

Antecedents of Job Satisfaction and Employee Performance at PT Petrosea Tbk in Balikpapan

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ABSTRACT: *This study aims to prove the influence of transformational leadership and procedural justice, as well as organizational commitment, on job satisfaction and employee performance at PT Petrosea Tbk in Balikpapan. The study involved 67 employees as respondents. The data analysis used by the author is the Structural Equation Model (SEM) using the SmartPLS Program. The results of the study indicate that: transformational leadership has a positive but not significant effect on employee job satisfaction. Transformational leadership has a positive but not significant effect on employee performance. Procedural justice has a positive but not significant effect on employee job satisfaction. Procedural justice has a positive and significant effect on employee performance. Organizational commitment has a positive and significant effect on employee job satisfaction. Organizational commitment has a positive but not significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance.*

KEY WORD: *Transformational Leadership, Procedural Justice, Organizational Commitment, Job Satisfaction, Employee Performance*

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I. INTRODUCTION

PT. Petrosea Tbk is a company engaged in engineering, construction, mining and other services, in its role as a company it requires employees who are able to give their time, thoughts and energy to the company because employees have a strategic role in the organization, because they are the main movers in a process activity and determine the smooth running of activities within the organization. The need for employees who are in the category of "good citizens" is the main concern of the organization, with the hope that the organization can understand the importance of employees in achieving organizational or company goals.

The phenomenon in the field related to transformational leadership at PT Petrosea, Tbk in Balikpapan is that transformational leadership can encourage the development of new products and innovation in companies, leaders should be able to carry out their duties by encouraging employees to think creatively and come up with new ideas. This is particularly important in the engineering, construction, mining, and other service industries, where companies must constantly innovate to stay relevant and competitive in the marketplace. Transformational leadership has a close relationship with employee job satisfaction. Transformational leadership is a leadership model that aims to create change and innovation within the organization by providing encouragement, motivation, and development to employees. In this case, leaders who use this approach have a high concern for employees and help them feel valued and recognized for their contributions. Empirical studies conducted by Jagannath & Bhabani (2012), Johnson (2018), state that transformational leadership has a significant effect on job satisfaction. In contrast to research conducted by Sashkin (2013) which states that transformational leadership has no significant effect on job satisfaction.

Another study that supports the influence of transformational leadership on employee job satisfaction is research by Saeed et al. (2015) show that transformational leadership has a positive and significant effect on job satisfaction of employees in the public sector in Pakistan. Research by Lu et al. (2019) found that transformational leadership has a positive impact on employee job satisfaction in the information technology sector in China. Research by Akinlawon and Olufemi (2020) shows that transformational leadership has a positive and significant effect on employee job satisfaction in manufacturing companies in Nigeria. Results of research by Miao et al. (2021) show that transformational leadership has a positive and significant effect on employee job satisfaction in the public service sector in China. Research by Kabir et al. (2021) found that transformational leadership has a positive and significant effect on employee job satisfaction in the information technology sector in Bangladesh.

Transformational leadership besides influencing job satisfaction, transformational leadership also influences employee performance. Transformational leadership is a leadership model that aims to create change and innovation within the organization by providing encouragement, motivation and development to employees. In this case, leaders who use this approach have a high concern for employees and help them feel valued and

recognized for their contributions. Research conducted by Zehir, et al. (2012), Ozaralli (2013), Sparks & Schenk (2010), stated that transformational leadership has a significant effect on performance, while research by Carlaw et al. (2013), Givens (2018) stated that transformational leadership has no significant effect on employee performance.

Other research that supports the effect of transformational leadership on employee performance is research conducted by Khan & Ahmad (2018). This study found that transformational leadership has a positive influence on employee performance through a positive influence on employee psychological capital and employee job involvement, and that the relationship between transformational and employee performance is moderated by employee psychological capital. Research conducted by Nguyen et al. (2018) This study found that transformational leadership has a positive influence on employee performance in Vietnam, and that the relationship between transformational leadership and employee performance is strengthened by employee organizational commitment. Research conducted by Yang & Long (2020) This study found that transformational leadership has a positive effect on employee performance in terms of creativity, through a positive influence on employee job engagement, and that the relationship between transformational leadership and employee job engagement is moderated by organizational skepticism and type employee gender.

