

## Improving HR Performance Based on Job Satisfaction and Organizational Justice at the DJBC Regional Office of Central Java and DI Yogyakarta

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**Abstract.** *The Directorate General of Customs and Excise (DJBC) is a government agency that has the function of managing revenue, protecting the public, facilitating trade, and assisting industry. High HR performance is a step towards achieving organizational goals. Performance is the result of the relationship between effort, ability, and task perception. Good HR performance management will support the achievement of organizational goals, conversely poor HR performance management will prevent organizational goals from being achieved. Many factors affect HR performance, one of which is organizational justice. The higher the organizational justice perceived by HR, the higher the job satisfaction felt. Organizational justice is formed if decisions taken by the organization are perceived as fair by employees. Several studies have measured the effect of organizational justice on HR performance. Organizational justice has a positive effect on HR performance, but Widyastuti found that organizational justice had a negative but insignificant effect on HR performance. This research is an explanatory research. Explanatory research is a research that aims to analyze the relationships between one variable and another or how one variable affects another variable.*

**Keywords:** DJBC; HR Performance; Job Satisfaction; Justice; Organization.

## 1. Introduction

The Directorate General of Customs and Excise (DJBC) is a government agency that has the function of managing revenue, protecting the public, facilitating trade, and assisting industry. Although not a profit organization, DJBC must still strive to improve organizational performance so that the organization's image is maintained. With a maintained organizational image, DJBC will be trusted and obeyed by the public. To achieve this, DJBC must manage its resources well. One important resource is human resources (HR). This is because HR is the only resource that has the knowledge to manage other resources (Kasmawati, 2018).

High HR performance is a step towards achieving organizational goals (Diana et al, 2023). Byars in Tun Suheno page 86 (2016) said that performance is the result of the relationship between effort, ability, and task perception. Good HR performance management will support the achievement of organizational goals, conversely poor HR performance management will prevent organizational goals from being achieved (Tun Huseno, 2016 page 85). Based on this, it is very important to know the factors that increase HR performance.

Many factors affect HR performance, one of which is organizational justice. The higher the organizational justice perceived by HR, the higher the job satisfaction felt (Munir, 2023). Organizational justice is formed if the decisions taken by the organization are perceived as fair by employees (Sundari et al, 2022). Organizational justice is important, the existence of injustice in the organization 2 will make HR unhappy, which if not addressed immediately, can cause HR to engage in deviant behavior in the workplace (Jufrizen et al, 2023). Organizational Justice has 3 dimensions, namely procedural justice, interpersonal justice, and distributive justice (Mehmood, et al, 2016). Several studies have measured the effect of organizational justice on HR performance. Mehmood, et al (2016) found that organizational justice has a positive effect on HR performance, but (Widyastuti 2016) found that organizational justice has a negative and insignificant effect on HR performance. The existence of this research gap encourages researchers to conduct further research by adding novelty to this study, namely job satisfaction as a mediating variable. This is very reasonable because organizational justice will increase job satisfaction (Rahmah, 2020), high HR job satisfaction will increase HR performance (Haryono et al, 2020).

The performance of the HR of the DJBC Regional Office of Central Java and DI Yogyakarta is reflected in the Key Performance Indicators (KPI) of each HR. The achievement of KPIs from each HR, as a whole, will form the Performance Value of the DJBC Regional Office of Central Java and DI Yogyakarta. Figure 1.1 is the Performance Value of the DJBC Regional Office of Central Java and DI Yogyakarta in 2023. The Performance Value of the DJBC Regional Office of Central Java and DI Yogyakarta is generally good. However, if we look at the Performance trend of the DJBC Regional Office of Central Java and DI Yogyakarta at the end of the year, it tends to decline when compared to the performance at the beginning of the year. With this, of course, it is necessary to conduct research related to the HR performance improvement model at the DJBC Regional Office of Central Java and DI Yogyakarta.



**Figure 1.1: Performance of the DJBC Regional Office for Central Java and DI Yogyakarta in 2023**

Source: Document on Performance Achievements of the Central Java and DI Yogyakarta Regional Offices of DJBC in 2023

## 2. Research Methods

This research is an explanatory research. According to Umar in (Ibrahim et al, 2018). explanatory research is research that aims to analyze the relationships between one variable and another or how one variable affects another variable. These variables include procedural justice, interpersonal justice, and distributive justice, job satisfaction, and HR performance.

