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Organizational Justice, Work Discipline, and Employee Performance: A Literature Review

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Abstract: The aim of this paper is to provide a structured literature review on the constructs of organizational justice, work discipline, employee performance, and empirical evidence on the relationship between organizational justice, work discipline, and employee performance in Indonesia context of Indonesia. 25 (twenty five) papers published during 2018-2022 that investigates organizational justice, work discipline, employee performance, and empirical evidence on the relationship between organizational justice, work discipline, and employee performance were reviewed. The results of the literature review regarding the effect of the organizational justice on employee performance show different results. The majority (66,67%) indicated that the organizational justice has a positive and significant effect on employee performance, while the remaining (33,33%) indicated that the organizational justice has insignificant effect on employee performance. The effect of work discipline on employee performance also shows different results. The majority (76,92%) indicated that work discipline has a significant effect on employee performance and the remaining (23.08%) indicated that work discipline has insignificant effect on employee performance.

Keyword: Organizational Justice, Work Discipline, Employee Performance, Literature Review.

INTRODUCTION

Every organization wants its employees to have high performance. This is important for the organization in order to realize the goals of the organization. There are many factors that can affect employee performance and organizational managers must pay great attention to these factors. Two of the factors that affect employee performance will be reviewed in this paper, namely the organizational justice and work discipline. Research on the effect of the organizational justice and work discipline on employee performance is a research topic in the field of organizational behavior that has received great attention from academics in Indonesia.

LITERATURE REVIEW

Organizational Justice

According to Robbins and Judge (2022) organizational justice is the overall perception of what is fair in the workplace, which consists of distributive, procedural, informational, and interpersonal justice. Kinicki (2021) defines organizational justice as the extent to which people perceive they are treated fairly at work. Meanwhile Buchanan (2019) defines organizational justice as a personal evaluation of the ethical and moral position of managerial behavior. Thus, organizational justice can be defined as the overall perception of employees about how they are treated fairly in the workplace.

Organizational justice can help explain why employees retaliate against both inequitable outcomes and inappropriate processes. Employee's perception of the fairness not only positively affect their attitudes and performance, but also influence their fair treatment behavior toward customers, which in turn cause the customer to react positively to both the employee and the organization.

Work Discipline

In general, Melani and Ibrahim (2015) defines discipline as a system that contains policies, regulations, and procedures that regulate behavior both individually and in groups within an organizational system. Sinambela (2018) defines work discipline as a person's ability to work regularly, persistently and work in accordance with applicable rules and does not violate the rules that have been set. While Hasibuan (2018) defines work discipline as the awareness and willingness of a person to obey all company regulations and applicable social norms. And Sutrisno (2015) defines work discipline as a condition or attitude of respect that exists in employees towards company rules or regulations. Thus, work discipline can be defined as the awareness and ability of an employee to work by complying with applicable regulations. Work discipline is one of the factors that influence employee performance. If employees have good work discipline, it is expected that these employees will have good performance.

Employee Performance

Mangkunegara, (2017) defines work performance (work achievement) 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 Jufrizen and Kanditha (2021) employee performance is the result of an employee's quality and quantity of work in carrying out his responsibilities in accordance with his responsibilities. Meanwhile Rivai (2015), defines performance as the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed. Thus, employee performance can be defined as the result of work achieved by an employee carrying out his responsibilities.

RESULT AND DISCUSSION

Empirical Evidence about the Relationship between Organizational Justice, Work Discipline, and Employee Performance

1. Work of Nurak and Riana (2017)

Nurak and Riana (2017) investigated the effect of organizational justice on employee performance at the Governor's office in East Nusa Tenggara Province (Indonesia). Data collection technique is questionnaire. The number of respondents was 104 employees. The analysis technique uses structural equation modeling using Partial

- Least Square. The results of hypothesis testing indicate that organizational justice has insignificant effect on employee performance.
2. Work of Juarsah, Masdupi, and Syahrizal (2019)

