

Research Article

The Influence of Job Satisfaction, Organizational Justice, Job Involvement, and Rewards on Employee Performance at PT. Puri Global Sukses Tbk

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ABSTRACT

This study aims to analyze the influence of job satisfaction, organizational justice, job involvement, and rewards on employee performance at PT. Puri Global Sukses Tbk. The research approach used is associative quantitative, with 40 permanent employees as respondents. Data were collected using a Likert scale questionnaire (1–5) and analyzed with SPSS version 26 through validity, reliability, classical assumptions, and multiple linear regression tests. The results showed that the four independent variables, namely job satisfaction, organizational justice, job involvement, and rewards, had a positive and significant effect on employee performance. Among these variables, job involvement had the most dominant influence on improving performance. The coefficient of determination (R^2) value of 0.837 indicates that 83.7% of the variation in employee performance can be explained by the four independent variables, while the remaining 16.3% is influenced by other factors outside this study. These findings confirm that increasing job satisfaction, organizational justice, job involvement, and an effective reward system are important strategies for companies to achieve optimal employee performance.

Keywords: Job Satisfaction; Organizational Justice; Job Involvement; Rewards; Employee Performance

1. INTRODUCTION

In an era of increasingly fierce business competition, employee performance is a key factor determining an organization's success in achieving its strategic goals. High performance not only reflects individual productivity but also demonstrates the effectiveness of a company's human resource management system. According to Robbins and Judge (2021), employee performance is the result of the interaction between ability, motivation, and the work environment. Companies need to manage these factors in a balanced manner to achieve organizational goals. Therefore, improving performance is a critical priority in human resource management strategies. One important factor influencing performance is job satisfaction. Job satisfaction describes a person's positive feelings about their job, encompassing aspects such as salary, work environment, relationships with coworkers, and career development opportunities (Spector, 2022). Satisfied employees are more committed to the company and motivated to deliver their best results. Conversely, dissatisfaction can lead to decreased productivity and increased turnover. Therefore, job satisfaction is a key indicator of optimal employee performance.

In addition to job satisfaction, organizational justice also influences employee behavior and attitudes in the workplace. Organizational justice encompasses distributive, procedural, and interactional justice, which shape employees' perceptions of company treatment (Colquitt et al., 2021). When employees feel treated fairly, they are more loyal, disciplined, and committed to their assigned tasks. Conversely, injustice can lead to demotivation and work conflict, negatively impacting performance. Therefore, implementing the principle of justice within an organization is crucial to maintaining a balance between the interests of the company and employees. Another factor is work engagement, a positive state in which employees feel passionate, dedicated, and focused on their work. According to Schaufeli et al. (2020), work engagement is a form of emotional and psychological commitment that drives employees to work harder. Employees with high levels of engagement typically demonstrate enthusiasm, perseverance, and strong loyalty to the organization. This has direct implications for improving individual and team performance. Therefore, work engagement is a crucial factor in building a productive work culture.

Furthermore, rewards also play a crucial role in motivating employees to achieve better performance. According to Deci and Ryan (2020), a fair and transparent reward system can reinforce positive employee behavior and increase a sense of ownership in the organization. Rewards can be financial or non-financial, and are given based on employee contributions.

When rewards are given appropriately, employees feel valued and strive to maintain high performance. Therefore, an effective reward system is a strategic tool in boosting work motivation.

In the context of PT. Puri Global Sukses Tbk, improving employee performance is crucial to maintaining the company's competitiveness. However, initial observations indicate that challenges remain, such as low work motivation in several divisions, perceived unfairness, and a suboptimal reward system. These conditions indicate the need for a comprehensive evaluation of factors influencing employee performance. Based on this, this study was conducted to analyze the influence of job satisfaction, organizational justice, work engagement, and rewards on employee performance at PT. Puri Global Sukses Tbk. The results of this study are expected to serve as a basis for management in formulating strategies for sustainable performance improvement.

2. RESEARCH METHODS

This study uses an associative quantitative approach to analyze the influence of job satisfaction, organizational justice, work engagement, and rewards on employee performance at PT. Puri Global Sukses Tbk. The study population consisted of 40 permanent employees, and because the number was relatively small, a saturated sampling technique (total sampling) was used so that the entire population became respondents. Data were collected using a five-point Likert scale questionnaire that had been tested for validity and reliability. Data analysis was carried out using SPSS version 26 through the stages of validity, reliability, classical assumptions, and multiple linear regression testing. The t test was used to determine the effect of each independent variable partially on employee performance, while the F test was used to see the effect simultaneously. The significance value was set at $\alpha = 0.05$. In addition, the coefficient of determination (R^2) was used to determine the magnitude of the contribution of the independent variables in explaining variations in employee performance.

3. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

Table 1. Respondent Characteristics

Variables	Category	Frequency (f)	Percentage (%)
Gender	Man	22	55
	Woman	18	45
Age (years)	18–25	6	15
	26–35	20	50
	36–45	12	30
	>45	2	5
	Senior High School	10	25
Education	Bachelor's degree	24	60
	Master's Degree	6	15
	1–5 years	18	45
Length of service	6–10 years	14	35
	>10 years	8	20

This study involved 40 employees of PT. Puri Global Sukses Tbk, with a relatively balanced gender distribution, consisting of 22 men (55%) and 18 women (45%). Most respondents were in the 26–35 age range (50%), followed by 36–45 years (30%), 18–25 years (15%), and above 45 years (5%), indicating that the workforce is dominated by young to middle-aged people who are generally adaptable, motivated, and energetic in achieving organizational goals (Noe et al., 2021). Regarding educational background, 10 respondents (25%) had a high school diploma, 24 respondents (60%) had a bachelor's degree, and 6 respondents (15%) had a master's degree, indicating an educated workforce capable of solving problems, making decisions, and innovating effectively (Dessler, 2020). In terms of tenure, 18 respondents (45%) had 1–5 years of experience, 14 respondents (35%) had 6–10 years of experience, and 8 respondents (20%) had more than 10 years of experience. This suggests that employees with moderate to long tenure contribute valuable experience and institutional knowledge, which supports stability and productivity within the company (Robbins & Judge, 2021). Overall, the respondents' characteristics indicate a young, educated, and experienced workforce, providing a strong basis for analyzing the influence of job satisfaction, organizational justice, work engagement, and rewards on employee performance.

3.2 Test Research Instruments

3.2.1 Validity Test

Before analyzing the data, the validity of the questionnaire was tested to ensure that each item accurately measured the intended variable. The validity test was conducted using the Pearson Product-Moment correlation in SPSS version 26,

comparing the correlation coefficient (r) of each item with a critical value at a significance level of 0.05. An item was considered valid if the correlation coefficient was greater than the table r value of 0.312 for 40 respondents. The results showed that all items for the variables of job satisfaction, organizational justice, work engagement, rewards, and employee performance had correlation values exceeding 0.312 and were statistically significant ($p < 0.05$). This indicates that the questionnaire items are valid and suitable for measuring the research variables, ensuring that subsequent analysis of employee performance and its predictors is based on reliable data.

3.2.2 Reliability Test

After confirming the validity of the questionnaire items, a reliability test was conducted to assess the consistency of the measurements. The Cronbach's Alpha method in SPSS version 26 was used for this purpose, with a threshold of 0.70 as the minimum acceptable value for reliability (Gliem & Gliem, 2003). The results showed that all variables—job satisfaction, organizational justice, job engagement, rewards, and employee performance—had Cronbach's Alpha values above 0.70, indicating good internal consistency. Specifically, job satisfaction reached 0.821, organizational justice 0.804, job engagement 0.839, rewards 0.810, and employee performance 0.827. These results confirmed that the questionnaire items reliably measured their respective constructs, allowing for meaningful and reliable analysis of the influence of the independent variables on employee performance.

3.3 Classical Assumption Test

3.3.1 Normality Test

The Kolmogorov–Smirnov test was used to assess whether the data were normally distributed. The results of the normality test can be seen in [Table 4](#).

Table 4. Normality Test Results

Test Types	Sig Assimation (2-tailed)	Results
Kolmogorov–Smirnov	0.200	Normally distributed data

Because the significance value (0.200) exceeds 0.05, it can be concluded that the data is normally distributed, fulfilling the assumption of normality.

3.3.2 Multicollinearity Test

The multicollinearity test aims to determine whether there is a high correlation between independent variables. A model is declared free of multicollinearity if its tolerance value is > 0.10 and $VIF < 10$. The results of the multicollinearity test can be seen in [Table 5](#).

