


EMPLOYEE PERFORMANCE MODEL THROUGH JOB SATISFACTION IN HEALTH OFFICE IN NORTH SUMATRA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received: December, 02nd 2023</p> <p>Accepted: February, 27th 2024</p>	<p>Purpose: The aim of this study is to examine for This research was conducted to analyze and explain Employee Performance Model Through Job Satisfaction: Distributive Justice, Procedural Justice, Interactional Justice, Organizational Culture And Work Discipline in Padang Sidempuan City Health Office in North Sumatra</p>
<p>Keywords:</p> <p>Employee Performance; Job Satisfaction; Distributive Justice; Procedural Justice; Interactional Justice; Organizational Culture; Work Discipline.</p> <div data-bbox="172 1034 480 1279" style="text-align: center;">  </div>	<p>Theoretical Framework: The collecting data using a questionnaire of as many as 285 respondents in health office.</p> <p>Design/Methodology/Approach: The research method used in this study is descriptive analysis and SEM (structural equation modeling) analysis with the help of the SmartPLS program</p> <p>Findings: The Results showed that there was an important positive direct effect of Interactional Justice on job satisfaction, Distributive Justice on job satisfaction, Procedural Justice on job satisfaction, Interactional Justice on Job Satisfaction, Organizational Culture on job satisfaction, Work Discipline on job satisfaction and job satisfaction on employee performanceon</p> <p>Research, Practical & Social Implications: The study in this research is a positive and important indirect effect of Distributive Justice on Employee Performance through Job Satisfaction, Procedural Justice on Employee Performance through Job Satisfaction, Interactional Justice on Employee Performance through Job Satisfaction, Organizational Culture on Employee Performance through Job Satisfaction, Work Discipline on Employee Performance through Job Satisfaction</p> <p>Originality/Value: The value of the study is most important positive direct effect of Interactional Justice on job satisfaction, important positive direct effect of Interactional Justice on Employee Performance and important positive indirect effect of Interactional Justice on Employee Performance through Job Satisfaction.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v9i3.2871</p>

MODELO DE DESEMPENHO DE FUNCIONÁRIOS POR MEIO DA SATISFAÇÃO NO ESCRITÓRIO DE SAÚDE EM NORTH SUMATRA

RESUMO

Propósito: O objetivo deste estudo é examinar para esta pesquisa foi realizada para analisar e explicar o Modelo de Desempenho do Funcionário Através da Satisfação do Trabalho: Justiça Distributiva, Justiça Processual, Justiça Interacional, Cultura Organizacional e Disciplina de Trabalho na Secretaria de Saúde da Cidade de Padang Sidempuan em Sumatra do Norte

Estrutura Teórica: A coleta de dados usando um questionário de até 285 entrevistados no escritório de saúde.

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Design/Methodologia/Abordagem: O método de pesquisa utilizado neste estudo é a análise descritiva e a análise SEM (modelagem de equações estruturais) com a ajuda de o programa SmartPLS.

Constatações: Os Resultados mostraram que houve um importante efeito direto positivo da Justiça Interacional na satisfação no trabalho, Justiça Distributiva na satisfação no trabalho, Justiça Processual na satisfação no trabalho, Justiça Interacional na Satisfação no Trabalho, Cultura Organizacional na satisfação no trabalho, Disciplina do Trabalho na satisfação no trabalho e satisfação no trabalho no desempenho do empregado

Investigação, Implicações Práticas e Sociais: O estudo neste estudo é um efeito indireto positivo e importante da justiça distributiva sobre o desempenho dos trabalhadores através da satisfação profissional, Justiça processual sobre o desempenho dos funcionários por meio da satisfação no trabalho, justiça interativa sobre o desempenho dos funcionários por meio da satisfação no trabalho, cultura organizacional sobre o desempenho dos funcionários por meio da satisfação no trabalho, disciplina de trabalho sobre o desempenho dos funcionários por meio da satisfação no trabalho

Originalidade/Valor: O valor do estudo é o efeito direto positivo mais importante da Justiça Interacional na satisfação no trabalho, efeito direto positivo importante da Justiça Interacional no Desempenho do Funcionário e efeito indireto positivo importante da Justiça Interacional no Desempenho do Funcionário através da Satisfação no Trabalho.

Palavras-chave: Desempenho do Funcionário, Satisfação Profissional, Justiça Distributiva, Justiça Processual, Justiça Interacional, Cultura Organizacional, Disciplina de Trabalho.

MODELO DE DESEMPEÑO DE LOS EMPLEADOS A TRAVÉS DE LA SATISFACCIÓN LABORAL EN LA OFICINA DE SALUD EN EL NORTE DE SUMATRA

RESUMEN

Objetivo: El objetivo de este estudio es examinar para qué se realizó esta investigación para analizar y explicar el modelo de desempeño de los empleados a través de la satisfacción laboral: justicia distributiva, justicia procesal, justicia interaccional, cultura organizacional y disciplina laboral en la oficina de salud de la ciudad de Padang Sidempuan en el norte de Sumatra

Marco Teórico: La recolección de datos utilizando un cuestionario de hasta 285 encuestados en la oficina de salud.

