, 1976). Employees who perceive fairness in reward systems, promotion opportunities, task allocation, and relationships with supervisors tend to experience higher levels of job satisfaction than those who perceive unfair treatment. Research by Al Halbusi et al. (2024) demonstrates that organizational justice has a positive effect on employee job satisfaction in public sector organizations.

Job satisfaction subsequently becomes an important factor in enhancing employee performance. According to Judge et al. (2021), employees with high levels of job satisfaction tend to exhibit greater work enthusiasm, lower absenteeism rates, and higher productivity. Research conducted by Nguyen and Tran (2024) also confirms that job satisfaction has a

positive and significant effect on employee performance in public organizations. Thus, job satisfaction is not only an outcome of organizational justice but also a factor that can drive improvements in employee performance.

From the perspective of Social Exchange Theory proposed by Blau (1964), the relationship between organizational justice and employee performance can be explained through the mediating role of job satisfaction. When employees perceive that they are treated fairly by the organization, they experience greater satisfaction with their jobs and reciprocate by improving their performance. Findings from the study by Putri and Hidayat (2024) indicate that job satisfaction significantly mediates the effect of organizational justice on employee performance. These results suggest that enhancing organizational justice can increase job satisfaction, which in turn contributes to improved employee performance.

Although numerous studies have examined the relationship between organizational justice, job satisfaction, and employee performance, research within the religious court environment remains relatively limited. Most previous studies have been conducted in the private sector, general government institutions, and educational organizations. However, judicial institutions possess unique characteristics, particularly regarding demands for professionalism, independence, and public service accountability. Therefore, there is a need for research that specifically examines the mediating role of job satisfaction in the relationship between organizational justice and employee performance at the Religious High Court of Medan.

Based on the foregoing discussion, this study aims to analyze the effect of organizational justice on employee performance with job satisfaction serving as a mediating variable at the Religious High Court of Medan. This research is expected to contribute theoretically to the development of human resource management knowledge, particularly in the field of organizational behavior within the public sector, while also providing practical input for the management of the Religious High Court of Medan in formulating policies that can enhance job satisfaction and employee performance through the implementation of better organizational justice practices.

Literature Review

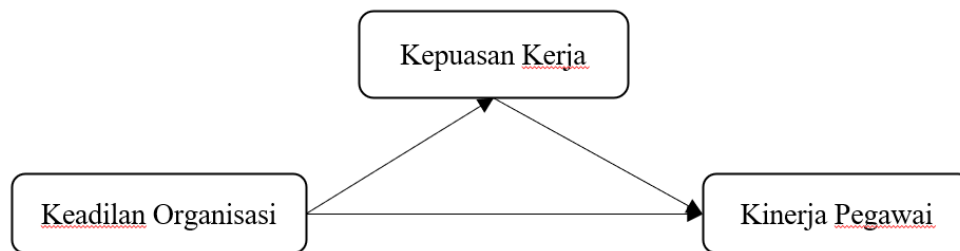


Figure 1. Conceptual Framework

Hypothesis:

- 1) H1: Organizational justice has a positive and significant effect on employee job satisfaction at the Medan High Religious Court.
- 2) H2: Organizational justice has a positive and significant effect on employee performance at the Medan High Religious Court.
- 3) H3: Job satisfaction has a positive and significant effect on employee performance at the Medan High Religious Court.
- 4) H4: Job satisfaction mediates the effect of organizational justice on employee performance at the Medan High Religious Court.

Research Methodology

This quantitative study aims to objectively and statistically examine the relationship between variables. A quantitative approach was used to analyze the influence of organizational

justice on employee performance, with job satisfaction as a mediating variable, at the Medan High Religious Court.

The study was conducted at the Medan High Religious Court, located in Medan City, North Sumatra Province. The study period lasted five months, from April 2026 to August 2026.

The population in this study was all employees of the Medan High Religious Court. Given the relatively limited population size, the sampling technique used was total sampling, with all 60 members of the population being used as the research sample.

Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of the SmartPLS application. This method was chosen because it can simultaneously test causal relationships between latent variables, including testing mediating variables. The analysis stages included testing the measurement model (outer model) and the structural model (inner model). Outer model testing was conducted to measure the validity and reliability of the research instrument through loading factor values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability. An indicator is declared valid if it has a loading factor value ≥ 0.70 and an AVE ≥ 0.50 , while a construct is declared reliable if it has a Cronbach's Alpha and Composite Reliability value ≥ 0.70 (Hair et al., 2022). Next, inner model testing was conducted to assess the model's ability to explain relationships between variables through R-Square (R^2), Effect Size (f^2), Predictive Relevance (Q^2), and path coefficient testing. Hypothesis testing was conducted using a bootstrapping procedure, observing a T-statistic value ≥ 1.96 and a p-value ≤ 0.05 at the 5% significance level.

