



EFFECT OF WORKLOAD AND ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION (Case Study On Employees Of Perumda Air Minum Tugu Tirta, Malang)

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Abstract

In cases that can cause an organization to fail, excellent and skilled human resources are needed to anticipate this. Employees who have good performance can help the organization achieve the goals that have been set. This study analyzes workload and organizational justice's direct or indirect effect on employee performance mediated by job satisfaction. This study uses an Explanatory Research approach. The sample in this study amounted to 173 employees from a population of 306 employees with the research location at the Tugu Tirta drinking water company in Malang. The instrument used in data collection is in the form of a questionnaire. The data analysis technique used in this research is path analysis. The results showed that: (1) there was a significant effect of workload on job satisfaction; (2) there is a significant effect of organizational justice on job satisfaction; (3) there is a significant effect of job satisfaction on employee performance; (4) there is a significant effect of workload on employee performance; (5) there is a significant effect of organizational justice on employee performance; (6) there is no significant effect of workload on employee performance through job satisfaction; (7) there is no significant effect of organizational justice on employee performance through job satisfaction.

Keywords: *Workload, Organizational Justice, Job Satisfaction, Employee Performance*

INTRODUCTION

Every company always expects its employees to have achievements because having employees who excel can provide the maximum contribution to the company. Not only that, by having employees who excel, the company's performance can increase. If the people in the company are human resources running efficiently, the company always runs efficiently. In other words, the organization's survival is determined by the performance of its employees (Astianto, 2014).

Employee performance is the task of the interaction between the levels of knowledge (knowledge), skills (skills), and abilities (ability) (Stevens and Campion, 1994). According to Mangkunegara (2009), employee performance results from work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him. This study shows the company is obliged to give responsibility to employees according to their expertise or ability to do the job.

Efforts to improve employee performance include observing the workload, whether it is a physical workload or a mental workload. To achieve optimal performance means that companies must pay attention to work conditions that cause work overload both quantitatively and qualitatively, which can lead to tension and cause physical or mental fatigue, resulting in reduced employee productivity (Hariyono et al., 2009)

Giving the right workload with employee skills is very meaningful for the company to recognize the extent to which its employees can be given an optimal workload and the time of its influence on the performance.

The company itself because if an employee bears a heavy workload or lacks expertise, it can cause obstacles in work so that the employee will feel sick and tired because of the work.

In addition to workload, another factor that affects employee performance is organizational justice. Organizational justice is an assumption of totality about what justice is in the workplace (Robbins and Judge, 2013:223). Organizational justice focuses wider attention on how workers feel authority and decision-making in the workplace in treating them.

Other things need to be considered by the company in addition to the above to maintain performance, namely employee job satisfaction. Job satisfaction is an individual's response to knowing what work they do in the organization, where they do it, or an employee's emotional response to the job, based on the desired results. Attitudes (Mosadeghrad, 2003). This explanation aligns with Kaswan's (2012) and Handoko's (2001) views regarding employee job satisfaction as employee satisfaction or dissatisfaction with work in the work environment.

Perumda Air Minum Tugu Tirta Kota Malang is one of the regional-owned enterprises (BUMD) engaged in providing and distributing clean water for the community. One of its main tasks is to provide clean water for daily needs.

Perumda Air Minum Tugu Tirta Kota Malang has a service coverage of 97.95% of the total population of Malang City, which amounted to 844,401 people with 172,000 customers and is predicted to continue to increase if it refers to the high level of drinking water demand in Malang (Perumda Air Minum Tugu Tirta Kota Malang, 2022).

The significant increase in customers is a big challenge in providing healthy drinking water with excellent and sustainable service. The Tugu Tirta Malang City Water Company needs high employee performance to increase company productivity.

Because by having a high responsibility, the company's goals, a comprehensive work plan, and the courage to take risks faced, the employee's performance will increase, so the company's productivity will also increase. Therefore, one of them is to improve workability and provide workloads following existing work standards in the company.

LITERATURE REVIEW

Employees Performance

Mangkunegara (2005:9) defines performance as the quality and quantity of work that employees can do in carrying out the assigned tasks. Panggabean (2004) describes performance appraisal as a formal process for regularly reviewing and assessing individual performance. He also explained that performance evaluation is a process that aims to obtain information about employee performance. The evaluation process is intended to understand a person's job performance. This information can be used as input when performing almost any human resource management activity, including promotions, raises, developments, and terminations.