Diseño/Methodología/Enfoque: El método de investigación utilizado en este estudio es el análisis descriptivo y el análisis SEM (modelado de ecuaciones estructurales) con la ayuda de el programa SmartPLS.

Resultados: Los resultados mostraron que hubo un importante efecto directo positivo de la Justicia Interaccional en la satisfacción laboral, Justicia Distributiva en la satisfacción laboral, Justicia Procesal en la satisfacción laboral, Justicia Interaccional en la Satisfacción Laboral, Cultura Organizacional en la satisfacción laboral, Disciplina Laboral en la satisfacción laboral y satisfacción laboral en el desempeño laboral en

Investigación, Implicaciones Prácticas y Sociales: El estudio en esta investigación es un efecto indirecto positivo e importante de la justicia distributiva en el desempeño de los empleados a través de la satisfacción laboral, Justicia procesal en el desempeño de los empleados a través de la satisfacción laboral, Justicia interaccional en el desempeño de los empleados a través de la satisfacción laboral, Cultura organizacional en el desempeño de los empleados a través de la satisfacción laboral, Disciplina laboral en el desempeño de los empleados a través de la satisfacción laboral.

Originalidad/Valor: El valor del estudio es el efecto directo positivo más importante de la Justicia Interaccional en la satisfacción laboral, el efecto directo positivo importante de la Justicia Interaccional en el Desempeño Laboral y el efecto indirecto positivo importante de la Justicia Interaccional en el Desempeño Laboral a través de la Satisfacción Laboral.

Palabras clave: Desempeño de los Empleados, Satisfacción Laboral, Justicia Distributiva, Justicia Procesal, Justicia Interaccional, Cultura Organizacional, Disciplina Laboral.

1 INTRODUCTION

One of the reasons that makes human resources have its own uniqueness in addition to other factors as a support for the sustainability of a company is because humans have different

minds, feelings, desires, abilities, skills, knowledge, motivations, resources and works from one person to another. The purpose of the organization will not be realized if it does not pay attention to the aspects of human resources, no matter how sophisticated the tools, machines, and other factors available to employees of the Padang Sidempuan City Health Office of North Sumatra. the achievement of performance realization at the padang sidempuan health office was not achieved in accordance with the target of 28 Only one of SDGs' Strategic Goals achieved the target, namely on the Prevalence of malnutrition in children under five, this was due to the lack of performance of the padang sidempuan health office. This is due to the lack of job training provided, lack of cooperation between members of the organization, here employees between organizations are less compact in carrying out tasks or lack of care between fellow members of the organization, low job satisfaction of employees, still low ability of the padang sidempuan health office in providing services, there is still a lack of good image and the unavailability of adequate padang sidempuan health service resources, still lack of distributive justice in the padang sidempuan health office, procedural justice in the padang sidempuan health office padang sidempuan health is still not optimal, interactional justice in the padang sidempuan health office is not optimal, employee motivation is still low in completing work which causes low employee performance, employee job satisfaction level is still low which results in low employee performance, an uncomfortable atmosphere that results in low employee performance, a less conducive workplace environment that results in low employee performance, employees do not get job satisfaction because of the non-compliance of compensation received at the padang sidempuan health office, lack of financial guarantees provided to employees in the padang sidempuan health office, uncomfortable working conditions such as a narrow workspace, resulting in a decrease in performance, social factors have not run optimally in the padang sidempuan health office..

2 LITERATURE REVIEW

The grand theory used for this study is management, middle theory is human resource management and applied theories are employee performance, job satisfaction, organizational culture and work discipline. The term management is usually identified with the business and office world. Management is needed so that personal or organizational goals can be achieved. Management is indispensable for achieving efficiency and effectiveness of a work in the organization. Human Resources (HR) is one of the determinant factors that has received a lot

of attention from many circles, especially business organizations and the public. For companies and businesses, Human Resources (HR) is generally a "resource that encourages productivity" in winning the competition in the era of globalization, while for human resources organizations as a driver of organizational activities in carrying out the organization's vision and mission to achieve goals.

Human resources are a very vital asset of the organization, so its role and function cannot be replaced by other resources. No matter how modern the technology is used, or how much funds are prepared, without professional human resources, everything is meaningless Tjutjut, 2008 in (Mila, 2015). Human resources in the organization must always be oriented towards the vision, mission, goals, and suggestions of the organization.