### 3. Results and Discussion

#### 3.1. HR Performance, Procedural Justice, Interpersonal Justice, & Distributive Justice

##### 3.1.1. HR Performance

Good HR performance in an organization will encourage the organization to achieve its expected goals. Byars in (Tun Suheno page 86, 2016) said that Performance is the result of the relationship between effort, ability, and task perception. Robbins in (Tun Suheno page 86, 2016) said that performance is a function of the interaction of ability, motivation, and opportunity. Prawirosentono in (Tun Suheno page 87, 2016) said that performance is the result of work achieved by a group of people in an organization, in accordance with their duties and authorities, to achieve organizational goals legally and morally. Performance emphasizes the outcomes obtained after a job is done within a certain period of time (Tun Suheno page 87, 2016). Based on the above, it can be concluded that HR Performance is the outcome achieved by HR within a certain period of time, by deploying the abilities, motivation, and opportunities they have, which are obtained legally and morally, to achieve organizational goals.

Table 3.1.1 Descriptive Analysis of HR Performance Variables

Indicator	Frequency and Score															Total	Index Value	Criteria	
	1	2	3	4	5	6	7	8	9	10									
	F	S	F	S	F	S	F	S	F	S	F	S	F	S					
Quantity	0	0	0	0	0	0	0	0	3	2	9	72	24	216	36	360	669	66.9	Tall
Quality	0	0	0	0	0	0	0	0	2	1	9	72	29	261	32	320	667	66.7	Tall
Cooperation	0	0	0	0	0	0	0	0	3	2	4	32	28	252	37	370	675	67.5	Tall
On time	0	0	0	0	0	0	0	0	0	0	7	56	29	261	36	360	677	67.7	Tall
No Requires Supervision	0	0	0	0	0	0	0	0	4	2	11	88	25	225	32	320	661	66.1	Tall
Average Respondent Response Value																		66.98	Tall

Source: Primary Data processed, 2025

Table 3.1.1 shows that the average value for the HR performance variable is 66.98 with a high category. The average value shows that respondents have given good performance in terms of quantity, quality, cooperation, punctuality, and independence. Therefore, it can be concluded that employees have performed well. The indicator with the highest value is "on time" with a score of 67.7 which is included in the high category. This shows that employees can complete work on time. The indicator with the lowest value is "does not require

supervision" with a score of 66.1, although it is still included in the high category. This shows that employee performance in punctuality is better than in terms of independence.

### 3.1.2. Procedural Justice

Cropanzano and Greenberg (2001) in (Thalib, 2020) stated that procedural justice can be defined as the fairness of the decision-making process for an allocation of organizational or labor needs, where individuals are involved in decision-making to provide opinions in the procedure. (Aziz, 2020) stated that procedural justice is an employee's perception of the fairness and appropriateness of the procedures used to allocate the distribution of rewards and the decisions they make. (Santika et al, 2021) stated that procedural justice is the value of appropriateness perceived by members of the organization regarding the decision-making procedures used by the organization in allocating results.

Table 3.1.2 Descriptive Analysis of Procedural Justice Variables

Table 5.11.2 Descriptive Analysis of Procedural Justice Variables																					
Indicator	Frequency and Score																Total	Index Value	Criteria		
	1	2	3	4	5	6	7	8		9	10										
	F	S	F	S	F	S	F	S	F	S	F	S	F	S							
Accuracy	0	0	0	0	0	0	0	0	0	4	28	8	64	25	225	35	350	667	66.7	Tall	
Consistency	0	0	0	0	0	0	0	0	0	3	21	7	56	31	279	31	310	666	66.6	Tall	
Involvement	0	0	0	0	0	0	1	5	0	0	19	133	11	88	18	162	23	230	618	61.8	Tall
Clarity	0	0	0	0	0	0	0	0	0	3	21	4	32	32	288	33	330	671	67.1	Tall	
Average Respondent Response Value																				65.55	Tall

Source: Primary Data processed, 2025

Table 3.1.2 shows that the average value for the procedural justice variable is 65.55 with a high category. The average value shows that respondents as a whole feel that there is procedural justice in the organization. This indicates that procedural justice, including accuracy, consistency, involvement, and clarity in work procedures have been felt by employees. Therefore, it can be concluded that employees have felt that there is procedural justice in carrying out their work. The indicator with the highest value is "clarity" with a score of 67.1 which is included in the high category. This shows that clarity is the factor most felt by employees in work procedures. The indicator with the lowest value is "involvement" with a score of 61.8, although it is still included in the high category. This shows that employees feel more clarity in work procedures than being involved in preparing work procedures.

