The Effect of Organizational Justice on Job Satisfaction: The Mediating Role of Psychological Empowerment

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Abstract

This study aims to examine the effect of organizational justice on job satisfaction by considering psychological empowerment as a mediating variable. This research was conducted at Dr. Moewardi Surakarta Regional General Hospital, involving 125 respondents of Regional Public Service Agency employees. The analysis in this study used SEM-PLS with Smart PLS version 3.0. The results in this study are that organizational justice has a positive and significant effect on job satisfaction, organizational justice has a positive and significant effect on psychological empowerment. Meanwhile, psychological empowerment has no effect on job satisfaction and psychological empowerment does not mediate the effect of organizational justice on job satisfaction. Future research is suggested to develop research on the effect of organizational justice on job satisfaction by considering other variables in order to obtain more in-depth results.

1. Introduction

The current era of globalization is characterized by rapid changes, where an organization is required to make adjustments in all contexts that exist in the organization. In context, human resources are the most important component that can affect an organization's productivity (Sembiring et al., 2020). Human resources can be known as the most critical factor in achieving success in today's organizations (Benjamin, 2011; Rubel et al., 2018). In the last decade, of human resources (Jehanzeb dan Mohanty, 2020). Furthermore, human resources play a very important role in the service sector. A key reason for this is that services in the service sector are seen as inseparable from the provider. In this context, improving organizational commitment, employee motivation and job satisfaction can contribute to increased competitiveness in the service sector and can lead to superior future organizational performance (Nadiri & Tanova, 2010).

Penconek et al. (2021) in their research stated that when an organization can ensure employee job satisfaction well, it is the key to retaining employees in their role in the organization. When organizations can understand the factors that influence employee job satisfaction, they can

improve the development and implementation of strategies, which can increase job satisfaction and maintain employee retention in the organization. Some studies reveal that employee job satisfaction can be determined by organizational justice (Bennett, 1996; Daileyl and Kirk, 1992). Bahrami et al. (2014) states that in organizational behavior, organizational justice perceived by individuals is defined as a kind of perception that can describe employees' feelings about a decision and decision makers in an organizational setting.

Aslam and Javed's research (2018), examines organizational justice has a positive impact and can affect employee job satisfaction. Other researchers also prove about organizational justice with employee outcomes on job satisfaction (Fields et al., 2000). The overall sustainable development of an organization depends on employees' beliefs regarding the existence of perceived justice practices (Afridi and Baloch, 2018). Organizational justice leads to people's subjective sense of justice (Fabio and Palazzeschi, 2012). Furthermore, Bahrami et al. (2014) in their research stated that organizational justice refers to "the extent to which employees feel procedures, interactions, and outcomes in the workplace are fair". Other research states that perceived organizational justice can help influence the development of psychological empowerment (Singh and Singh, 2019).

Employees' sense of empowerment is one of the psychological needs that if developed can help organizations motivate positive organizational behavior (Luthans et al., 2007). In another study, it was stated that psychological empowerment is a comprehensive psychological perception experienced by individuals at work and then focused on four aspects: work meaning, self-efficacy, autonomy, and influence (Thomas dan Velthouse, 1990). Researchers and practitioners have paid much attention to psychological empowerment because of its tremendous impact on highly beneficial outcomes to both employees and organizations(Liden et al.,2000). In addition, Thomas and Velthouse (1990) in their research stated that organizations have made many efforts to increase employee psychological empowerment by recognizing the nature of psychological empowerment which then empowers employees to be able to contribute to management practices in the organization.

Based on several research studies, it is known that psychological empowerment is a crucial factor in job satisfaction (Spreitzer, 1996; Shah et al., 2019). Psychological empowerment positively and significantly affects employee job satisfaction and can also affect employees' mental and physical health (Holdsworth and Cartwright, 2003). Based on another study found that psychologically empowered employees in the organization can significantly predict the level of job satisfaction and other important job outcomes (G. Wang and Lee, 2009). Another researcher stated that many studies have revealed that psychological empowerment is significantly related to job satisfaction (Li et al., 2018).