Distributive justice is the justice that is most often judged by the fairness of results, which states that employees should receive wages/salaries that correspond to the income and expenditure of employees relative to referent/other comparisons (Suharyoko, 2016). In addition, according to Robbins & Judge in (Pangabea & Sancoko, 2015) defines descriptive justice as the fairness of the number and appreciation that is appalized among individuals.

According to Cropanzona and Molina (2015) states that procedural fairness refers to the decision-making process or set of policies used to make outcome decisions within the company. (Suifan et al., 2017) procedural justice refers to the decision-making process in which the results are distributed to employees. Whereas research (Fayandi, 2017) defines procedural justice as a fair procedure in that respect that describes the fairness of the procedures and processes used to determine such outcomes.

Interactional justice is measured from respondents' perceptions of interactional justice related to the feelings of employees whose needs have been considered in the policy, as well as the existence of explanations about the policy by superiors in employees including the treatment of reasons when making work decisions, reasons for considering employee rights, implications of decisions and justifications for work decisions. Colquitt in (Tjahyanti, 2017) said that interactional justice is divided into two categories, namely interpersonal justice and informational justice. The perception of respect, courtesy, dignity within one treatment or when making decisions is part of interpersonal justice while the sufficiency of explanations given in a specific, timely and honest manner is part of informational justice.

According to (Tubagus, 2015) the word culture comes from the discipline of Anthropology; with its character killman, it is interpreted as philosophies, ideologies, values, assumptions, beliefs of hope, attitudes, and norms that are shared and bind a society. As for

other opinions expressed by (Mallisa, 2017) organizations are basically used as a place or container where people gather, work together rationally systematically, planned, organized, guided and controlled in utilizing resources (money, materials, methods and the environment), infrastructure, data and so on used efficiently and effectively to achieve organizational goals.

Discipline is an attitude or behavior that describes compliance with a rule or provision. Discipline also means a demand for the continuation of the same life, orderly and orderly, which is made an absolute condition for the progress and changes to take place for the better. According to (Susanti, 2017) states that discipline is a form of responsibility and obligation of employees to comply with established regulations.

Everyone who works expects to be able to get satisfaction from the place where they work. Job satisfaction results in a positive attitude of maintained workers towards their work. This satisfaction is enjoyed in work, outside of work, and a combination of inside and outside of work. Job satisfaction a combination of outside and inside work is job satisfaction that is reflected by an emotional attitude that is balanced between the service and the implementation of the work. Employees who enjoy the combination of work inside and outside of work will feel satisfied if the results of their work and repayment of services are considered fair and feasible, (Setiawan, 2018).

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Amir in (Lestari, 2016) "Performance is something displayed by a person or a process related to a set work task. Performance is not the last end of a series of work processes but an overall display that starts from the elements of the activity of process inputs, outputs and outcome materials". (Robbins dalam Polakitan, 2016, p. 1.071) states that performance is the result or success rate of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as standard work results, targets/goals or criteria.

Based on the background of the problems above, the following problems can be identified, Lack of employee discipline at the Padangsidimpuan Health Office, which affects the performance of employees at the Padangsidimpuan Health Office, job training given to Padangsidimpuan health service employees, which affects the performance of employees at the Padangsidimpuan health office, cooperation between members of the organization, here employees between organizations are less compact in carrying out their duties or do not care enough among members of the organization, Low employee job satisfaction at the Padang Sidimpuan Health Office, The low capacity of the Padang Sidimpuan Health Office in

providing services results in a lack of employee performance, Organizational culture is still not said to be good, allegedly influenced by the training provided which is still lacking and not in accordance with the job position of each employee. The organizational culture that has been set at the Padang Sidempuan Health Office is still being abandoned, there are still many employees who do not care about the problems faced by the company. Work discipline towards employees is still lacking at the Padang Sidempuan Health Office which causes employee performance to not increase every month. The unavailability of adequate Padang Sidempuan health service resources has led to a lack of job satisfaction for health service employees. There is still a lack of distributive justice at the Padang Sidempuan Health Office which affects employee performance. Procedural fairness at the Padang Sidempuan health office is still not optimal so that many jobs are neglected. Interactional justice at the Padang Sidempuan health office has not been maximized which has resulted in no good communication between fellow employees. Employee motivation is still low in completing work which causes low employee performance at the Padang Sidempuan Health Office. The level of employee job satisfaction is still low which results in low employee performance at the Padangsidempuan Health Office. An uncomfortable atmosphere that results in low employee performance at the Padang Sidempuan Health Office.

Based on the identification of the problems above the problem boundaries in this case are more focused on the variables to be discussed, therefore to help the writer to be able to conduct research that is more directed and focused, the authors limit the scope of the research, namely the Effect of Distributive Justice, Procedural Justice, Interactional Justice, Organizational Culture, Work Discipline, Job Satisfaction, and Employee Performance.