### 1). The Influence of Procedural Justice on the Human Resources Performance of the Central Java and DI Yogyakarta Regional Offices of the Directorate General of Customs and Excise

The results of the analysis show that hypothesis four is accepted, which means that procedural justice has a positive and significant effect on HR performance. This can be seen from the positive regression coefficient value, the calculated t value which is greater than the t table value, and the significant value is less than 0.05. This means that HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta is influenced by procedural justice felt by employees which includes the accuracy of the procedure, the consistency of the procedure, involvement in making the procedure, and the clarity of the procedure. The higher the procedural justice felt, the better the HR performance will be, conversely the lower the procedural justice received, the worse the HR performance will be.

Based on the descriptive analysis of the procedural justice variable, the average value of the respondents' responses is in the "High" category, which reflects that employees have felt the existence of procedural justice in the Central Java and DI Yogyakarta Regional Office of DJBC. Referring to the results of the hypothesis testing, it means that procedural justice also

encourage the average value of respondents' responses in the "High" category in the descriptive analysis of job satisfaction variables. Thus, it can be concluded that the high level of distributive justice felt by employees is a factor that improves HR performance in the Central Java and DI Yogyakarta Regional Offices of DJBC. This supports research (Yulianto et al, 2023) and (Putra et al, 2023) which state that procedural justice has a significant effect on job satisfaction.

#### 3.1.3. Interpersonal Justice

Interpersonal justice is the justice received by HR in relation to dignity, courtesy, and respect (Khan et al, 2022). (Hermanto et al, 2022) stated that interpersonal justice is related to the justice perceived by HR for the interpersonal treatment received. (Mehmood et al, 2016) describe interpersonal justice as how HR is treated by their managers/supervisors in the workplace. Based on the above, it can be concluded that interpersonal justice is the justice received by HR from superiors in the workplace in relation to dignity, respect, and courtesy.

Table 3.1.3 Descriptive Analysis of Interpersonal Justice Variables

Indicator	Frequency and Score										Total	Inde	Criteria
	1	2	3	4	5	6	7	8	9	10			

	F	S	F	S	F	S	F	S	F	S	F	S	F	S	F	S		x Valu e	
Pride	0	0	0	0	0	0	0	0	3	21	11	88	27	243	31	310	662	66.2	Tall
Respect	0	0	0	0	0	0	0	0	4	28	8	64	28	252	32	320	664	66.4	Tall
Polite Attitude	0	0	0	0	0	0	0	0	2	14	6	48	26	234	38	380	676	67.6	Tall
Average Respondent Response Value																		66.73	Tall

Source: Primary Data processed, 2025

Table 3.1.3 shows that the average value for the interpersonal justice variable is 66.73 with a high category. The average value shows that respondents feel that there is interpersonal justice in the organization. This indicates that interpersonal justice, including self-esteem, respect, and politeness at work have been felt by employees. Therefore, it can be concluded that employees have felt interpersonal justice in carrying out their work. The indicator with the highest value is "politeness" with a score of 67.6 which is included in the high category. This shows that politeness is the factor most felt by employees in getting interpersonal justice. The indicator with the lowest value is "self-esteem" with a score of 66.2, although it is still included in the high category. This shows that employees feel more politeness from coworkers than self-esteem in carrying out their work.

### 1). The Influence of Interpersonal Justice on HR Performance of the Central Java and DI Yogyakarta Regional Offices of DJBC

The results of the analysis show that hypothesis five is rejected, which means that interpersonal justice does not affect HR performance. This can be seen from the small regression coefficient value, the calculated t value which is smaller than the t table value, and the significant value is greater than 0.05. This means that HR performance at the Central Java DJBC Regional Office and

DI Yogyakarta is not influenced by interpersonal justice felt by employees which includes self-esteem, respect, and politeness received from superiors or coworkers. Based on the descriptive analysis of the interpersonal justice variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt interpersonal justice in the DJBC Central Java and DI Yogyakarta Regional Offices. However, this is not a factor that affects the HR performance of the DJBC Central Java and DI Yogyakarta Regional Offices as shown in the results of the hypothesis testing. Thus, it can be concluded that the high interpersonal justice felt by employees is not a factor that improves HR performance at the DJBC Central Java and DI Yogyakarta Regional Offices.