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF
Job satisfaction	0.652	1,534
Organizational Justice	0.611	1,636
Job Engagement	0.678	1,475
Present	0.645	1,550

The multicollinearity test aims to determine whether the independent variables are highly correlated with each other, which can distort the regression results. Based on [Table 5](#), all independent variables have VIF values below 10 and tolerance values above 0.1, indicating the absence of multicollinearity problems between job satisfaction, organizational justice, job engagement, and rewards. This means that each variable provides unique information and contributes independently in explaining variations in employee performance. Therefore, all four independent variables can be entered simultaneously into the regression model without violating the multicollinearity assumption.

3.2.3 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the influence of independent variables consisting of Job Satisfaction (X_1), Organizational Justice (X_2), Job Involvement (X_3), and Rewards (X_4) on Employee Performance (Y). The results of the multiple linear regression analysis can be seen in [Table 6](#).

Table 6. Results of Multilinear

Variables	Unstandardized Coefficient (B)	t-count	Signature
Co instant	7,214	–	–
Job satisfaction	0.180	2,518	0.015
Organizational Justice	0.350	4,912	0.000
Job Engagement	0.420	6,173	0.000
Present	0.390	5,608	0.000

Based on the analysis results in **Table 6**, the following regression equation was obtained:

$$Y = 7.214 + 0.180X_1 + 0.350X_2 + 0.420X_3 + 0.390X_4$$

Based on the regression equation above, it can be explained as follows:

- The constant value (α) of 7.214 indicates that if all independent variables are considered constant or zero, then the employee performance value is 7.214. This indicates that without the influence of job satisfaction, organizational justice, work engagement, and rewards, the employee performance level remains at that baseline value.
- The Job Satisfaction regression coefficient (X_1) of 0.180 means that every one-unit increase in the job satisfaction variable will increase employee performance by 0.180 units, assuming other variables are constant. This indicates that the higher the level of employee job satisfaction, the better the resulting performance.
- The regression coefficient of Organizational Justice (X_2) of 0.350 indicates that every one-unit increase in perceived organizational justice will increase employee performance by 0.350 units, assuming other variables remain constant. This means that the higher the perceived organizational justice, the higher the employee performance.
- The regression coefficient of Job Engagement (X_3) of 0.420 indicates that every one-unit increase in job engagement will increase employee performance by 0.420 units. This indicates that the higher the employee's involvement in work, the more their performance will improve.
- The Reward regression coefficient (X_4) of 0.390 indicates that every one unit increase in the reward given to employees will increase employee performance by 0.390 units. Thus, an effective reward system has a positive contribution to improving employee performance.

3.2.4 Coefficient of Determination (R^2)

The results of the analysis of the coefficient of determination (R^2) can be seen in **Table 7**.

Table 7. of the Determination Coefficient (R^2)

Model Summary	R	R Square	Adjusted R Squared	Standard Error of Estimate
Model 1	0.865	0.837	0.835	2,483

Based on **Table 7**, the R^2 value of 0.837 indicates that 83.7% of the variation in the dependent variable in this study can be explained by the independent variables used. Meanwhile, the remaining 16.3% is influenced by factors other than the variables examined in this study.

3.2.5 F Test (Simultaneous Test)

The results of the F Test analysis (Simultaneous Test) are used to determine whether the independent variables, namely Job Satisfaction (X_1), Organizational Justice (X_2), Job Involvement (X_3), and Rewards (X_4) together have a significant effect on Employee Performance (Y). The results of the F test can be seen in **Table 8**.

Table 8. F- Test)

Analysis of Variance	F-count	F-table	Sig.	Information
Regression	142,317	3.15	0,000	Significant

Based on **Table 8**, the calculated F-value of 142.317 is much greater than the F-table of 3.15 at a significance level of 0.05. In addition, the Sig. value = 0.000, which is below the significance limit of 0.05, indicates that the overall regression model is significant. Thus, it can be confirmed that the variables Job Satisfaction, Organizational Justice, Work Engagement, and Rewards together have a significant influence on Employee Performance. This finding confirms that the regression model used has met the feasibility (model fit) for use in analyzing and predicting employee performance based on the four independent variables.