Organizational justice factors are very important in various organizations including hospitals. The class A hospital owned by the Central Java Provincial government located in the Surakarta area and is a referral center for specialty health services is Dr. Moewardi Surakarta Regional General Hospital. Dr. Moewardi Regional General Hospital organizes health services with healing, recovery, improvement, prevention, referral services, organizes education and training, research and development and community service. Thus the job duties of employees of the Regional General Hospital Dr. Moewardi required to provide the best service and quality with the main aspects of the rules of service that are fast, precise, comfortable and easy.

For the smooth implementation of work by employees, the factor of organizational justice is a very important factor in the organization. When employees feel justice or injustice in their workplace it will have an impact on various work attitudes and behaviors. Health workers at the Dr. Moewardi Surakarta Regional General Hospital have differences in salaries and additional employee income received by employees of the Dr. Moewardi Surakarta Regional General Hospital. The work charged between Regional Public Service Agency employees and Civil Servants is the same, and despite having the same position and duties charged between Regional Public Service Agency employees and Civil Servants, the salaries received are different.

With these differences, employees can have perceptions of organizational injustice in their organizations, because justice is a basic need for humans, and the importance of a sense of justice today in organizations and social life has proven to be of greater concern to employers and organizations. Diab (2015) in his research states that the phenomenon of organizational justice is a relatively important concept for employees and organizations, because of the impact it can have on employee performance, namely when employees feel unfair, many negative results may be brought such as dissatisfaction, low extra-role behavior (organizational citizenship behavior), decreased commitment to the organization, and in addition to job performance also on the other hand organizational justice also affects job satisfaction and also has an effect on psychological empowerment.

2. Theory & Hypotheses Development
Organizational Justice
Organizational justice is a term that describes the role of justice perceived by individuals who are directly related to the workplace (Hassan dan Hashim, 2011). Organizational justice relates to the ways in which employees can determine whether or not they feel they are being treated fairly on the job and the ways in which those determinations can affect other job variables (Moorman, 1991). Research in traditional organizations divides three types of justice: distributive, procedural, and interactional (Cohen-Charash dan Spector, 2001).

Distributive justice relates to a concern expressed by employees with respect to the distribution of resources and outcomes (Folger dan Cropanzano, 1989). Procedural justice relates to an individual's perception of fairness based on an organization's procedures and policies (Tyler, 1987). While interactional justice relates to individual perceptions of fairness with interpersonal communication in the organization (Jehanzeb and Mohanty, 2020).

Psychological Empowerment
Spreitzer (1995) defines psychological empowerment as a psychological state that focuses on how employees can think about their work, how to gain experience and also how much they believe in their role and influence in the organization. It can make employees feel confident and tend to succeed in doing their work. Furthermore, Spreitzer (1995) also describes psychological empowerment as a motivational construct that has four cognitions about employee orientation towards their work role in the organization: competence, impact, meaning, and self-determination (autonomy). Competence is a feeling of self-efficacy or expectation of effort performance that encourages a person to be able to believe about how his ability can carry out activities with the skills he has (Bandura, 1989). Impact is the extent to which individuals can

influence the outcome of the organization (Ashforth, 1989). Meaning is the value that an individual places on a work role based on his or her ideals (K. W. Thomas and Velthouse, 1990). While self-determination is an autonomy given in initiating work behavior and making decisions about their work (Deci et al., 1989).

Job Satisfaction

Job satisfaction reflects a pleasant emotional state resulting from job evaluations or work experiences (Al-Sada et al., 2017). In particular, high levels of employee job satisfaction often contribute to organizational success, whereas low job satisfaction can be detrimental to the organization. Job satisfaction has a role in improving productivity and organizational operations (Kalleberg, 1977). Job satisfaction as a pleasant or positive emotional state resulting from an appraisal of one's job or experiences (Adio and Popoola, 2010). Job satisfaction is the result of an employee's perception of how well their job can provide things that are considered important.