The phenomenon related to procedural justice is that employees believe that the process used in decision making in the company is fair. This means that when decisions are made, the process is fair and objective, and employees feel they are being treated fairly. Procedural justice is very important in organizations because it can affect employee job satisfaction, procedural justice is very important in influencing employee job satisfaction. When employees feel that the decision-making process in the company is fair and objective, they feel valued, feel calmer, maintain loyalty to the company, are more motivated to work, and ultimately feel more satisfied with their jobs. Therefore, companies must ensure that the decision-making process in the company is carried out fairly and objectively to increase employee job satisfaction. Research conducted by Lee et al. (2013) Gilbert, et al. (2010), Abbas & Azim (2012), stated that procedural justice has a significant effect on job satisfaction, while the research conducted by Pagia, et al. (2010), Jahangir (2014) states that procedural justice has no significant effect on job satisfaction.

Another study that supports the effect of procedural justice on employee job satisfaction is Wang et al. (2018) This study found that procedural justice has a positive effect on employee job satisfaction through a positive influence on employee psychological capital and employee work engagement, and that the relationship between procedural justice and employee job involvement is moderated by employee psychological capital. Zeng et al. (2019) This study found that procedural justice and interactional justice have a positive effect on employee job satisfaction through a positive influence on employee organizational commitment, and that the relationship between procedural justice/interactional justice and organizational commitment is moderated by employee gender. Ong et al (2020) This study found that procedural justice has a positive effect on employee job satisfaction, and that the relationship between procedural justice and employee job satisfaction is moderated by the level of employee trust in organizational management. Sánchez-Campillo & Montoro-Sánchez (2020) This study found that procedural justice and distributive justice have a positive effect on employee job satisfaction through a positive influence on employee organizational citizenship behavior.

Procedural justice in addition to affecting employee satisfaction can also affect employee performance, procedural justice refers to the employee's belief that the process used in decision making in the company is fair and objective. Procedural justice is an important factor in improving employee performance because it can affect the level of employee motivation and commitment to the company, procedural justice can affect employee performance because it can increase employee motivation, commitment, involvement, and trust in the company. Employees who feel that the company's decision-making process is fair, and objective tend to perform better and make a greater contribution to the company. Therefore, companies must ensure that the decision-making process in the company is carried out fairly and objectively to improve employee performance. An empirical study conducted by Karakas (2010) states that procedural justice has a significant effect on performance, whereas according to Abbas & Azim (2012) it states that procedural justice has no significant effect on employee performance.

Other research that supports the effect of procedural justice on employee performance is research by Ahmadi & Ghorbanzadeh (2019). This study found that procedural justice has a positive effect on employee performance through a positive influence on employee job satisfaction and employee organizational commitment. Gao et al. (2019) This study found that procedural justice has a positive effect on employee performance through a positive influence on employee trust in organizational leadership and employee organizational citizenship behavior. Lam & Chen (2020) This study found that procedural justice has a positive effect on employee performance, especially for employees with a low power distance orientation, and that the relationship between procedural justice and employee performance is moderated by employee power distance orientation. Ugwu & Ugwu (2020) This study found that procedural justice has a positive effect on employee performance through a positive influence on employee work engagement and employee organizational citizenship behavior.

A phenomenon related to organizational commitment at PT Petrosea, Tbk in Balikpapan is that companies often face high employee rotation. This is due to the reason that work is often temporary or short-term projects. This high employee rotation can reduce employee organizational commitment because they do not feel attached to the company and do not have strong relationships with colleagues. Employees may feel unsafe or uncomfortable at work because of the risky environment. This can reduce employee organizational commitment because they feel unappreciated and do not get enough protection from the company.

Organizational commitment and employee job satisfaction are interrelated. When employees have a high commitment to the organization they work for, they tend to feel more satisfied with their jobs. This is because employees feel attached to the organization and feel that the organization provides sufficient support and attention to them. Employees who have high organizational commitment also tend to be more enthusiastic and motivated in carrying out their duties and responsibilities. They feel that their work has meaning and value and feel that they can make a significant contribution to the organization in which they work. Because of this, they feel more satisfied with their jobs and are more passionate about achieving organizational goals. Conversely, if employees do not have high organizational commitment, they tend to feel less satisfied with their jobs. They feel less attached to the organization and receive less support and attention from the organization.