Job satisfaction

Job satisfaction is defined as a positive attitude towards the results of one's work and being an individual. Individuals with high job satisfaction have a positive value toward work, and those with low satisfaction have a negative value toward work. Robbins and Judge (2009) define job satisfaction as an individual's attitude towards work. It requires individuals to interact with colleagues and superiors, follow company policies and rules, and meet performance standards.

Workload

Tarwaka (2011:106) defines workload as a condition for processing job descriptions that must complete within a certain period. When faced with a task, an individual is expected to be able to complete the task at a certain level. Robbins and Judge (2008) state that the positive and negative of workload is a matter of perception. Perception of workload is defined as how an individual organizes and interprets his impressions and gives meaning to others. Workload awareness is related to role factors and job attributes. The workload closely perceived is associated with the activity and the requirements for the task or activity that requires mental and physical activity that the individual must perform in a given time. When making an assessment, whether it positively or negatively impacts the job.

Organizational Justice

Gibson et al. (2012) define organizational justice as to how an individual feels treated equally in the organization where he works. According to Robbins and Judge (2013: 223), organizational justice is a general perception of what justice is in the workplace. Organizational justice, in general, focuses more on how workers perceive and interact with authority and decision-making in the workplace (Robbins and Judge, 2013: 143). Cropanzano, Bowen, and Gilliland (2007) reveal that many studies have shown that employees have three events in the workplace.

Namely outcome justice (distributive justice), formal allocation process justice (procedural justice), and interpersonal justice of the transactions they deal with (interactional justice).

HYPOTHESIS

The hypothesis in this study is as follows: H1 workload has a positive and significant effect on job satisfaction of employees of the Tugu Tirta drinking water company in Malang. H2 Organizational justice has a positive and significant impact on the job satisfaction of Perumda Air Minum Tugu Tirta Kota Malang employees. H3 Job satisfaction has a positive and significant effect on the performance of the Perumda Air Minum Tugu Tirta Kota Malang employees. H4 workload has a positive and significant impact on the performance of the drinking water company employees at Perumda Air Minum Tugu Tirta Kota Malang. H5 Organizational justice has a positive and significant effect on the performance of the employees of the Tugu Tirta drinking water company in Malang. H6 workload has a positive and significant impact on employee performance through job satisfaction of employees of Perumda Air Minum Tugu Tirta Kota Malang. H7 Organizational justice has a positive and significant effect on employee performance through job satisfaction of employees of Perumda Air Minum Tugu Tirta Kota Malang.

METHOD

Population and Sample

The population in this study were all employees of the Perumda Air Minum Tugu Tirta Kota Malang, amounting to 306 people. In this study, the sample collection technique used purposive sampling. The criteria determined are the employee's working period of at least two years to assess the performance that has been done. Determination of the sample in this study using the slovin formula with the final result of 173 employees being used as samples.

RESULT AND DISCUSSION

Validity Test

All instruments of workload, organizational justice, job satisfaction, and employee performance variables in this study showed a value of $r_{\text{count}} > r_{\text{table}}$ 0.361 with a significance level of 0.05. All the proposed instruments are declared valid.

Reliability Test

Table 1 Reliability Test Results

Variable	Cronbach's Alpha	Explanation
Workload (X_1)	0,703	Reliable
Organizational Justice (X_2)	0,953	Reliable
Job Satisfaction (Z)	0,890	Reliable
Employee Performance (Y)	0.934	Reliable

Based on the table above, all variables in this study have Cronbach's alpha values greater than 0.60, so it can conclude that all variables are declared reliable.

Path Analysis

From the results of testing on 173 employees of Perumda Air Minum Tugu Tirta Kota Malang, The following are the findings made:

Classical Assumptions Test

Normality Test

Table 2 Normality Test

	Job satisfaction	Employees Performance
Kolmogorov Smirnov	0,053	0,084
Probability	0,200	0,164

Testing the normality of workload and organizational justice on job satisfaction resulted in the Kolmogorov Smirnov test statistic of 0.053 with a probability of 0.200. The influence of workload, organizational justice, and job satisfaction on employee performance resulted in the Kolmogorov Smirnov test statistic of 0.084 with a chance of 0.164. These results indicate that probability > significance level ($\alpha = 5\%$). This result means that the residuals generated by the two models are declared to be normally distributed.