### 3.1.4. Distributive Justice

Distributive justice is justice related to the distribution of organizational outcomes such as salaries, allowances, or bonuses (Karyatun, 2022). (Mardhatillah, 2021) conveys that distributive justice is justice related to the distribution of resources and the criteria used to decide resource allocation. Colquitt in (Wazni et al, 2022) states that distributive justice refers to the balance of the distribution of organizational outcomes in the form of salaries, allowances, and bonuses. Based on the above, it can be concluded that distributive justice is justice related to the distribution of organizational resources.

Table 3.1.4 Descriptive Analysis of Distributive Justice Variables

Indicator	Frequency and Score														Total	Index Value	Criteria						
	1		2		3		4		5		6		7					8		9		10	
	F	S	F	S	F	S	F	S	F	S	F	S	F	S				F	S	F	S	F	S
Work schedule	0	0	0	0	0	0	0	0	0	0	3	2	11	8	22	198	36	360	667	66.7	Tall		
Income Level	0	0	0	0	0	0	0	0	0	0	7	4	10	8	25	225	30	300	654	65.4	Tall		
Workload	0	0	0	0	0	0	0	0	0	0	9	6	9	7	22	198	32	320	653	65.3	Tall		
Award	0	0	0	0	0	0	1	5	0	0	10	7	13	10	19	171	29	290	640	64	Tall		
Responsibility	0	0	0	0	0	0	0	0	0	0	5	3	10	8	27	243	30	300	658	65.8	Tall		
Average Respondent Response Value																		65.44	Tall				

Source: Primary Data processed, 2025

Table 3.1.4 shows that the average value for the distributive justice variable is 65.44 with a high category. The average value shows that respondents have felt the existence of distributive justice in the organization. This indicates that distributive justice, including the suitability of work schedules, income levels, workloads, rewards, and responsibilities have been felt by employees. Therefore, it can be concluded that employees have received distributive justice in carrying out their work. The indicator with the highest value is "work schedule" with a score of 66.7 which is included

in the high category. This shows that the suitability of the work schedule is the factor most felt by employees in obtaining distributive justice. The indicator with the lowest value is "appreciation" with a score of 64, although it is still included in the high category. This shows that employees feel the suitability of the work schedule more than the suitability of the appreciation given by the organization.

### 1). The Influence of Distributive Justice on the Performance of Human Resources of the



### Central Java and DI Yogyakarta Regional Offices of DJBC

The results of the analysis show that hypothesis six is accepted, which means that distributive justice has a positive and significant effect on HR performance. This can be seen from the positive regression coefficient value, the calculated t value which is greater than the t table value, and the significant value is less than 0.05. This means that HR performance at the Central Java and DI Yogyakarta DJBC Regional Office is influenced by distributive justice felt by employees which includes the suitability of work schedules, income, workload, rewards, and responsibilities received. The higher the distributive justice felt, the better HR performance will be, conversely the lower the distributive justice received, the worse HR performance will be.

Based on the descriptive analysis of the distributive justice variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt the existence of distributive justice in the DJBC Regional Office of Central Java and DI Yogyakarta. Referring to the results of the hypothesis test, it means that distributive justice also drives the average value of respondents' responses in the "High" category in the descriptive analysis of HR performance variables. Thus, it can be concluded that the high distributive justice felt by employees is a factor that improves HR performance in the DJBC Regional Office of Central Java and DI Yogyakarta. This supports research (Yulianto et al, 2023) and (Putra et al, 2023) which states that distributive justice has a significant effect on HR performance.