Based on the background of the problems raised, the formulation of the problems in this study are as How does distributive justice affect employee job satisfaction at the Padang Sidempuan City Health Office, procedural justice affect employee job satisfaction, interactional justice affect employee job satisfaction, organizational culture affect employee job satisfaction, work discipline affect employee job satisfaction, distributive justice affect the performance of employees, procedural fairness and is it significant to employee performance, interactional justice affect employee performance, organizational culture affect employee performance, work discipline affect employee performance, job satisfaction affect employee performance distributive justice affect employee performance through job satisfaction, procedural justice affect employee performance through job satisfaction, interactional justice affect employee performance through job satisfaction, organizational culture affect employee performance

through job satisfaction, work discipline affect employee performance through job satisfaction at the Padang Sidempuan City Health Office.

3 DATA AND METHODOLOGY

In this study using quantitative methods with a descriptive approach. According to Sugiyono, (2018, pp. 35-36) quantitative method can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative / statistical data analysis, with the aim of testing predetermined hypotheses. This research uses a descriptive approach with the aim of describing the object of the study or the results of the study. The descriptive understanding according to Sugiyono, (2018, p. 147) is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the public or generalizations.

The relationship and influence between the variables that will be tested in this study are between distributive justice, procedural justice as a free variable (independent variable) and job satisfaction as an intervening variable (reciprocating/intermediate) with employee performance as a bound variable (dependent variable). To analyze the relationship and influence between variables, this study was conducted with structural equation modeling (SEM) techniques with the help of the Smart PLS 3.0 computer program. Descriptive analysis of variables with the help of the SPSS version 24 program. This study used the likert scale controller as the main instrument for collecting data. The data collected at once at any given moment and only once by distributing questionnaires to respondents.

The population is a combination of all elements that have a similar set of characteristics that include for the benefit of marketing research, Sugiyono, (2018). The population in this study is employees at the Padang Sidempuan City Health Agency, North Sumatra with a total of 1010 employees.

Table 1

Description of Population Research

No.	Work Units	Number of Employees
1	State Employees of the Health Office	48
2	UPTD Puskesmas	431
3	Non-PNS Employees of the Health Office	531
Total		1010

The sample is a population that is determined to participate in the study according to (Hair et al., 2014) the size of the sample has an important role in the interpretation of SEM results. The determination of samples in this study used Proportional Random Sampling, namely the determination of respondents from each Sugiyono, (2018).

The determination of the number of samples in this study was carried out using statistical calculations, namely using the Slovin formula. The sample in this study was determined by the Slovin formula as follows:

$$n = \frac{N}{N.(d^2)+1} (1)$$

Where:

n = sample

N = population

d = 95% peresisi value or sig.= 0,05

thus the number of samples in this pnelitian is: 285 employees with the following count:

$$n = \frac{1010}{1010.(0,05^2) + 1}$$

$$n = \frac{1010}{3,525}$$

$$n = 285$$

Based on the results of the calculation of the number of samples, the sample size calculation is then carried out at each Padang Sidempuan City Health Agency, North Sumatra, which is the object of data collection as shown in Table 2.

Table 2

Sample Size for Each Office at the Padang Sidempuan City Health Agency, North Sumatra

No.	Office Name	Number of Employees Against the Total Population (%)	Sample Size Calculation	Sum Sample
1	State Employees of the Health Office	(48/1010) x 100 = 4.75%	4.75% x 285 = 13.5	13
2	UPTD Puskesmas	(431/1010) x 100 = 42.7%	42.7% x 285 = 121.7	122

No.	Office Name	Number of Employees Against the Total Population (%)	Sample Size Calculation	Sum Sample
3	Non-PNS Employees of the Health Office	$(531/1010) \times 100 = 52.5\%$	$52.5\% \times 285 = 149.6$	150
Total Sample				285