Multicollinearity Test

Tabel 3 Uji Multikolinearitas

Variable	VIF	
	Work Satisfaction	Employee Performance
Workload	1,200	1,295
Organizational Justice	1,200	2,949
Job satisfaction	-	3,174

Based on the multicollinearity test's output, it can see that the effect of workload and organizational justice on job satisfaction produces.

A VIF value is not more than 10, so the path model of the influence of job satisfaction variables does not contain multicollinear symptoms. Then the effect of workload, organizational justice, and job satisfaction on employee performance produces a VIF value of not more than 10, so the path model of employee performance variables does not contain multi clinical symptoms.

Heteroscedasticity Test

Table 4 Heteroscedasticity Test

Exogenous Variable	Endogenous Variables	
	Job satisfaction	Employee Performance
Workload	0,054	0,143
Organizational Justice	0,228	0,059
Job satisfaction		0,999

The heteroscedasticity test shows the probability for all equations of job satisfaction and employee performance > level of significance ($\alpha = 5\%$). This result means that the residual is declared to have a homogeneous variance. Thus heteroscedasticity is met for all equations.

Coefficient of Determination Test (R^2)

Table 5 Coefficient of Determination Test (R^2)

Variable	R^2
Job satisfaction	0,685
Employee performance	0,445
$R^2_m = 1 - ((1 - R^2_z) * (R^2_y))$ $R^2_m = 1 - ((1 - 0,685) * (1 - 0,445)) = 0,825$	

Koefisien Determinasi Total (R^2_m) value of 0.825 or 82.5%. It can indicate that the diversity of employee performance can be explained by the overall model of 82.5% or, in other words, the contribution of workload, organizational justice, and job satisfaction to the overall performance of employees is 82.5%.

While the rest is 17.5 % is the contribution of other variables that are not discussed in this study.

Direct Effect Hypothesis Testing

Table 6 Direct Effect Hypothesis Testing

Exogenous	Endogenous	Coefficient	t statistics	Prob.	Conclusion
Workload	Job satisfaction	0,172	3,654	0,000	Accepted
Organizational Justice	Job satisfaction	0,742	15,736	0,000	Accepted
Workload	Employee performance	0,359	5,506	0,000	Accepted
Organizational Justice	Employee performance	0,220	2,239	0,026	Accepted
Job satisfaction	Employee performance	0,221	2,165	0,032	Accepted

Based on the table above, it can conclude that all direct influence hypotheses are accepted.

Testing the Indirect Effect Hypothesis

Table 7 Testing the Indirect Effect Hypothesis

Exogenous	Mediation	Endogenous	Direct Coef.	Indirect Coef.	Total Coef.	Conclusion
Workload	Job satisfaction	Employee performance	0,359	0,038	0,397	Rejected
Organizational Justice	Job satisfaction	Employee performance	0,220	0,164	0,384	Rejected

Based on the table above, it can conclude that all indirect influence hypotheses are rejected.

The results of the path analysis presented in this study produce a path diagram as follows:

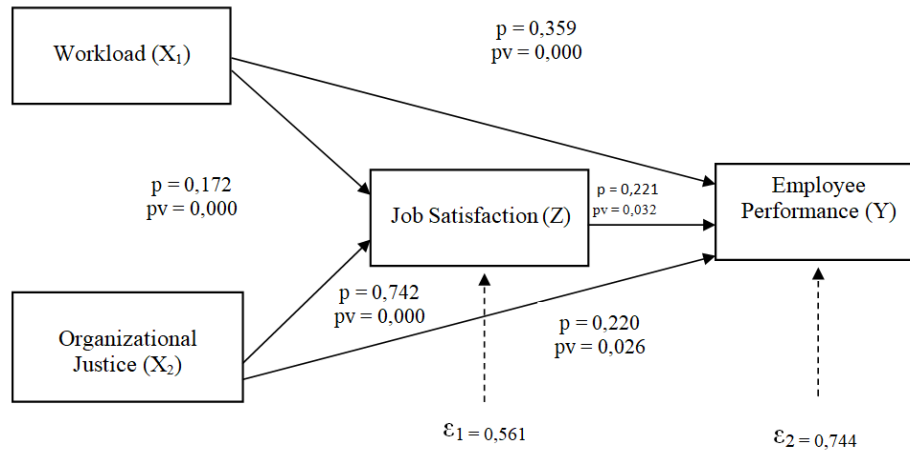


Figure 1. Hypothesis Test-Path Diagram

DISCUSSION

The Effect of Workload on Job Satisfaction

There is a significant effect of workload on job satisfaction. The path coefficient of workload on job satisfaction is 0.172, indicating that workload positively impacts job satisfaction. It means that the more appropriate the workload with job standards, the more likely it is to increase the job satisfaction felt by employees. The results of this study are in line with Wijaya's research (2018); Mustapha & Ghee (2013) stated that workload has a positive effect on employee job satisfaction. This study found that the workload is not something employees avoid because some employees like workloads. After all, the workload is a challenge that can be used as motivation to work to feel satisfied with the work they are doing. Therefore, companies must be observant in providing workloads to their employees. The strategy that can use to overcome the problem of excessive workload is to apply a division of labor based on employees' ability with each other.

The Effect of Organizational Justice on Job Satisfaction

There is a significant effect of organizational justice on job satisfaction. The path coefficient of the influence of organizational justice on job satisfaction is 0.742, indicating that organizational justice has a positive effect on job satisfaction. It means that the better the organizational justice, the more likely it is to increase job satisfaction. Ozel & Bayraktar (2018) state that employee job satisfaction is influenced positively and negatively because of their perception of organizational justice regarding the practices in their organization and how fairly they are treated. Employees whose job satisfaction levels are positively influenced are motivated by their work and can add value to their organization. The results of this study are in line with the research of Tziner et al. (2011), Bilal et al. (2017), and Fortune & Wulansari (2015), which state that organizational justice and job satisfaction have a significant positive relationship. An interesting finding in this study is that organizational justice needed by employees is not only a matter of fairness in terms of salaries and the application of regulations, but employees also need interactional justice.

Namely, justice is related to how employees are treated by their superiors, whether full of respect and dignity, treatment. This kind of thing means a lot to employees.

The Effect of Job Satisfaction on Employee Performance

There is a significant effect of job satisfaction on employee performance. The path coefficient of the influence of job satisfaction on employee performance is 0.221, indicating

that job satisfaction has a positive impact on employee performance. It means that better job satisfaction tends to improve employee performance.

When a company satisfies the needs of its employees in terms of job satisfaction, it is better able to cultivate a positive working environment. Bailey et al. (2016) stated that job satisfaction can be caused by several factors such as salary payments, supervision received, the state of the work carried out, and co-workers. The results of this study are in line with the research of Soomro et al. (2018), Siengthai & Patarakhuan (2016), and Abdulkhaliq & Mohammadali (2019), which state that job satisfaction has a positive influence on employee performance.

It can boost employees' levels of enthusiasm and motivation while they are on the job, which, in turn, affects Employee performance typically improves when workers report higher levels of job satisfaction.

Effect of Workload on Employee Performance

There is a significant effect of workload on employee performance. The path coefficient of workload on employee performance is 0.359, indicating that workload positively affects employee performance. The more appropriate the workload with the work standard, the more likely it is to improve employee performance. Juru & Wellem (2022) found that when employees perceive work as a workload and experience tension because their skills do not meet the organization's needs, this affects employee behavior, namely ineffective Behavior at work. Such as laziness and avoidance of tasks, which will impact decreasing the employee's performance.

The results of this study are in line with Khasifah's research (2016), Adityawarman (2015), and Harini et al. (2018), which state that workload has a positive and significant effect on employee performance. Furthermore, Shah et al. (2011) said that extensive high workload and very low workload correlated with employee performance. This study found that workloads are not something that employees avoid. If an individual has an intense workload concerning his abilities, he is underutilized, and his workload should be increased to an appropriate level. It will satisfy the individual, and the organization will also get optimal benefits. Some employees like workloads where they consider workloads a challenge to motivate them to work, which will ultimately improve their performance; therefore, companies must be observant assigning workloads to each employee.