Job satisfaction is something that cannot be seen, but can be summarized as an emotional response to the work situation (Adio and Popoola, 2010). Job satisfaction is also referred to as an employee's perception of how well their job can provide things that are considered important such as from the job itself, salary, promotion offers, supervision carried out and perceived satisfaction (Luthans et al., 2007). Adio and Poppoola (2010) define job satisfaction as an ultimate goal of a job or managerial policy of an organization that has been designed and then implemented in such a way that employees get a sense of maximum satisfaction through job satisfaction.

Hypotheses

In one study it was found that procedural justice has a direct influence on employee job satisfaction with supervisors, while distributive justice is a strong predictor of salary satisfaction (De Coninck and Stilwell, 2004). Therefore, the perception of beneficial justice in the organization can positively influence job satisfaction (Ambrose et al., 2007). Various forms of organizational justice have been found to improve various aspects of job satisfaction (Irving et al., 2005; Ouyang et al., 2015). In the results of Singh and Singh's research (2018), found that organizational justice and job satisfaction had no effect. Based on this, formulate the following hypothesis:

H1: Organizational justice has a positive effect on job satisfaction.

Empowerment is described as individuals having a "voice" or role in shaping and influencing activities in the organization (Conger and Kanungo, 1988). It is closely related to the concept of process control or voice in organizational justice theory (Kanferet al., 2017: Folger, 1977). Thibaut and Walker (1975) explain that the concept of process control is used to be able to describe that individuals in the organization are given the opportunity to be able to provide views or to participate in decision making so that these individuals feel they have control over the process or outcome. In Singh and Singh's research (2018), it shows that organizational justice and psychological empowerment have a positive effect. Based on this, formulate the hypothesis as follows:

H2: Organizational justice has a positive effect on psychological empowerment.

Research found that employees feeling psychologically empowered in the organization significantly predicted levels of job satisfaction and other important job outcomes (G. Wang and Lee, 2009). That psychological empowerment of employees positively affects the level of employee job satisfaction (Seibert et al., 2011). Furthermore, Seibert et al. (2011), showed that "psychologically empowered employees tend to experience more intrinsic need fulfillment through work and therefore report higher levels of job satisfaction". In Singh and Singh's research (2018), stated that psychological empowerment and job satisfaction have a positive effect. Based on this, formulate the hypothesis as follows:

H3: Psychological empowerment has a positive effect on job satisfaction.

Fabio and Pallazzeschi (2012) state that organizational justice can indicate the subjective sense of justice experienced by employees in the workplace. Several previous studies have used organizational justice as an explanatory variable to shape employee work attitudes, including job satisfaction (Aryee et al., 2002; Clay-Warner et al., 2005; Nadiri and Tanova, 2010). In addition, several studies have found that psychological empowerment positively affects job satisfaction (Amundsen and Martinsen, 2015; Castro et al., 2008; Dewettinck and Van Ameijde, 2011). Based on the results of Singh and Singh's (2018) research, it was found that psychological empowerment positively and significantly mediates the effect of organizational justice on job satisfaction. Therefore, estimating the hypothesis as follows:

H4: Psychological empowerment mediates the influence of organizational justice on job satisfaction.
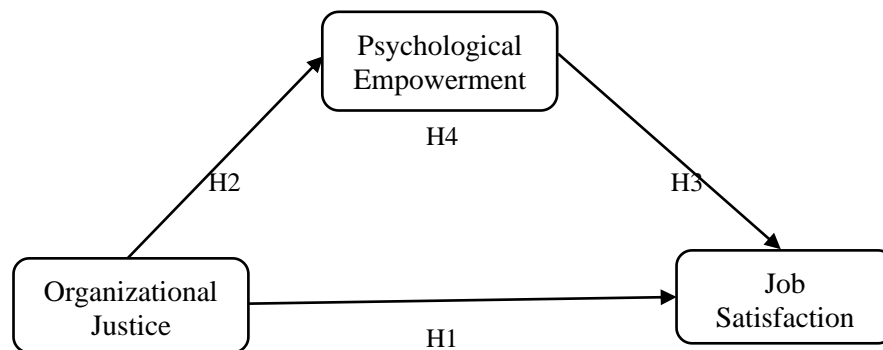

Figure 1. Research Framework

3. Method
This research is a survey study with an Explanatory research approach, which is a survey used to explain the relationship between two or more variables through hypothesis testing. The purpose of survey research is to obtain data that can be compared across subsets of the selected sample so that similarities and differences can be found (Schindler, 2014). This survey method can be done by taking the population, using a questionnaire as a data collection tool. The unit of analysis used in this study is the individual unit which is an employee of the regional public service agency at the Dr. Moewardi Surakarta. The time dimension in this study is Cross Sectional, namely data

that is only collected once in order to answer research (Sekaran and Bougie, 2017).

Populations, Sample and Sample Technique
The population in this study were employees of the Regional Public Service Agency at Dr. Moewardi Surakarta General Hospital with a population of 875 respondents. The sample used was 125 respondents obtained from the number of indicators multiplied by 5 (Hair et al., 2014). In this study, proportionate random sampling was used as a sampling technique, which is a technique applied where the entire population has the same opportunity to become respondents. The distribution of questionnaires at Dr. Moewardi Regional General Hospital was carried out using an online questionnaire in the form of a google form and an offline (printed) questionnaire. As for the distribution of questionnaires, some heads of rooms or installations allow the use of offline (printed) questionnaires, while administrative staff allow the use of online questionnaires (google form) which are distributed through the head of each room with the permission of the head of each section.

Variable Measurement
Organizational justice can be measured using a questionnaire from Parker et al. (1997) which consists of 7 question items using a 5-point Likert scale. Psychological empowerment can be measured using a questionnaire from Spreitzer (1995) which consists of 12 question items using a 5-point Likert scale. Job satisfaction can be measured using a questionnaire from Warr et al. (1979) which consists of 6 question items using a 5-point Likert scale. The collected data were then analyzed using Structural Equation Modeling (SEM). The analysis was conducted using SmartPLS version 3.0.

Table 1

Variable Measurement Indicator

Variable	Code	Indicator	Source
Organizational Justice	OJ1	The people involved in the implementation of the decision have a say in the decision-making.	Parker et al. (1997)
	OJ2	Members of my work unit are involved in decision-making that directly affects their jobs.	
	OJ3	Decisions are made based on research, data, and technical criteria, not on political considerations.	
	OJ4	The person with the most knowledge is involved in problem solving.	
	OJ5	If a work unit performs well, there is appropriate recognition and reward for all employees in the unit.	
	OJ6	If one does well, there is sufficient recognition and reward.	
	OJ7	If one does well, there is appropriate recognition and reward.	
Psychological Empowerment	PE1	The work I do is very important to me.	Spreitzer (1995)
	PE2	The work activities I do are meaningful to me.	
	PE3	The work I do matters to me.	
	PE4	I am confident in my ability to do my job.	
	PE5	I am confident in my ability to perform my work activities.	
	PE6	I have mastered the skills required in my job.	
	PE7	I have significant autonomy in determining how I do my work.	
	PE8	I can decide for myself how to do my work.	
	PE9	I have ample opportunities for independence and freedom in doing my work.	
	PE10	My impact on what happens in my department is big.	
	PE11	I have a lot of control over what happens in my department.	
	PE12	I have significant influence over what happens in my department.	
Job Satisfaction	JS1	Freedom to choose your own working methods.	Warr et al. (1979)
	JS2	Recognition for good work.	
	JS3	Opportunity to use your skills.	
	JS4	Attention to the suggestions made.	
	JS5	The way the organization has been managed so far.	
	JS6	Safety of the work performed.	