4 RESULTS AND DISCUSSION

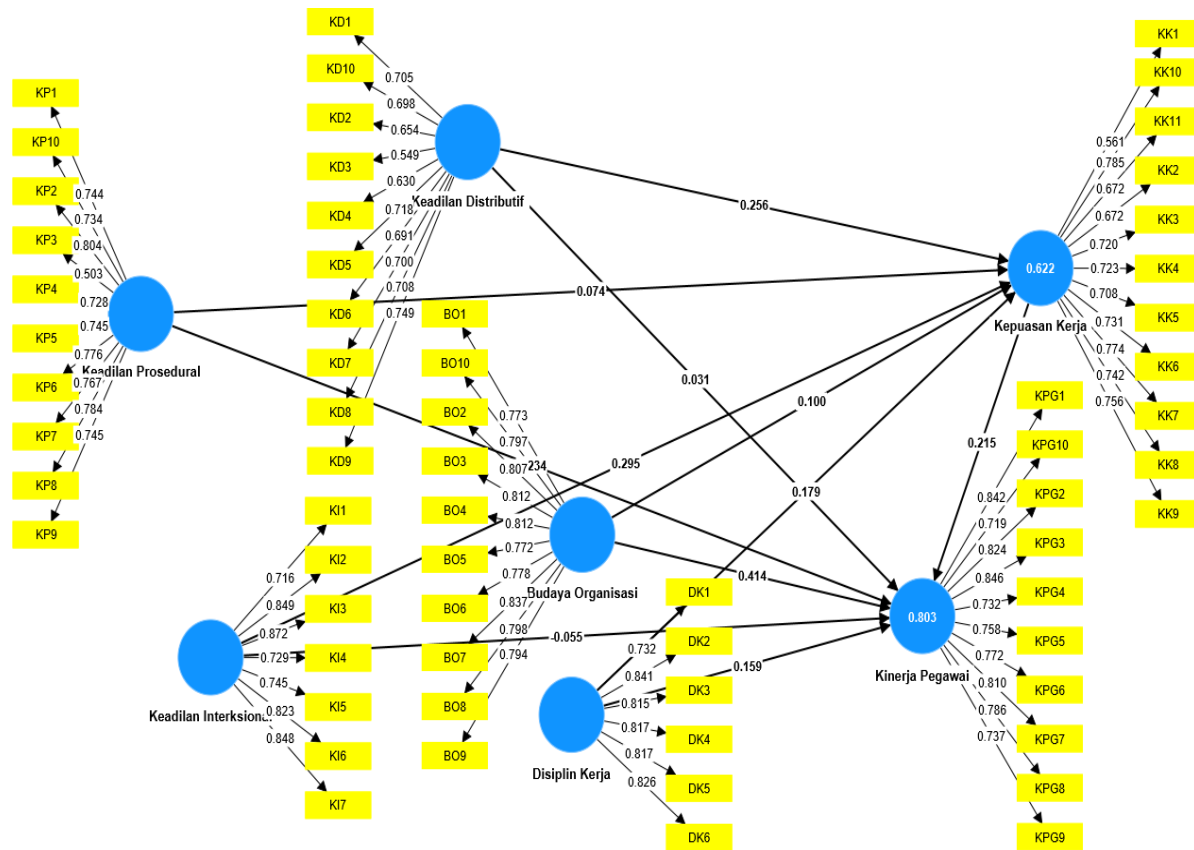
At this stage, an analysis of the characteristics of respondents related to employees at the Padang Sidempuan City Health Office in North Sumatra was carried out, for input in developing strategies and coaching in accordance with the profile of their respective characteristics in the future. The respondents in this study were 285 employees at the Padang Sidempuan City Health Office in North Sumatra, distributed throughout the Health Office in North Sumatra. Furthermore, the characteristics of respondents can be presented according to: gender, age, last education, employment status, length of work and income.

Evaluation of the Measurement Model (Outer Model) (Arismayanti, 2017). Test the validity and reliability of the measurement model will be carried out. If the construct fulfills all the prerequisites for further investigation, then it can be continued as research. Two types of evaluation will be carried out in this validity test.

Outer Loading Factor Convergent validity of the measurement model can be seen from the relationship between the indicator scores and the variable scores. (Hair Jr. et al., 2014) Explaining latent constructs. The loading factor value of 0.5 to more has a fairly strong validation value. The initial outer loading values for all variables can be seen in Table 3. (Istianingsih et al., 2019) stated that a loading factor of 0.5 is suitable for the indicator. The results of testing the outer model using the SmartPLS 3.0 analysis tool obtained the outer loading value as follows.

Figure 1

Outer Model Test Results



Outer model testing aims to see the correlation between the score of an item or indicator and the score of a variable or its construct. According to (Saputro & Siagian, 2017) in the development stage a correlation of 0.5 to 0.6 is considered still adequate or still acceptable, meaning that a statement item is said to be valid if it has a convergent validity value above 0.5. The following are the results of data processing from SmartPLS.

The analysis in image 1 above, shows that the loading factor value of all research variable constructs there are all valid statements because the loading factor value is > 0.5 . Cronbach's alpha and composite reliability scores were used to assess the dependability of the instrument in this investigation. When estimating composite reliability, Cronbach Alpha tends to underestimate the reliability of variables with lower Composite Reliability (Ridwan, Mulyani, & Ali, 2020). If Cronbach's Alpha is more than 0.70, the measurement is considered reliable. According to (Santoso, 2018) the variable is declared reliable if the Composite Reliability value is above 0.70.