This can cause employees to feel unmotivated in carrying out their duties and responsibilities, thereby negatively impacting their job satisfaction. In this case, organizational commitment becomes an important factor in increasing employee job satisfaction. When employees feel attached to the organization and feel that the organization provides sufficient support and attention to them, they tend to feel more satisfied with their jobs and are more enthusiastic about achieving organizational goals. Therefore, it is important for companies to build employee organizational commitment by providing adequate support and attention to them and providing opportunities to develop and achieve success in their careers. Empirical studies conducted by Debora & Nina (2014), Kristanto (2013), Hakim et al. (2010), stated that organizational commitment has a significant effect on job satisfaction, while Hoffman et al. (2017) stated that organizational commitment has no significant effect on job satisfaction.

Other research that supports the effect of organizational commitment on employee job satisfaction is Alola & Idowu's research (2018). This study found that organizational commitment has a positive effect on employee job satisfaction and employee job satisfaction acts as a mediator in the relationship between organizational commitment and intention to change jobs. Hussain & Tariq (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and work-family conflict acts as a mediator in the relationship between organizational commitment and employee job satisfaction. Jia & Li (2019) This study found that organizational commitment has a positive effect on employee job satisfaction through the mediation of job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support. Shi et al. (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support.

Organizational commitment also affects employee performance. Employees who have high organizational commitment tend to have better performance because they feel attached to the organization and feel that they have a responsibility to make the best contribution to the organization. Employees who have high organizational commitment usually have higher intrinsic motivation to work, meaning that they are satisfied with the internal satisfaction that comes from their job and not just looking for external satisfaction such as money or recognition. This can make employees work harder, more focused, and more productive, so that their performance can increase. Conversely, if employees do not have high organizational commitment, they tend to be less motivated in carrying out their duties and responsibilities. They can feel less attached to the organization and feel less passionate about achieving organizational goals. This can cause employee performance to decline, which in turn can have a negative impact on productivity and quality of work.

The company has an interest in building employee organizational commitment by providing opportunities to participate in organizational activities, providing adequate support and attention, and providing opportunities for career development. This will help increase employee organizational commitment, which in turn can improve employee performance and overall organizational productivity. Empirical studies conducted by Wu & Liu (2016), Kashefi et al. (2013), Khyzer (2011), states that organizational commitment has a significant effect on performance. In contrast to the empirical study conducted by Usman et al. (2012), Madiono (2019) states that organizational commitment has no significant effect on employee performance.

Another study that supports the effect of organizational commitment on employee performance is that of Zhou et al. (2018) This meta-analysis study found that organizational commitment is positively related to employee work performance. Alotaibi (2018) This study found that organizational commitment is positively related to the work performance of employees in the banking sector in Saudi Arabia. Yang & Chen (2019) This study found that organizational commitment is positively related to employee work performance in Taiwan and China. Ghulam et al. (2019) This study found that organizational commitment is positively related to employee

work performance and job satisfaction acts as a mediator in the relationship between organizational commitment and employee work performance.

The phenomenon in the field related to employee satisfaction and performance at PT Petrosea Tbk in Balikpapan is that high turnover rates can reduce productivity and increase the cost of recruiting and training new employees. Lack of communication and support from management can affect employee satisfaction and performance. employees tend to feel dissatisfied if they feel they do not have the opportunity to develop and work. Excessive workload can reduce productivity and increase employee stress levels. Employees tend to feel unappreciated if they feel that their contribution is not recognized or valued. Lack of balance between work life and personal life can affect employee well-being and satisfaction. An empirical study conducted by Palagia, et al. (2010), Jahangir (2014), states that job satisfaction has a significant effect on performance. This fact is different from the empirical facts conducted by Shokrkon & Naami (2019), in their research which states that job satisfaction has a significant effect on performance.