In addition to testing the direct effect of organizational justice on job satisfaction and employee performance, this study also examined the indirect effect through job satisfaction as a mediating variable. Mediation testing was conducted to determine the extent to which job satisfaction was able to bridge the relationship between organizational justice and employee performance at the Medan High Religious Court.

Results

1). Measurement Model Evaluation (Outer Model)

Model evaluation was conducted to assess the feasibility of the research model through testing the outer and inner models. Evaluation results were obtained from the PLS Algorithm report using SmartPLS software. The initial stage of data processing was:

a. Convergent Validity

The convergent validity test was conducted by examining the loading factor values of each indicator against the latent construct it measures. An indicator is considered valid if its loading factor value is greater than 0.70. Based on the data processing results, the convergent validity test for the variables Leadership, Work Ethic, and Employee Performance showed that most indicators had loading factor values above 0.70, thus being considered valid.

Table 1. Outer Loadings Values

Variabel Laten	Organizational Justice	Job Satisfaction	Employee Performance
KOR1	0,799		
KOR2	0,889		
KOR3	0,858		
KOR4	0,882		
KOR5	0,921		
KPG1			0,854
KPG2			0,815
KPG3			0,923
KPG4			0,766
KPG5			0,849
KPK2		0,835	

KPK3		0,863	
KPK4		0,803	
KPK5		0,866	
KPK6		0,833	

The processing results indicate that all indicators have loading factor values above 0.70. Therefore, it can be concluded that all indicators in the variables Organizational Justice, Job Satisfaction, and Employee Performance have met the criteria for convergent validity and are suitable for use in further analysis.

2). Structural Model Evaluation (Inner Model)

a. Path Coefficient

Testing: After evaluating the model and finding that each construct meets the requirements for Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is evaluating the structural model, which includes testing the model's fit, Path Coefficient, and R². Testing is used to determine whether a model fits the data. Figure 1 shows the Path Coefficient:

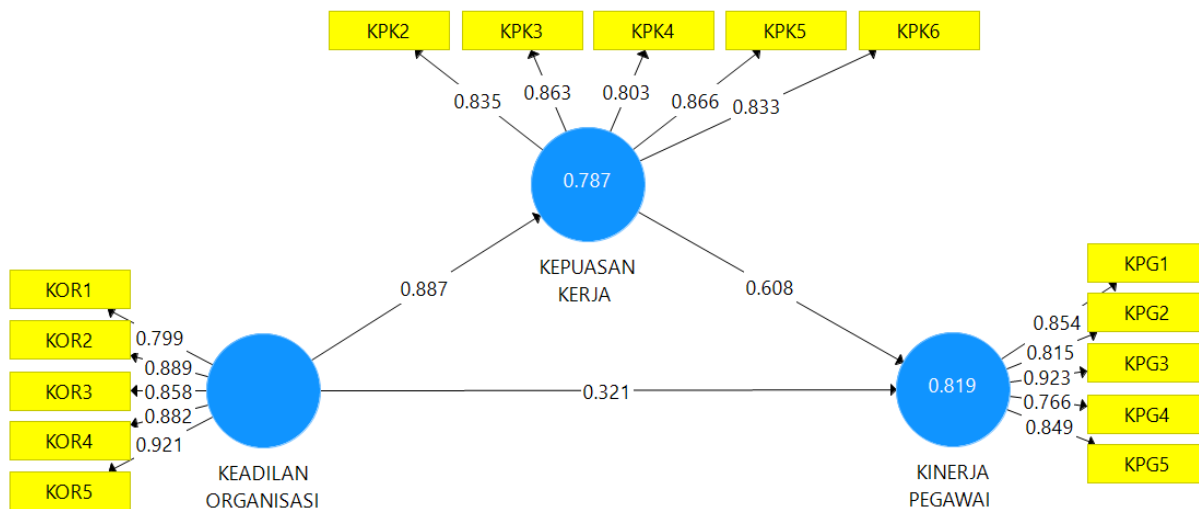


Figure 2. Path Coefficient

Based on Figure 2. which is the result of several valid statements, the results of the path coefficient analysis between latent variables in the structural model. The following is a table of path coefficients:

Tabel 2. Path Coefficient

Variabel Laten	Organizational Justice	Job Satisfaction	Employee Performance
Organizational Justice		0,887	0,321
Job Satisfaction			0,608

Based on Table 2, it can be seen that organizational justice has a positive effect on job satisfaction, with a coefficient value of 0.887. These results indicate that the higher an employee's perception of organizational justice, the higher their job satisfaction at the Medan High Religious Court. Fairness in the distribution of tasks, rewards, career development opportunities, and decision-making processes can create a feeling of being valued and treated equally, thereby increasing employee job satisfaction. Furthermore, organizational justice has a positive effect on employee performance, with a coefficient value of 0.321. These results indicate that increased organizational justice will be followed by increased employee

performance. Employees who perceive fair treatment from the organization tend to demonstrate higher commitment, have better work motivation, and strive to deliver optimal work results in carrying out their duties and responsibilities.