Table 1 shows details of measurement indicators for each variable used in this study and its sources.

4. Finding and Discussion

The data in this study used 125 respondents who were employees of the Regional Public Service Agency at Dr. Moewardi Surakarta General Hospital. Of the 125 respondents, 38 were male or 28.8%, while 89 were female or 71,2%. The age of 22.4% of respondents ranged from 21-30 years, 62,4% ranged from 31-40 years and 15% aged 41-50 years. The final education level of the respondents was 59,2% diploma, 32% undergraduate, 3% postgraduate, doctor 0,5% and 10,5% high school. The majority working period is in i the 1-10 years or 50,4%.

Measurement Model Analysis (Outer Model)
In this study, the measurement model evaluation was analyzed using several indicators including: convergent validity, discriminant validity and reliability.

Validity Test
The instrument validity test in this study uses a convergent validity test which can be seen through the outer loading value generated after testing.

Convergent Validity Test Results
An instrument can be considered valid if it has an outer loadings value of more than 0,70. Of the 25 indicators of the research questionnaire, there are 9 indicators that have an outer loading value of less than 0,70, namely the JS 1 indicator (0,652), OJ 4 (0,685), OJ 6 (0,635), PE 8 (0,678), PE 9 (0,652), PE 10 (0,672), PE 11 (0,526) and PE 12 (0,522).

Table 2
Outer Loadings Test Results

	Job Satisfaction	Organizational Justice	Psychological Empowerment
JS1	0,775		
JS2	0,862		
JS3	0,789		
JS4	0,803		
JS5	0,800		
OJ1		0,758	
OJ2		0,764	
OJ3		0,757	
OJ4		0,768	
OJ5		0,728	
PE1			0,904
PE2			0,921
PE3			0,899
PE4			0,894
PE5			0,884
PE6			0,755

Table 2 shows that all indicators are said to be valid with an outer loading value of more than 0.70. These criteria are in accordance with Hair et al. (2019) that data is said to be valid if the outer loading value is more than 0.70.

Discriminant Validity Test Results
Discriminant validity is used to test the validity of a research model, it can be seen through the cross-loading value which shows the magnitude of the correlation between constructs and their indicators and also indicators of other constructs.

Table 3
Cross-Loading Test Results

	Job Satisfaction	Organizational Justice	Psychological Empowerment
JS1	**0,775**	0,468	0,352
JS2	**0,862**	0,492	0,408
JS3	**0,789**	0,436	0,309
JS4	**0,803**	0,337	0,264
JS5	**0,800**	0,556	0,390
OJ1	0,467	**0,758**	0,520
OJ2	0,420	**0,764**	0,460
OJ3	0,467	**0,757**	0,398
OJ4	0,413	**0,768**	0,450
OJ5	0,423	**0,728**	0,324
PE1	0,377	0,549	**0,904**
PE2	0,516	0,588	**0,921**
PE3	0,342	0,561	**0,899**
PE4	0,392	0,465	**0,894**
PE5	0,353	0,474	**0,884**
PE6	0,271	0,351	**0,755**

Table 3 shows that the loading value of each indicator item on its construct as indicated by the cross-loading value where all indicators are valid, the outer loading value is greater than 0.70. These criteria are in accordance with Hair et al. (2019) which states that data can be declared valid if it has a value of more than 0.70. Thus, it is concluded that all constructs or latent variables already have better discriminant validity than indicators in other blocks.