Other research that supports the effect of job satisfaction on employee performance is Farhadi et al. (2018) This study found that job satisfaction is positively related to employee performance in Iran. Saleem et al (2019) This study found that job satisfaction is positively related to the work performance of employees in Pakistan. Ahmad et al. (2019) This study found that job satisfaction is positively related to employee work performance at universities in Pakistan. Kabir & Roy (2020) This study found that job satisfaction is positively related to the job performance of employees in Bangladesh. Hu et al. (2018) This study found that job satisfaction is positively related to employee work performance at universities in China. Nazir et al. (2019) This study found that job satisfaction is positively related to job performance of employees in the higher education sector in Pakistan. Abidin et al. (2019) This study found that job satisfaction is positively related to employee work performance in the hospitality industry in Malaysia. Said et al. (2021) This study found that job satisfaction is positively related to the work performance of employees in the banking sector.

II. LITERATURE REVIEW

The relationship of transformational leadership to job satisfaction

Robbins & Judge (2015: 90) states that transformational leaders are leaders who inspire their followers to put aside their personal interests and can influence extraordinary things. Luthans (2016: 653), transformational leadership is a leadership approach by making efforts to change awareness, arouse enthusiasm and inspire subordinates or members of the organization to expend extra effort in achieving organizational goals, without feeling pressured or pressured. Bass (2019) is based on the idea that transformational leaders have the ability to align visions of the future with their subordinates, as well as elevate the needs of subordinates at a higher level than what they need, transformational leadership also refers to the process of building commitment to organizational goals and providing trust in employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction.

Empirical studies conducted by Jagannath & Bhabani (2012), Johnson (2018), state that transformational leadership has a significant effect on job satisfaction. In contrast to research conducted by Sashkin (2013) which states that transformational leadership has no significant effect on job satisfaction. Another study that supports the influence of transformational leadership on employee job satisfaction is research by Saeed et al. (2015) show that transformational leadership has a positive and significant effect on job satisfaction of employees in the public sector in Pakistan. Research by Lu et al. (2019) found that transformational leadership has a positive impact on employee job satisfaction in the information technology sector in China. Research by Akinlawon and Olufemi (2020) shows that transformational leadership has a positive and significant effect on employee job satisfaction in manufacturing companies in Nigeria. Results of research by Miao et al. (2021) show that transformational leadership has a positive and significant effect on employee job satisfaction in the public service sector in China. Research by Kabir et al. (2021) found that transformational leadership has a positive and significant effect on employee job satisfaction in the information technology sector in Bangladesh.

H1: Transformational leadership has a positive and significant effect on job satisfaction of employees of PT Petrosea Tbk in Balikpapan

The relationship of transformational leadership to performance.

Transformational leadership is a leadership model that aims to create change and innovation within the organization by providing encouragement, motivation, and development to employees. In this case, leaders who use this approach have a high concern for employees and help them feel valued and recognized for their contributions. Research conducted by Zehir, et al. (2012), Ozaralli (2013), Sparks & Schenk (2010), stated that transformational leadership has a significant effect on performance, while research by Carlaw et al. (2013), Givens (2018) stated that transformational leadership has no significant effect on employee performance.

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H2: Transformational leadership has a positive and significant effect on the performance of employees of PT Petrosea Tbk in Balikpapan

The relationship of procedural justice to job satisfaction

Wexley & Yulk (2018: 213) identify job satisfaction in general as an attitude towards work that is based on evaluating different aspects for workers. A person's attitude towards his work reflects pleasant or unpleasant experiences at work and expectations about future experiences. Variety of skills (skill variety) Job identity (task identity) Job importance (task significance) Autonomy (autonomy), and Feedback Each core dimension of the job covers major aspects of the work material that can affect one's job satisfaction. The relationship lies in the greater the diversity of work activities carried out, the more meaningful one's work will be. If someone does the same, simple, and repetitive work, it will cause boredom.