Tabel 3

Value of Construct Reliability and Validity Reability Test for Research Variables (n=285)

Variable	Cronbach's alpha	Composite reliability (rho_a)	Mean of extracted variance (AVE)
Organizational Culture	0,937	0,937	0,637
Work Discipline	0,894	0,894	0,654
Distributive Justice	0,872	0,878	0,506
Interksional Justice	0,905	0,910	0,640
Procedural Fairness	0,905	0,912	0,544
Job Satisfaction	0,904	0,911	0,512
Employee Performance	0,930	0,931	0,614

Source: SmartPLS 3 Processed Primary Data.

Cronbach's Alpha value is more than 0.7 for all research variables, as shown in Table 3. As a result, the indicators used in this study can be considered credible. The AVE value was tested by applying a limit of 0.5 to see if it was a valid measure of variation. None of the variables in Table 4 have an AVE value lower than 0.50. Thus, all indicators and variables are considered valid.

The predictive power of the structural model was measured using R-Square. R-Squares explains if exogenous latent factors have a substantive effect on endogenous latent variables.

Table 4

R-Square (R²) R Square Value Evaluation

Variable	R Square	Adjusted R Square
Job Satisfaction (Z)	0,854	0,852
Employee Performance (Y)	0,880	0,878

Source: SmartPLS 3 Processed Primary Data.

It can be seen that the R-Square value of the job satisfaction construct is 0.690 or 69.0% which illustrates the magnitude of the influence it receives by the job satisfaction construct from the organizational culture and work discipline construct or is an influence in simulating the organizational culture construct and work discipline on job satisfaction. Meanwhile, the R-Square value for employee performance constructs of 0.821 or 82.1% shows the magnitude of influence exerted by organizational culture, work discipline and job satisfaction in explaining or influencing employee performance. The higher the R-Square value, the greater the ability of the exogenous construct to explain endogenous variables so that the better the structural equations formed.

This structural relationship model was tested to see if it could explain the relationship between research variables. The t-test was used to test the assumptions of the structural model. The output image and the values contained in the output patch coefficient and indirect effects serve as the basis for testing the hypothesis directly. An explanation of hypothesis testing is given below. The significance value between constructs, t-statistics, and p-values can be used to determine whether a hypothesis is accepted or rejected. For example, rather than relying on statistical assumptions, estimates of measurements and standard errors are derived from real data. Ha is accepted and Ho is rejected using the bootstrap resampling approach in this study when the significance value of the t-value is greater than 1.96 and/or the p-value is less than 0.05. The following are the proposed hypotheses (Hair Jr. et al., 2014).

The Bootstrap function in SmartPLS 3.0 can be used to determine whether a hypothesis is accepted or not. When the t-value is more than the important value or the significance level is less than 0.05, the hypothesis is accepted (Hair Jr. et al., 2014). The value of t statistics for a significance level of 5% is 1.96.

Tabel 5

Path Coefficient Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Distributive Justice -> Job Satisfaction	0,256	0,255	0,072	3,549	0,000
Procedural Fairness -> Job Satisfaction	0,074	0,080	0,094	0,784	0,433
Interxial Justice -> Job Satisfaction	0,295	0,295	0,090	3,272	0,001
Organizational Culture -> Job Satisfaction	0,100	0,097	0,093	1,079	0,281
Work Discipline -> Job Satisfaction	0,179	0,179	0,077	2,315	0,021
Distributive Justice -> Employee Performance	0,086	0,085	0,053	1,626	0,104
Procedural Fairness -> Employee Performance	0,250	0,254	0,070	3,588	0,000
Frictional Fairness -> Employee Performance	0,008	0,008	0,063	0,130	0,896
Organizational Culture -> Employee Performance	0,436	0,435	0,075	5,773	0,000
Work Discipline -> Employee Performance	0,198	0,196	0,081	2,450	0,014
Job Satisfaction -> employee performance	0,215	0,209	0,058	3,697	0,000

Source: Processed Data SmartPLS 3.

Based on the table above, it can be seen that, of the 11 hypotheses stating a direct influence relationship, there are 7 significant hypotheses, namely where the P-Value < 0.05 dan 4 hipotesis tidak signifikan karena nilai P-Value > 0.05 .

To see whether the Expected Value (Y1) variable can mediate the relationship between all exogenous variables to endogenous variables, namely Interest in Visiting (Y2). The relationship between exogenous variables and endogenous variables through mediating variables in this study can be seen in Table 6 below:

Table 6

Indirect Effect Results

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Distributive Justice -> Job Satisfaction -> employee performance	0,055	0,053	0,021	2,591	0,010
Procedural Fairness -> Job Satisfaction -> employee performance	0,016	0,016	0,021	0,772	0,440
Frictional Fairness -> Job Satisfaction -> Employee Performance	0,063	0,061	0,025	2,511	0,012
Organizational Culture -> Job Satisfaction -> employee performance	0,021	0,021	0,022	0,987	0,324
Work Discipline -> Job Satisfaction -> employee performance	0,038	0,037	0,019	1,978	0,048

Source: Processed Data SmartPLS 3

Based on the table above, it can be seen that, of the 3 hypotheses stating the indirect influence relationship, there are 3 significant hypotheses, namely where P-Value < 0.05 dan 2 hipotesis tidak signifikan dikarenakan P-Value > 0.05 .