Meanwhile, job satisfaction has a positive effect on employee performance, with a coefficient value of 0.608. This coefficient value indicates that job satisfaction has a fairly strong influence on improving employee performance. Employees who feel satisfied with their jobs tend to have higher work morale, greater loyalty, and the ability to complete work effectively and efficiently.

Based on the path coefficient values obtained, it can be concluded that organizational justice has a very strong influence on job satisfaction, with a coefficient value of 0.887. Furthermore, for employee performance, job satisfaction is the variable with the largest direct influence, with a coefficient value of 0.608, compared to the direct influence of organizational justice, which has a coefficient value of 0.321. This finding indicates that job satisfaction plays a significant role as a mediating variable in the relationship between organizational justice and employee performance.

3). Construct Validity and Reliability

After testing construct validity, the next test is construct reliability, measured by the Composite Reliability (CR) of the indicator block measuring the construct. This test demonstrates good reliability. A construct is considered reliable if the composite reliability value is >0.6 . According to Hair et al. (2016), the composite reliability coefficient should be greater than 0.7, although a value of 0.6 is still acceptable. In internal consistency testing, it is not absolutely necessary to carry out it if the construct validity has been fulfilled, because a valid construct is a reliable one, conversely a reliable construct is not necessarily valid (Cooper & Schindler, 2014).

Table 3. Construct Validity and Reliability

Variabel Laten	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Justice	0,920	0,929	0,940	0,758
Job Satisfaction	0,896	0,898	0,923	0,706
Employee Performance	0,897	0,902	0,924	0,710

Based on Table 3, the results of construct validity and reliability testing indicate that all latent variables in this study met the criteria required for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis. This is evidenced by the Composite Reliability values for all variables, which were above the minimum threshold of 0.70. The Organizational Justice variable had a Composite Reliability value of 0.940, the Job Satisfaction variable 0.923, and the Employee Performance variable 0.924. These results indicate that all constructs have excellent reliability, consistently measuring the concepts studied.

Furthermore, the Cronbach's Alpha values for each variable were also above 0.70: Organizational Justice 0.920, Job Satisfaction 0.896, and Employee Performance 0.897. These values indicate that all indicators used in the study have a high level of internal consistency. These results are supported by rho_A values, which also showed values above 0.70: 0.929 for Organizational Justice, 0.898 for Job Satisfaction, and 0.902 for Employee Performance. Thus, all research constructs are considered reliable and suitable for use in structural model testing.

Furthermore, convergent validity testing, using the Average Variance Extracted (AVE) value, demonstrated that all variables met the established criteria, with an AVE value greater than 0.50. The Organizational Justice variable had an AVE value of 0.758, the Job Satisfaction variable 0.706, and the Employee Performance variable 0.710. These results indicate that more than 50% of the indicator variance can be explained by the measured constructs, indicating that

all indicators have a good ability to represent their respective latent variables. Based on the AVE values obtained, the Organizational Justice variable had the highest AVE value, at 0.758. This indicates that the Organizational Justice construct has the best ability to explain the variance of its constituent indicators compared to the variables Job Satisfaction and Employee Performance.

c. R-square

The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent construct. The R^2 value can be used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence (Ghozali, 2018).

Table 4. R Square

Variabel Laten	R Square	Adjusted R Square
Job Satisfaction	0,787	0,783
Employee Performance	0,819	0,812

Based on Table 4, the R Square value for the Job Satisfaction variable is 0.787 and the Adjusted R Square value is 0.783. These results indicate that 78.7% of the variation in Job Satisfaction can be explained by the Organizational Justice variable, while the remaining 21.3% is influenced by other factors not included in the research model. These values indicate that Organizational Justice has a very strong ability to explain changes in the level of Job Satisfaction of employees at the Medan High Religious Court. Furthermore, the R Square value for the Employee Performance variable is 0.819 and the Adjusted R Square value is 0.812. These results indicate that 81.9% of the variation in Employee Performance can be explained jointly by the Organizational Justice and Job Satisfaction variables, while the remaining 18.1% is influenced by other variables outside the research model. These factors can be work motivation, organizational commitment, organizational culture, work environment, employee competence, or other factors not examined in this study. The high coefficient of determination for the Employee Performance variable indicates that the combination of organizational justice implementation and job satisfaction significantly contributes to improving employee performance at the Medan High Religious Court.