Research conducted by Lee et al. (2013) Gilbert, et al. (2010), Abbas & Azim (2012), stated that procedural justice has a significant effect on job satisfaction, while the research conducted by Pagia, et al. (2010), Jahangir (2014) states that procedural justice has no significant effect on job satisfaction. Another study that supports the effect of procedural justice on employee job satisfaction is Wang et al. (2018) This study found that procedural justice has a positive effect on employee job satisfaction through a positive influence on employee psychological capital and employee work engagement, and that the relationship between procedural justice and employee job involvement is moderated by employee psychological capital. Zeng et al. (2019) This study found that procedural justice and interactional justice have a positive effect on employee job satisfaction through a positive influence on employee organizational commitment, and that the relationship between procedural justice/interactional justice and organizational commitment is moderated by employee gender. Ong et al (2020) This study found that procedural justice has a positive effect on employee job satisfaction, and that the relationship between procedural justice and employee job satisfaction is moderated by the level of employee trust in organizational management. Sánchez-Campillo & Montoro-Sánchez (2020) This study found that procedural justice and distributive justice have a positive effect on employee job satisfaction through a positive influence on employee organizational citizenship behavior.

H3: Procedural justice has a positive and significant effect on job satisfaction of employees of PT Petrosea Tbk in Balikpapan

The relationship between procedural justice and employee performance

Procedural justice refers to employees' belief that the process used in decision-making in the company is fair and objective. Procedural justice is an important factor in improving employee performance because it can affect the level of employee motivation and commitment to the company, procedural justice can affect employee performance because it can increase employee motivation, commitment, involvement, and trust in the company. Employees who feel that the company's decision-making process is fair, and objective tend to perform better and make a greater contribution to the company. Therefore, companies must ensure that the decision-making process in the company is carried out fairly and objectively to improve employee performance. An empirical study conducted by Karakas (2010), states that procedural justice has a significant effect on performance, whereas according to Abbas & Azim (2012) states that procedural justice has no significant effect on employee performance.

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H4: Procedural justice has a positive and significant effect on the performance of employees of PT Petrosea Tbk in Balikpapan

The relationship of organizational commitment to job satisfaction

Organizational commitment is the degree to which an employee side with an organization and its goals and desire to maintain membership in the organization (Robbins, 2010: 100). Mobley (2016: 150) also stated that job satisfaction is divided into satisfaction with salary, satisfaction with promotions, satisfaction with work content, satisfaction with colleagues, satisfaction with supervision, and satisfaction with working conditions. Job satisfaction has a close relationship with thoughts of quitting work and the desire to find another job. This shows that there is a significant relationship between satisfaction and organizational commitment (Mobley, 2016: 152).

Empirical studies conducted by Debora & Nina (2014), Kristanto (2013), Hakim et al. (2010), stated that organizational commitment has a significant effect on job satisfaction, while Hoffman et al. (2017) stated that organizational commitment has no significant effect on job satisfaction. Other research that supports the effect of organizational commitment on employee job satisfaction is Alola & Idowu's research (2018). This study found that organizational commitment has a positive effect on employee job satisfaction and employee job satisfaction acts as a mediator in the relationship between organizational commitment and intention to change jobs. Hussain & Tariq (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and work-family conflict acts as a mediator in the relationship between organizational commitment and employee job satisfaction. Jia & Li (2019) This study found that organizational commitment has a positive effect on employee job satisfaction through the mediation of job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support. Shi et al. (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support.

H5: Organizational commitment has a positive and significant effect on job satisfaction of employees of PT Petrosea Tbk in Balikpapan

The relationship between organizational commitment and performance

Porter (2017: 125) states that organizational commitment is a term used to describe the readiness of an employee to accept organizational goals and face work, and Robbins (2018: 100) states that organizational commitment is an attitude of employees that reflects their feelings towards the organization they belong to. Organizational commitment is a person's strong and close feelings towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values (Durkin 2019: 127). If employees have a high commitment to the company where they work, the performance they produce will also be high and the better for the prospects for the goals of the organization.

The problem that often occurs in companies is where an employee is willing to sacrifice and direct all existing capabilities for the progress of the company. This is of course a problem that will have an impact on the performance of the organization itself. Having goals without commitment is useless, so empowered employees deliver on this commitment mentally, emotionally, and physically. Basically, commitment is individual, is a trait or behavior that is owned by everyone. Meanwhile, the commitment of everyone to the organization where he works can be said to be organizational commitment. Organizational commitment or employee loyalty is the degree to which workers identify with the organization and want to continue to actively participate in it (Newstrom, 2011: 223).