4.1 DISCUSSION

After the previous chapter presented the results of testing and statistical analysis of research data with the title Employee Performance Model Through Job Satisfaction: Distributive Justice, Procedural Justice, Interactional Justice, Organizational Culture and Work Discipline on Employee Performance at the Padang Sidempuan City Health Office, North Sumatra, several conclusions can be drawn as follows:

4.1.1 The effect of distributive justice on job satisfaction

There is a positive and significant influence of distributive justice on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistical or t-count value with a t-table of 1.96 at an alpha of 5%. Where is the value t-statistics $>$ t-table 1.96 at 5% alpha or $3,549 > 1.96$ and a significant $0.000 < 0.05$ means that job satisfaction partially has a positive and significant effect on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. ((Robbins & Judge, 2015:234, Mahboob & Khan, 2017, Zukarnaen et al., 2020)

4.1.2 The effect of procedural justice on job satisfaction

There was no positive and significant influence of procedural justice on job satisfaction at the Padang Sidempuan City Health Office in North Sumatra, based on a t-statistical or t-count value with a t-table of 1.96 at an alpha of 5%. Where is the value t-statistics $<$ t-table 1.96 at 5% alpha or $0.784 < 1.96$ and a significant $0.433 > 0.05$ means that partially procedural justice does not have a positive and significant effect on job satisfaction job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. (Kashif et al., 2017, Bayarçelik & Findikli, 2016).

4.1.3 The effect of interactional justice on job satisfaction

There is a positive and significant influence of interactional justice on job satisfaction at the Padang Sidempuan City Health Office in North Sumatra, based on a t-statistical or t-calculated value with a t-table of 1.96 at alpha 5%. Where is the value t-statistics $>$ t-table 1.96 at 5% alpha or $3,272 > 1.96$ and a significant $0.001 < 0.05$ means that partially interactional justice has a positive and significant effect on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. (Srivasta 2015, Ratnasari et al, 2020, Wang et al., 2020)

4.1.4 The influence of organizational culture on job satisfaction

There was no positive and significant influence of organizational culture on job satisfaction at the Padang Sidempuan City Health Office in North Sumatra, based on a t-statistic

or t-count value with a t-table of 1.96 at 5% alpha. Where is the value t-statistics $<$ t-table 1.96 at 5% alpha or $1,079 < 1.96$ and a significant $0.281 > 0.05$ means that partially the organizational culture does not have a positive and significant effect on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra.

4.1.5 The effect of work discipline on job satisfaction

There is a positive and significant influence of work discipline on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistical or t-count value with a t-table of 1.96 at alpha 5%. Where is the value t-statistics $>$ t-table 1.96 at 5% alpha or $2,315 > 1.96$ and significant $0.021 < 0.05$ means that work discipline partially has a positive and significant effect on job satisfaction at the Padang Sidempuan City Health Office, North Sumatra.

4.1.6 The effect of distributive justice on employee performance

There was no positive and significant influence of distributive justice on employee performance at the Padang Sidempuan City Health Office in North Sumatra, based on a t-statistic or t-count value with a t-table of 1.96 at alpha 5%. Where is the value t-statistics $<$ t-table 1.96 at 5% alpha or $1.626 < 1.96$ and a significant $0.104 > 0.05$ means that partially distributive justice does not have a positive and significant effect on employee performance at the Padang Sidempuan City Health Office, North Sumatra.

4.1.7 The effect of procedural justice on employee performance

There is a positive and significant influence of procedural justice on employee performance at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistic or t-count value with a t-table of 1.96 at alpha 5%. Where is the value t-statistics $>$ t-table 1.96 at 5% alpha or $3,588 > 1.96$ and a significant $0.000 < 0.05$ means that procedural justice partially has a positive and significant effect on employee performance at the Padang Sidempuan City Health Office, North Sumatra.

4.1.8 The influence of organizational culture on employee performance

There is a positive and significant influence of organizational culture on employee performance at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistic or t-count value with a t-table of 1.96 at alpha 5%. Where the t-statistical value of $> t$ -table of 1.96 at alpha 5% or $5,773 > 1.96$ and significant $0.000 < 0.05$ means that partly the organizational culture has a positive and significant effect on employee performance at the Padang Sidempuan City Health Office, North Sumatra.

4.1.9 The effect of work discipline on employee performance

There is a positive and significant influence of work discipline on employee performance at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistical or t-count value with a t-table of 1.96 at alpha 5%. Where the t-statistical value of the $> t$ -table of 1.96 at alpha 5% or $2,450 > 1.96$ and significant $0.014 < 0.05$ means that work discipline partially has a positive and significant effect on employee performance at the Padang Sidempuan City Health Office, North Sumatra.