Juarsah et al. (2021) investigated the effect of organizational justice on employee performance at PT. PLN (Persero) Main Unit of West Sumatra Region (Indonesia). Data collection techniques is questionnaire. The number of respondents was 141 employee. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance..
 3. Work of Jamal (2020)

Putri et al (2021) investigated the effect of organizational justice on the employee performance at Educational Service Pekanbaru (Indonesia). Data collection technique is questionnaire. The number of participants was 70 employees. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that organizational justice has insignificant effect on employee performance.
 4. Work of Widjajanti, Setianto, Suyono, and Elisabeth (2020)

Widjajanti et al. (2020) investigated the effect of organizational justice on employees performance at PT. Indonesia Power Grati Pomu (Indonesia). Data collection technique is questionnaire. The number of participants was 91 employees. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.
 5. Work of Widyanti, Irhami, Ratna, and Basuki (2020)

Widyanti et al. (2020) investigated the impact of organizational justice on employee performance at private university in Kalimantan and West Java (Indonesia). Data collection technique is questionnaire. The number of participants was 200 employee. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.
 6. Work of Jufrizen and Kanditha (2021)

Jufrizen and kanditha (2021) investigated the effect of organizational justice on employee performance at Regional Financial and Asset Management Agency of North Sumatera ((Indonesia). Data collection technique is questionnaire. The number of participants was 84 employees. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.
 7. Work of Suprpto and Widigdo (2021)

Suprpto and Widigdo (2021) investigated the effect of organizational justice on employee performance at Bank Mandiri KCP Jakarta Jamsostek Building in Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 41 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.
 8. Work of Hermanto and Srimulyani (2021)

Hermanto and Srimulyani (2021) investigated the effect of organizational justice on employee performance at high schools and vocational high schools spread across several regions in East Java Province and Central Java Province (Indonesia). Data collection technique is questionnaire. The number of participants was 820 employees. The analysis technique uses structural equation modeling using partial least square. The results of

hypothesis testing indicate organizational justice has a positive and significant effect on employee performance.

9. Work of Mayasari, Pardiman, and Budiari (2022)

Mayasari et al. (2022) investigated the effect of organizational justice on employee performance at a private hospital in Malang (Indonesia). Data collection technique is questionnaire. The number of participants was 975 employees. The analysis technique uses structural equation modeling using AMOS. The results of hypothesis testing indicate that organizational justice has insignificant effect on employee performance.

10. Work of Munandar, Hermawan, and Syihabuddin (2022)

Munandar et al. (2022) investigated the effect of organizational justice on employee performance at Perumda Air Minum Tugu Tirta, Malang (Indonesia). Data collection technique is questionnaire. The number of participants was 173 employees. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.

11. Work of Sofyan, Agustina, Siahaan, Simatupang, and Sudirman (2022)

Sofyan et al. (2022) investigated the effect of organizational justice on employee performance of millennial employee in Indonesia. Data collection technique is questionnaire. The number of participants was 190 employees. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that organizational justice has a positive and significant effect on employee performance.

12. Work of Yeni, Situngkir, Amin, and Edward (2022)

Yeni et al. (2022) investigated the effect of organizational justice on employee performance at PT. Jambi Regional Development Bank in Jambi West Region (Indonesia). Data collection technique is questionnaire. The number of participants was 134 employees. The analysis technique uses structural equation modeling using AMOS. The results of hypothesis testing indicate that organizational justice has insignificant effect on employee performance.

13. Work of Astuti and Amalah (2018)

Astuti and Amalah (2018) investigated the effect of work discipline on employee performance at the Office of Public Appraisal Services Herly, Ariawan and Partners, Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 30 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant impact on employee performance.

14. Work of Arif, Syaifani, Siswadi, and Jufrizen (2019)

Arif et al. (2019) investigated the effect of work discipline on employee performance at at the Office of Highways and Construction of the Road and Bridge Technical Implementation Unit of North Sumatra Province. (Indonesia). Data collection techniques are interview and questionnaire. The number of participants was 47 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

15. Work of Kurniawan and Heryanto, (2019)

Kurniawan and Heryanto (2019) investigated the effect of work discipline on employee performance at Department of Tourism, Youth and Sport of Padang District (Indonesia). Data collection technique is questionnaire. The number of participants was 65 employees. The analysis technique uses path analysis using SPSS. The results of hypothesis testing indicate that work discipline has insignificant effect on employee performance.