4) Hypothesis Testing

Hypothesis testing was conducted based on the results of the Inner Model (structural model) testing, which included the r-squared output, parameter coefficients, and t-statistics. To determine whether a hypothesis can be accepted or rejected, one of the methods used was to examine the significance values between constructs, t-statistics, and p-values. Hypothesis testing in this study was conducted using SmartPLS 3.0 software. These values can be seen from the bootstrapping results. The rule of thumb used in this study was a t-statistic >1.96 with a significance level of 0.05 (5%) and a positive beta coefficient. Figure 2. Hypothesis Testing:

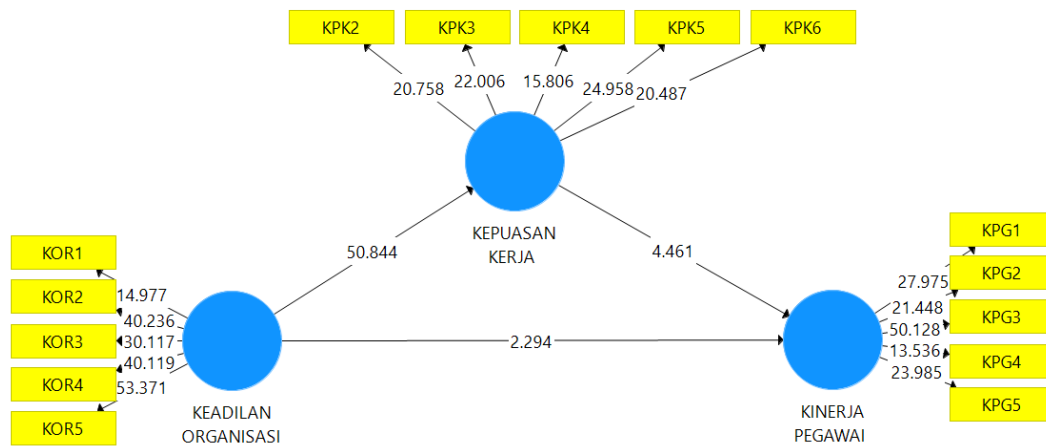


Figure 3. Hypothesis Testing Results

Figure 3 shows that to determine the structural relationship between latent variables, hypothesis testing must be performed on the path coefficients between the variables by comparing the p-value with alpha (0.005) or a t-statistic (>1.96). The p-value and t-statistic were obtained from SmartPLS output using the bootstrapping method, along with the direct effect table.

Table 5. Direct influence

Variabel Laten	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice -> Job Satisfaction	0,887	0,890	0,017	50,844	0,000
Organizational Justice -> Employee Performance	0,321	0,316	0,140	2,294	0,022
Job Satisfaction -> Employee Performance	0,608	0,613	0,136	4,461	0,000

The following is an explanation of the calculation results in Table 5 for the direct effect:

- 1) The Effect of Organizational Justice on Job Satisfaction. The first hypothesis (H1) states that Organizational Justice has a positive and significant effect on employee job satisfaction at the Medan High Religious Court. The test results show a p-value of 0.000 and a t-statistic of 50.844, thus meeting the hypothesis testing criteria: a p-value <0.05 and a t-statistic >1.96. Therefore, H1 is accepted.
- 2) The Effect of Organizational Justice on Employee Performance. The second hypothesis (H2) states that Organizational Justice has a positive and significant effect on employee performance at the Medan High Religious Court. The test results show a p-value of 0.022 and a t-statistic of 2.294, thus meeting the hypothesis testing criteria. Therefore, H2 is accepted.
- 3) The Effect of Job Satisfaction on Employee Performance. The third hypothesis (H3) states that Job Satisfaction has a positive and significant effect on employee performance at the Medan High Religious Court. The test results showed a p-value of 0.000 and a t-statistic of 4.461, thus meeting the hypothesis testing criteria. Therefore, H3 was accepted.