4.1.10 The effect of job satisfaction on employee performance

There is a positive and significant influence of job satisfaction on employee performance at the Padang Sidempuan City Health Office, North Sumatra, based on a t-statistic or t-count value with a t-table of 1.96 at alpha 5%. Where the t-statistical value $> t$ -table of 1.96 at alpha 5% or $3,697 > 1.96$ and significant $0.000 < 0.05$ means that job satisfaction partially has a positive and significant effect on employee performance at the Padang Sidempuan City Health Office, North Sumatra.

4.1.11 The effect of distributive justice on employee performance through job satisfaction

Based on the results of data testing using the SmartPLS program tool as presented, it can be seen that the distributive justice value is 0.055 which is the magnitude of the influence given by the distributive justice construct on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the standard error value of

0.021 is an estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 2.591. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value $>$ t-table is 1.96 at alpha 5% or $2,591 > 1.96$ and significant $0.010 < 0.05$ therefore it can be concluded to mediate, in other words there is a significant positive influence of distributive justice on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Nugroho, S. H., & Bandonu, A. (2023)

4.1.12 The effect of procedural justice on employee performance through job satisfaction

Based on the results of data testing using the SmartPLS program tool as presented, it can be seen that the value of procedural justice is 0.016 which is the magnitude of the influence given by the procedural justice construct on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the standard error value of 0.021 is an estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 0.772. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value $<$ t-table is 1.96 at alpha 5% or $0.772 < 1.96$ and significant $0.440 > 0.05$ therefore it can be concluded that it does not mediate, in other words there is a positive influence that is not significant procedural justice on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Mary S., S. R., Malhotra, L., Goswami, I., Kumari, P. A., & Priya, U. (2023)

4.1.13 The effect of interactional justice on employee performance through job satisfaction

Based on the results of data testing using the SmartPLS program tools as presented, it can be seen that the value of interactional justice is 0.063 which is the magnitude of the influence given by the interactional justice construct on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the standard error value of 0.025 is an estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 2.511. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the

t-statistical value of the $> t$ -table is 1.96 at alpha 5% or $2,511 > 1.96$ and significant $0.012 < 0.05$ therefore it can be concluded to mediate, in other words there is a significant positive influence of interactional justice on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. R, G. M., & Sujatha, S. (2023).

4.1.14 The influence of organizational culture on employee performance through job satisfaction

Based on the results of data testing using the SmartPLS program tool as presented, it can be seen that the value of organizational culture is 0.021 which is the magnitude of the influence given by the organizational culture construct on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the standard error value of 0.022 is the estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 0.987. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value $< t$ -table is 1.96 at alpha 5% or $0.987 < 1.96$ and significant $0.324 > 0.05$ therefore it can be concluded that it does not mediate, in other words there is an insignificant positive influence of organizational culture on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra.

4.1.15 The effect of work discipline on employee performance through job satisfaction

Based on the results of data testing using the SmartPLS program tools as presented, it can be seen that the work discipline value is 0.038 which is the magnitude of the influence given by the work discipline construct on employee performance through job satisfaction at the Padang Sidempuan City Health Office, North Sumatra. Where the standard error value of 0.019 is the estimated error rate that cannot be explained by this construct and with a t-statistical or t-count value of 1.978. To find out whether this hypothesis is accepted or rejected, then the comparison between the t-statistical or t-count value with the t-table 1.96 at alpha 5%. Where the t-statistical value $> t$ -table is 1.96 at alpha 5% or $1.978 > 1.96$ and significant $0.048 < 0.05$ therefore it can be concluded to mediate, in other words there is a significant positive influence of work discipline on employee performance through job satisfaction at the Padang Sidempuan

City Health Office, North Sumatra. Thunyachairat, A., Jangkrajarn, V., Theeranuphattana, A., & Ramingwong, S. (2023).

5 CONCLUSION

Job satisfaction of the Padang Sidempuan City Health Office will be able to be improved if the management of the Padang Sidempuan City Health Office is able to increase job satisfaction, especially in the aspect of decision control and is supported by improving the ability to carry out organizational culture, especially in the aspect of aggressiveness of organizational members. The performance of employees of the Padang Sidempuan City Health Office, especially the elements of completing work on time, will be able to be improved if the Padang Sidempuan City Health Office is able to increase job satisfaction, especially in the elements of management policies, and is supported by the ability to increase distributive justice, especially in the element of salary level, increase the ability in procedural justice, especially in the element of decision control, increase the ability in interactional justice in elements of interpersonal justice, improving the ability to the organizational culture, especially in the element of aggressiveness of organizational members and the ability to improve work discipline, especially in the element of obeying time regulations.

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