In addition to the discriminant validity test, the validity test results can also be seen from the Fornell-Larcker Criterion criteria, where the square root value of the average variance extracted (AVE) of each construct must have a higher value than the highest correlation with other constructs (Hair et al., 2014). If the results of the Fornell-Larcker Criterion calculation show that the square root value of the average variance extracted (AVE) of each construct is greater than the correlation value between one construct and another, then discriminant validity is declared

good, the value of discriminant validity based on the Fornell-Larcker Criterion in this research model is shown in table Table 4.

Table 4
Fornell-Larcker Criterion Test Results

	Job Satisfaction	Organizational Justice	Psychological Empowerment
Job Satisfaction	0,806		
Organizational Justice	0,581	0,755	
Psychological Empowerment	0,437	0,577	0,878

Table 4 shows the results of the Fornell-Larcker Criterion test, that the results of the average variance extracted (AVE) value on each construct with other constructs are greater, it can be concluded that discriminant validity is declared good.

Reliability Test
The reliability test of this study was measured by Cronbach's Alpha and Composite Reliability. A research instrument can be said to be reliable if it has a Composite Reliability value of more than 0,7 and the Cronbach's Alpha value is recommended above 0,6 (Hair et al., 2010). The reliability test results are shown in table 5.

Table 5
Reliability and Construct Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0,866	0,875	0,903	0,650
Organizational Justice	0,812	0,815	0,869	0,570
Psychological Empowerment	0,940	0,956	0,953	0,771

Based on table 5, the results of the reliability test on PLS-SEM use the Cronbach's Alpha and Composite Reliability values. It is declared reliable if the Cronbach's Alpha value is more than 0.60 and the Composite Reliability value is greater than 0.70. The results of this reliability test show that all variables meet the Cronbach's Alpha and Composite Reliability values. Meanwhile, the average variance extracted (AVE) value is in accordance with the criteria, which has a value of more than 0.50, so it can be concluded that all variables have a good level of reliability.

Structural Model Evaluation (Inner Model)
Inner model or structural model testing is used to be able to see the relationship between constructs, significance values and R-Square of the research model.

R-Square

The coefficient of determination test is carried out to measure the model's ability to explain how influential the independent variables together (simultaneously) affect the dependent variable which can be indicated by the adjusted R-Square value. The results of the coefficient of determination (R-Square) in this study are shown in table 6.

Table 6
R-Square Test Results

	R Square	R Square Adjusted
Job Satisfaction	0,353	0,343
Psychological Empowerment	0,333	0,327

Table 6 shows that the coefficient of determination (R-Square) on the dependent variable job satisfaction is 0,353, this indicates that the job satisfaction variable can be explained by the organizational justice and psychological empowerment variables by 35,3%. while the remaining 64,7% can be explained by other variables not tested in this study. While the remaining 64,7% can be explained by other variables not tested in this study. In addition, the coefficient of determination (R-Square) on the psychological empowerment variable is 0,333, this means that the psychological empowerment variable is explained by the organizational justice variable by 33,3%. While the remaining 66,7% is explained by other variables not tested in this study.

Q-Square

If the Q-Square value is greater than 0, it is said to have a good observation value, while the Q-Square value is smaller than 0, it is said that the observation value is not good. The results of the predictive relevance (Q-Square) test are presented in table 7.

Table 7
Q-Square Test Results

	Q² (=1-SSE/SSO)	Description
Job Satisfaction	0,213	Has predictive relevance value
Psychological Empowerment	0,248	Has predictive relevance value

Table 7 shows the Q-Square value on the dependent variable is more than 0. Thus, it can be concluded that this study has a good observation value because it has a Q-Square value greater than 0.

Hypothesis Testing

In this study, the structural equation model (SEM) was used for hypothesis testing, this method is used to determine the relationship between several variables in a study. The analysis method

used in this research is the partial least square structural equation model (PLS-SEM). The hypothesis is said to be accepted if it has a t-statistic value greater than the critical value, which is 1,96 and has p-values below 0,05 (significance level = 5%), it can be said that there is a significant influence between exogenous variables on endogenous variables. The hypothesis test results are shown in Table 8.