16. Work of Angriani and Eliyana (2020)

Angriani and Eliyana (2020) investigated the effect of work discipline on employee performance in at Central Kalimantan Provincial Employment Workforce (Indonesia). Data collection technique is questionnaire. The number of participants was 173 employee. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has insignificant effect on employee performance.

17. Work of Iptian, Zamroni, and Efendi, R (2020)

Iptian et al. (2020) investigated the effect of work discipline on employee performance in at PT. Tirta Kencana Tata Warna Bengkulu (Indonesia). Data collection technique is questionnaire. The number of participants was 106 employee. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

18. Work of Iskanto, Yapentra, Ansori, Jupri (2020)

Iskanto et al. (2020) investigated the effect of work discipline on employee performance in FIF Group Company in Riau (Indonesia). Data collection technique is questionnaire. The number of participants was 114 employee. The analysis technique uses simple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

19. Work of Sukardi and Raharjo (2020)

Sukardi and Raharjo (2020) investigated the effect of work discipline on employee performance at Bappeda Pematang Regency (Indonesia). Data collection technique is questionnaire. The number of participants was 76 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

20. Work of Malau and Kasmir (2021)

Malau and Kasmir (2021) investigated the effect of work discipline on employee performance at PT. XX (Indonesia). Data collection technique is questionnaire. The number of participants was 107 employees. The analysis technique uses structural equation modeling using partial least square. The results of hypothesis testing indicate that work discipline has a positive and significant impact on employee performance.

21. Work of Surajiyo, Suwarno, Kesuma, and Gustiherawati (2021)

Surajiyo et al. (2021) investigated the effect of work discipline on employee performance at Inspectorate Office of Musi Rawas District (Indonesia). Data collection technique is questionnaire. The number of participants was 68 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

22. Work of Sutianingsih and Handayani (2021)

Sutianingsih and Handayani (2022) investigated the effect of work discipline on employee performance at Mayaran Sub-District Office (Indonesia). Data collection technique is questionnaire. The number of participants was 42 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has insignificant impact on employee performance.

23. Work of Butarbutar and Nawangsari (2022)

Butarbutar and Nawangsari (2022) investigated the effect of work discipline on employee performance at the secretariat of the parliament of the province of DKI Jakarta (Indonesia). Data collection technique is questionnaire. The number of participants was 100 employees. The analysis technique uses structural equation modeling using partial

least square. The results of hypothesis testing indicate that work discipline has a positive and significant impact on employee performance.

24. Work of Kirana, Sriathi, and Suwandana (2022)

Kirana et al (2022) investigated the effect of work discipline on employee performance at CV. Mertanadi (Indonesia). Data collection technique is questionnaire. The number of participants was 58 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

25. Work of Kurniawan, Sunarsi, and Solihin (2022)

Kurniawan et al (2022) investigated the effect of work discipline on employee performance at The Health Department of Tangerang Selatan City (Indonesia). Data collection technique is questionnaire. The number of participants was 58 employees. The analysis technique uses multiple regression analysis using SPSS. The results of hypothesis testing indicate that work discipline has a positive and significant effect on employee performance.

CONCLUSION

Based on a literature review on empirical results regarding the relationship between the organizational justice and employee performance, it was found that the majority (66,67%) of the empirical results indicated that the work environment has a positive and significant effect on employee performance, while the remaining (33,33%) indicated that the organizational justice has insignificant effect on employee performance. Meanwhile, the empirical results regarding the relationship between work discipline and employee performance show that the majority (76,92%) of the empirical results show that work discipline has a significant effect on employee performance while the remaining (23,08%) show that work discipline has a insignificant effect on employee performance.

Based on the conclusions above, it is suggested that organizations 1) create good organizational justice to improve employee performance; and 2) create a work climate that can improve work discipline which in turn can improve employee performance.

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