### 3.2. Job Satisfaction

According to Locke (1983) in Tun Suheno page 67 (2016), job satisfaction is a positive and pleasant emotional condition that arises due to an assessment of a person's work or work experience. Satisfaction and dissatisfaction depend on the difference between what is obtained and what is desired (Locke in Tun Suheno page 69, 2016). Meanwhile, according to Porter (1961) in Tun Suheno page 69 (2016), job satisfaction is

the difference from the amount of something that should be there. What should be here has more emphasis on fair considerations, not because of subjective needs. Furthermore, Malthis and Jackson (2000) in (Tun Suheno page 68, 2016) stated that job satisfaction is a positive emotional statement resulting from the evaluation of a work experience. Based on the above, it can be concluded that job satisfaction is a positive emotional condition that arises because what is desired by HR is fulfilled by the organization.

Table 3. 2 Descriptive Analysis of Job Satisfaction Variables

Indicator	Frequency and Score																				Total	Index Value	Criteria	
	1		2		3		4		5		6		7		8		9		10					
	F	S	F	S	F	S	F	S	F	S	F	S	F	S	F	S	F	S	F	S				
Work	0	0	0	0	0	0	0	0	0	0	0	0	0	4	28	10	80	29	261	29	290	659	65.9	Tall
Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	4	28	10	80	27	243	31	310	661	66.1	Tall
Work colleague	0	0	0	0	0	0	0	0	0	0	0	0	0	1	7	6	48	27	243	38	380	678	67.8	Tall
Payment	0	0	0	0	0	0	0	0	0	0	0	1	6	6	42	9	72	25	225	31	310	655	65.5	Tall
Promotion	0	0	0	0	0	0	0	0	0	0	0	0	0	8	56	10	80	26	234	28	280	650	65	Tall
Average Respondent Response Value																						66.06	Tall	

Source: Primary Data processed, 2025

Table 3.2 shows that the average value for the job satisfaction variable is 66.06 with a high category. The average value shows that respondents have felt job satisfaction. This indicates that the type of work, supervision, coworkers, payment, and promotion given have provided satisfaction for employees. Therefore, it can be concluded that employees have received job satisfaction. The indicator with the highest value is "coworkers" with a score of 67.8 which is included in the high category. This shows that the coworkers currently obtained are the most determining factor in providing job satisfaction. The indicator with the lowest value is "promotion" with a score of 65, although it is still included in the high category. This shows that employees are more satisfied with the coworkers they get than the promotion system given.

### 3.2.1. The Influence of Job Satisfaction on HR Performance of the Central Java and DI Yogyakarta Regional Offices of DJBC

The results of the analysis show that hypothesis seven is rejected, which means that job satisfaction does not affect HR performance. This can be seen from the small regression coefficient value, the calculated t value which is smaller than the t table value, and the significant value is greater than 0.05. This means that HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta is not influenced by job satisfaction felt by employees which includes the suitability of the type of work, supervision, coworkers, payment, and promotion system received. Based on the descriptive analysis of the job satisfaction variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt job satisfaction in the DJBC Regional Office of Central Java and DI Yogyakarta. However, this is not a factor that affects HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta as shown in the results of the hypothesis test. Thus, it can be concluded that the high job satisfaction felt by employees is not a factor that improves HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta.

### **3.2.2. The Influence of Procedural Justice on Job Satisfaction of Employees at the Central Java and DI Yogyakarta Regional Offices of DJBC**

The results of the analysis show that hypothesis one is rejected, which means that procedural justice does not affect job satisfaction. This can be seen from the negative regression coefficient value, the calculated t value which is smaller than the t table value, and the significant value is greater than 0.05. This means that employee job satisfaction at the Central Java and DI Yogyakarta Regional Offices of DJBC is not influenced by procedural justice felt by employees which includes procedural accuracy, procedural consistency, involvement in making procedures, and procedural clarity. Based on the descriptive analysis of the procedural justice variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt procedural justice in the Central Java and DI Yogyakarta Regional Offices. However, this is not a factor that affects the job satisfaction of employees at the Central Java and DI Yogyakarta Regional Offices of DJBC as shown in the results of the hypothesis test. Thus, it can be concluded that the high procedural justice felt by employees is not a factor that increases job satisfaction in the Central Java and DI Yogyakarta Regional Offices of DJBC.