3.2.6 t-Test (Partial Test)

Based on **Table 6**, the partial test results (t-test) can be explained as follows:

1. The job satisfaction variable has been shown to have a significant influence on employee performance. This is indicated by a significance value of 0.015, which is less than the significance limit of 0.05. Therefore, H_a is accepted and H_o is rejected, concluding that job satisfaction has a significant partial effect on improving employee performance.
2. The organizational justice variable also showed a significant influence on employee performance. The significance value obtained was 0.000, less than 0.05. Therefore, H_a was accepted and H_o was rejected, indicating that organizational justice partially had a significant influence on employee performance.
3. The work engagement variable has a significant influence on employee performance with a significance value of 0.000 < 0.05. Because the Sig. value is smaller than the established significance level, H_a is accepted and H_o is rejected. This indicates that work engagement provides a strong partial contribution to improving employee performance.
4. The reward variable also has a significant effect on employee performance. The significance value is 0.000, which is less than 0.05. Thus, H_a is accepted and H_o is rejected, thus concluding that rewards have a partial significant effect on employee performance.

DISCUSSION

The Influence of Job Satisfaction on Employee Performance

The results of the study indicate that job satisfaction has a positive and significant effect on employee performance at PT. Puri Global Sukses Tbk, with a significance value of $0.015 < 0.05$. This indicates that the higher the level of job satisfaction, the better the employee performance. Employees who are satisfied with their work tend to have high motivation and responsibility in completing tasks. These results align with research by Mubarok (2022), which states that job satisfaction can increase employee loyalty and productivity. Therefore, companies need to create a conducive work environment and provide opportunities for self-development to continuously improve job satisfaction.

The Influence of Organizational Justice on Employee Performance

The organizational justice variable also has a positive and significant effect on performance, with a significance value of $0.000 < 0.05$. This means that employee perceptions of fairness in task distribution, compensation, and leadership treatment impact work morale. Employees who feel treated fairly are more motivated and demonstrate optimal performance. These results are supported by research by Hyder (2022), which states that perceptions of organizational justice contribute to improved performance by increasing trust and work commitment. Therefore, PT. Puri Global Sukses Tbk needs to maintain transparency and consistency in internal policies to create fairness in the workplace.

The Influence of Work Engagement on Employee Performance

The research findings indicate that job engagement has a positive and significant impact on employee performance, with a significance value of $0.000 < 0.05$. This indicates that employees who feel engaged and actively participate in their work will demonstrate higher performance. Job engagement fosters a sense of belonging to the company and increases dedication to tasks. These results align with research by Yao (2022), which explains that job engagement plays a crucial role in building employee commitment and productivity. Therefore, companies need to strengthen internal communication and provide space for participation so that employees feel valued.

The Influence of Awards on Employee Performance

The reward variable also has a positive and significant effect on performance, with a significance value of $0.000 < 0.05$. This means that the better the reward system provided by the company, the higher the employee motivation and performance. Fair rewards, whether in the form of bonuses, recognition, or promotions, can increase a sense of responsibility and loyalty. These results are supported by research by Manzoor (2021), which found that financial and non-financial rewards play a significant role in increasing work motivation. Therefore, PT. Puri Global Sukses Tbk needs to maintain a transparent and achievement-based reward system to maintain optimal performance.

The Simultaneous Influence of Job Satisfaction, Organizational Justice, Job Involvement, and Rewards on Employee Performance

The results of the simultaneous test indicate that all four independent variables have a positive and significant effect on employee performance. The coefficient of determination (R^2) of 0.715 indicates that 71.5% of the variation in employee performance can be explained by job satisfaction, organizational justice, job engagement, and rewards. This finding proves

that these four factors complement each other in improving employee performance. This is in line with research by Ehmman (2024), which emphasizes that the combination of satisfaction, justice, engagement, and reward systems can create superior performance. Therefore, companies need to integrate these four aspects into their human resource management strategies.

4. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that job satisfaction, organizational justice, work engagement, and rewards have a positive and significant effect on employee performance at PT. Puri Global Sukses Tbk. These four variables simultaneously explain 71.5% of the variation in employee performance, while the remaining 28.5% is influenced by other factors outside this study. Job satisfaction plays a role in increasing employee motivation and loyalty to the company. Organizational justice creates a sense of trust and commitment that impacts increased productivity. Job engagement encourages employees to actively participate in every company activity, while a fair and transparent reward system strengthens employee morale and responsibility. Therefore, PT. Puri Global Sukses Tbk needs to optimize its human resource management strategy by emphasizing increasing job satisfaction, implementing organizational justice, strengthening work engagement, and providing rewards that are in accordance with performance. This approach is expected to create a harmonious work environment and improve employee performance in a sustainable manner.

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