To determine the structural relationship between the latent variables, hypothesis testing was conducted on the path coefficients between the variables using the bootstrapping method, as shown in the following table of indirect effects:

Table 6. Indirect Effects

Variabel Laten	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Justice -> Job Satisfaction -> Employee Performance	0,539	0,546	0,122	4,416	0,000

The following is an explanation of the results in Table 6:

4) The fourth hypothesis (H4) indicates that Organizational Justice has a positive and significant indirect effect on Employee Performance through Job Satisfaction. This is indicated by a p-value of 0.000 and a t-statistic of 4.416, which meets the hypothesis testing criteria of a p-value <0.05 and a t-statistic >1.96. Therefore, the fourth hypothesis (H4) is accepted.

The indirect path coefficient of 0.539 indicates that Job Satisfaction mediates the effect of Organizational Justice on Employee Performance at the Medan High Religious Court. The positive direction of the relationship indicates that the higher the level of justice perceived by employees within the organization, the higher the level of job satisfaction, which ultimately impacts employee performance.

Discussion

The results of the first hypothesis test indicate that Organizational Justice has a positive and significant effect on Employee Job Satisfaction at the Medan High Religious Court. This is evidenced by a path coefficient of 0.887, a t-statistic of 50.844, and a p-value of 0.000, thus H1 is accepted. The results of this study indicate that the higher employees' perceptions of organizational justice, the higher their perceived job satisfaction. Organizational justice, manifested through fair task distribution, a transparent promotion system, rewards commensurate with employee contributions, and respectful treatment of each individual, can create a sense of comfort and satisfaction at work.

The results of the second hypothesis test indicate that Organizational Justice has a positive and significant effect on Employee Performance at the Medan High Religious Court. This is evidenced by a path coefficient of 0.321, a t-statistic of 2.294, and a p-value of 0.022, thus H2 is accepted. These results indicate that increasing organizational justice can drive improved employee performance. Employees who feel they are treated fairly will be more motivated to perform optimally, demonstrate commitment to the organization, and strive to achieve established work targets.

The results of the third hypothesis test indicate that job satisfaction has a positive and significant effect on employee performance at the Medan High Religious Court. This is evidenced by a path coefficient of 0.608, a t-statistic of 4.461, and a p-value of 0.000, thus accepting H3. The results of this study indicate that employees with high levels of job satisfaction tend to produce better performance than those with low levels. Employee job satisfaction increases work enthusiasm, loyalty, responsibility, and the desire to deliver optimal work results.

The results of the fourth hypothesis test indicate that job satisfaction mediates the effect of organizational justice on employee performance at the Medan High Religious Court. This is evidenced by an indirect effect coefficient of 0.539, a t-statistic of 4.416, and a p-value of 0.000, thus accepting H4. These results indicate that organizational justice not only directly impacts employee performance but also exerts a stronger influence through increased job satisfaction. When employees perceive fairness within the organization, they feel more valued, more comfortable at work, and more satisfied with their jobs. This, in turn, leads to improved employee performance.

Research Implications

The results of this study indicate that organizational justice and job satisfaction play a significant role in improving employee performance at the Medan High Religious Court.

Practically, organizational leaders need to implement fair, transparent, and objective policies in the division of tasks, performance appraisals, and employee rewards.

Furthermore, organizations need to create a comfortable work environment that supports employee job satisfaction, as job satisfaction has been shown to significantly improve performance. With an increased sense of justice and job satisfaction, employees will be more motivated to work optimally, professionally, and responsibly in providing services to the public.

Conclusion

- 1) Organizational Justice has a positive and significant effect on Employee Job Satisfaction at the Medan High Religious Court. The test results show a path coefficient of 0.887, a t-statistic of 50.844, and a p-value of 0.000. These results indicate that the higher the perceived organizational justice, the higher the employee's job satisfaction.
- 2) Organizational Justice has a positive and significant effect on Employee Performance at the Medan High Religious Court. The test results show a path coefficient of 0.321, a t-statistic of 2.294, and a p-value of 0.022. These results indicate that the implementation of good organizational justice can improve employee performance.
- 3) Job Satisfaction has a positive and significant effect on Employee Performance at the Medan High Religious Court. The test results show a path coefficient of 0.608, a t-statistic of 4.461, and a p-value of 0.000. These results indicate that the higher the level of employee job satisfaction, the higher the resulting performance.
- 4) Job satisfaction mediates the effect of organizational justice on employee performance at the Medan High Religious Court. The indirect effect test showed a coefficient of 0.539, a t-statistic of 4.416, and a p-value of 0.000. These results demonstrate that job satisfaction acts as a significant mediating variable in the relationship between organizational justice and employee performance.
- 5) The coefficient of determination (R^2) test showed that organizational justice explained 78.7% of the job satisfaction variable, while organizational justice and job satisfaction jointly explained 81.9% of the employee performance variable. This demonstrates that the research model has strong ability to explain the relationship between the variables studied.

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