The Effect of Organizational Justice on Employee Performance

There is a significant effect of organizational justice on employee performance. It means that the better the organizational justice, the more likely it is to improve employee performance. The path coefficient of the influence of organizational justice on employee performance is 0.220, indicating that organizational justice has a positive effect on employee performance.

The results of this study are in line with the research of Pracha et al. (2020), which states that organizational justice is positively and significantly related to employee performance. To improve employee performance, organizations need to identify negative behaviors related to unequal distribution of resources, discrimination, and sharing of biased information that must eliminate immediately to increase company productivity. Furthermore, Iqbal et al. (2017) found that organizational justice positively and significantly affects employee performance. Without justice expecting employees to do well is too tricky. This study found that organizational justice needed by employees is not only a matter of fairness in terms of salary matters and the application of regulations, but employees also really need interactional justice.

Namely, justice related to how employees are treated by their superiors.

Whether full of respect and dignity, which is something like This, can make employees feel highly valued by their managers so that they are motivated to give their best results for the company, which can improve their performance.

The Effect of Workload on Employee Performance through Job Satisfaction

There is no significant effect of workload on employee performance through job satisfaction. The impact of workload on employee performance through job satisfaction is 0.038, indicating that workload positively impacts employee performance through job satisfaction. This result means that the higher the job satisfaction caused, the more appropriate the workload with the work standards. It tends to improve employee performance, but the increase is not significant.

Research by Sudarsih & Supriyadi (2019) shows that workload has a significant direct negative effect on job satisfaction and employee performance. Job satisfaction has a substantial immediate positive impact on employee performance. A significant indirect effect of workload on employee performance with job satisfaction. is an intervening variable, but its magnitude is weaker than the direct effect. Furthermore, Priyandi et al. (2020) stated that job satisfaction is a mediating variable that significantly impacts a positive relationship between workload and employee performance. Job satisfaction has a vital role in mediating workload on employee performance. The workload finds to be a significant factor in improving employee performance. The perceived low workload of employees can increase job satisfaction and employee performance. This study found that there are types of employees who like challenges in their work. They perceive workload as a challenge that can make them motivated to do even tough jobs to provide job satisfaction when they complete the work, which in turn can improve their performance. Therefore the company must be observant in providing workloads to each of its employees.

The Effect of Organizational Justice on Employee Performance through Job Satisfaction

There is no significant effect of organizational justice on employee performance through job satisfaction. The path coefficient of the influence of organizational justice on employee performance through job satisfaction is 0.164, indicating that organizational justice has a positive effect on employee performance through job satisfaction. This result means that the higher job satisfaction caused by better organizational justice improves employee performance, but the increase is not significant.

Nurak & Riana (2017) stated the important role of job satisfaction in improving employee performance. Therefore, companies should pay more attention to organizational justice to enhance employee performance to satisfy employees and try to make an optimal contribution to the company. Research by Haryono et al. (2019) shows an indirect effect of organizational justice which significantly affects employee performance through job satisfaction. Furthermore, Hartini et al. (2018) stated that organizational justice has a significant influence with a positive relationship on job satisfaction. Job satisfaction has a significant effect on a positive connection with employee performance. Organizational justice has a significant impact with a positive relationship on employee performance through job satisfaction. Thus, the variable job satisfaction is a strong predictor that links organizational justice to improving employee performance. This study found that organizational justice needed by employees is not only a matter of fairness in terms of salary matters and the application of regulations, but employees also really need interactional justice.

Namely, justice is related to how employees are treated by their superiors. This kind of thing can make employees feel very appreciated by their managers to grow their job satisfaction which in turn can make their performance increase.

CONCLUSION

Based on the results and analysis of the research. So, here are some conclusions from the study that has been done: 1) there is a significant effect of workload on job satisfaction. 2) there is a significant effect of organizational justice on job satisfaction, 3) there is a significant effect of job satisfaction on employee performance, 4) there is a significant effect of workload on employee performance, 5) there is a significant effect of organizational justice on employee performance, 6) there is no significant effect workload on employee performance through job satisfaction, and 7) there is no significant effect of organizational justice on employee performance through job satisfaction.

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