Table 8
Hypothesis Test Results of Direct Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Justice -> Job Satisfaction	0,494	0,517	0,078	6,308	0,000
Organizational Justice -> Psychological Empowerment	0,577	0,578	0,059	9,771	0,000
Psychological Empowerment -> Job Satisfaction	0,152	0,145	0,088	1,717	0,087

Table 8 shows that there is a direct hypothesis test on the research variables, the direct test results show that:

The results of the first hypothesis test show that organizational justice has a positive and significant effect on job satisfaction, with a path coefficient value of 0.494 which indicates a positive influence, t-statistics of 6,308 (≥1,96) and p-values of 0,000 (≤ 0,05). The results of this study are in line with the research of Ambrose et al. (2007) which indicates that organizational justice has a positive influence on job satisfaction. Likewise, in line with the research of Ouyang et al. (2015), which shows that organizational justice improves aspects of job satisfaction.

The results of the second hypothesis test show that organizational justice has a positive and significant effect on psychological empowerment, with a path coefficient value of 0,577 which indicates a positive influence, t-statistics of 9,771 (≥1,6) and p-values of 0,000 (≤ 0,05). The results of this study are in line with research conducted by Singh and Singh (2018), which shows that organizational justice and psychological empowerment have a positive effect. Thibaut and Walker (1975) also state that the concept of process control is used to reflect that employees in an organization are given the opportunity to be able to express their views to participate in decision making, and thus feel they have control over the process or results obtained.

The results of the third hypothesis test show that psychological empowerment has no significant effect on job satisfaction, with a path coefficient value of 0,152, t-statistics of 1,717 (≤1,96) and p-values of 0.087 (≥ 0,05). The results of this study differ from research conducted by Singh and Singh (2018) which shows that psychological empowerment has a positive effect on job satisfaction. In addition, the results of this study are also not in line with the research of Seibert et al. (2011) which found that employee psychological empowerment positively affects the level of employee job satisfaction in the organization.

Furthermore, this study also examined the indirect effects presented in table 9.

Table 9
Indirect Variable Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Justice -> Psychological Empowerment -> Job Satisfaction	0,088	0,084	0,053	1,653	0,099

Table 9 shows the results of indirect variable hypothesis testing which shows that:

The results of the indirect effect hypothesis test show that psychological empowerment does not mediate the effect of organizational justice on job satisfaction, with a path coefficient value of 0,088, a t-statistics value of 1,653 (≤1,96) and has p-values of 0,099 (≥ 0,05). The results of this study differ from the results of research conducted by Singh and Singh (2018) who found that psychological empowerment positively and significantly mediates the effect of organizational justice on job satisfaction. Thus, the results of direct and indirect hypothesis testing in this study found that hypotheses 1 and 2 were supported, while hypotheses 3 and 4 were not supported in the study.

5. Conclusion and Recommendation

Based on the results of the analysis of this study, hypothesis 1 shows that organizational justice has a positive and significant effect on job satisfaction, supported in this study. Hypothesis 2 shows that organizational justice has a positive and significant effect on psychological empowerment, supported in this study. Hypothesis 3 shows that psychological empowerment has no significant effect on job satisfaction, not supported in this study. Likewise, hypothesis 4 shows that psychological empowerment does not mediate the effect of organizational justice on job satisfaction, is not supported in this study.

This research is certainly not free from shortcomings and limitations, this research is cross-sectional, which is only examined in one limited time and only describes the variables studied, both independent variables, dependent variables and mediating variables at the same time, sometimes found to be weak in seeing the causal relationship. Future research is expected to be carried out longitudinally or over a long period of time, so that the research results are in accordance with changes that may occur in the object or subject of research, and can develop research on the effect of organizational justice on job satisfaction by considering other variables in order to obtain more in-depth results and can pay attention to different geographical conditions and different cultural characteristics.

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