### **3.2.3. The Influence of Interpersonal Justice on Job Satisfaction of Employees at the Central Java and DI Yogyakarta Regional Offices of DJBC**

The results of the analysis show that hypothesis two is accepted, which means that interpersonal justice has a positive and significant effect on job satisfaction. This can be seen from the positive regression coefficient value, the calculated t value which is greater than the t table value, and the significant value which is less than 0.05. This means that employee job satisfaction at the DJBC Regional Office of Central Java and DI Yogyakarta is influenced by interpersonal justice felt by employees which includes self-esteem, respect, and politeness received.

from superiors or coworkers. The higher the interpersonal justice felt, the higher the employee's job satisfaction, conversely, the lower the interpersonal justice received, the lower the employee's job satisfaction. Based on the descriptive analysis of the interpersonal justice variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt interpersonal justice in the DJBC Central Java and DI Yogyakarta Regional Offices. Referring to the results of the hypothesis test, it means that interpersonal justice also drives the average value of respondents' responses in the "High" category in the descriptive analysis of the job satisfaction variable. Thus, it can be concluded that the high interpersonal justice felt by employees is a factor that increases job satisfaction in the DJBC Central Java and DI Yogyakarta Regional Offices. This supports research

(Herdiyanti et al, 2022) and (Juwono, 2023) which states that interpersonal justice has a significant effect on job satisfaction.

### **3.2.4. The Influence of Distributive Justice on Job Satisfaction of Employees at the Central Java and DI Yogyakarta Regional Offices of DJBC**

The results of the analysis show that hypothesis three is accepted, which means that distributive justice has a positive and significant effect on job satisfaction. This can be seen from the positive regression coefficient value, the calculated t value which is greater than the t table value, and the significant value is less than 0.05. This means that employee job satisfaction at the Central Java and DI Yogyakarta Regional Office of DJBC is influenced by distributive justice felt by employees which includes the suitability of work schedules, income, workload, rewards, and responsibilities received. The higher the distributive justice felt, the higher the employee job satisfaction, conversely the lower the distributive justice received, the lower the employee job satisfaction.

Based on the descriptive analysis of the distributive justice variable, the average value of respondents' responses is in the "High" category, which reflects that employees have felt distributive justice in the DJBC Central Java and DI Yogyakarta Regional Offices. Referring to the results of the hypothesis test, it means that distributive justice also drives the average value of respondents' responses in the "High" category in the descriptive analysis of the job satisfaction variable. Thus, it can be concluded that the high distributive justice felt by employees is a factor that increases job satisfaction in the DJBC Central Java and DI Yogyakarta Regional Offices. This supports research (Lambert et al, 2020) and (Juwono, 2023) which states that distributive justice has a significant effect on job satisfaction.

## **4. Conclusion**

Based on the results of the study, it shows that to improve HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta, it can be done by increasing procedural justice and distributive justice felt by employees. Interpersonal justice can increase job satisfaction but cannot improve HR performance. Job satisfaction also has no effect on HR performance. Therefore, the conclusions that can be drawn from the results of this study are: Procedural justice does not affect job satisfaction. These results mean that with the accuracy of procedures, consistency of procedures, involvement in making procedures, and clarity of

procedures cannot increase employee job satisfaction at the DJBC Regional Office of Central Java and DI Yogyakarta, Interpersonal justice has a positive and significant effect on job satisfaction. These results mean that with self-esteem, respect, and politeness received from superiors or coworkers can increase employee job satisfaction at the DJBC Regional Office of Central Java and DI Yogyakarta, Distributive justice has a positive and significant effect on job satisfaction. These results mean that with the suitability of work schedules, income, workload, awards, and responsibilities received can increase employee job satisfaction at the DJBC Regional Office of Central Java and DI Yogyakarta, Procedural justice has a positive and significant effect on HR performance. The results mean that with the accuracy of procedures, consistency of procedures, involvement in making procedures, and clarity of procedures can improve HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta. Interpersonal justice does not affect HR performance. The results mean that with the self-esteem, respect, and politeness received from superiors or co-workers, it cannot improve HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta. Distributive justice has a positive and significant effect on HR performance. The results mean that with the suitability of work schedules, income, workload, rewards, and responsibilities received can improve HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta. Job satisfaction does not affect HR performance. The results mean that with the suitability of the type of work, supervision, co-workers, payment, and promotion system received, it cannot improve HR performance at the DJBC Regional Office of Central Java and DI Yogyakarta.

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