Empirical studies conducted by Wu & Liu (2016), Kashefi et al. (2013), Khyzer (2011), states that organizational commitment has a significant effect on performance. In contrast to the empirical study conducted by Usman et al. (2012), Madiono (2019) states that organizational commitment has no significant effect on employee performance. Another study that supports the effect of organizational commitment on employee performance is that of Zhou et al. (2018) This meta-analysis study found that organizational commitment is positively related to employee work performance. Alotaibi (2018) This study found that organizational commitment is positively related to the work performance of employees in the banking sector in Saudi Arabia. Yang & Chen (2019) This study found that organizational commitment is positively related to employee work performance in Taiwan and China. Ghulam et al. (2019) This study found that organizational commitment is positively related to employee work performance and job satisfaction acts as a mediator in the relationship between organizational commitment and employee work performance.

H6: Organizational commitment has a positive and significant effect on the performance of employees of PT Petrosea Tbk in Balikpapan

Relationship of Job Satisfaction to Performance

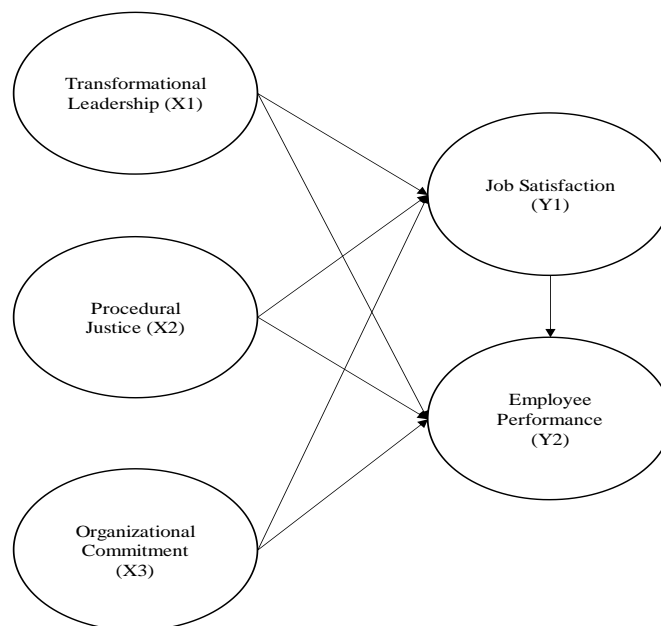
Job satisfaction is defined as a pleasant state or positive emotion that results from evaluating one's job or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is important. Five aspects of job satisfaction are measured by the Job Descriptive Index, namely the job itself; supervision quality; relations with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payment (associated with adequate payment and perception of fairness) (Luthans, 2012:230). An empirical study conducted by Palagia, et al. (2010), Jahangir (2014), states that job satisfaction has a significant effect on performance. This fact is different from the empirical facts conducted by Shokrkon & Naami (2019) in their research which states that job satisfaction has a significant effect on performance.

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H7: Job satisfaction has a positive and significant effect on the performance of employees of PT Petrosea Tbk in Balikpapan

Based on the formulation of hypotheses, the research model proposed by the authors is as shown in Figure 1.

Figure 1: Conceptual Framework



Source: Result of author's analysis, 2023

III. RESEARCH METHODOLOGY

The data in this study were obtained through a questionnaire in this study. Population is a group of individuals of the same kind that are in a certain area and at a certain time. In this study, the population was all employees at PT Petrosea Balikpapan with a total of 202 employees. The sampling technique in this study used probability sampling with simple random sampling. Determination of the number of samples used by the authors in this study is based on the Slovin method as a measuring tool for calculating sample size because the total population is known to be more than 100 respondents. Based on the calculation, the sample size after using the slovin formula is known that the sample in this study was 67 respondents. The data analysis used by the author is

the Structural Equation Model (SEM). Hypothesis testing is done by multivariate analysis which is run through the SmartPLS program.

IV. RESULT AND DISCUSSION

Data Analysis

The first-stage model evaluation focuses on the measurement model. Examination of the PLS-SEM estimation for the measurement model allows the researcher to evaluate the reliability and validity of the constructs. Multivariate measurement involves using multiple variables to measure a concept indirectly. Evaluation of the measurement model includes tests of internal consistency reliability, indicator reliability, convergent validity and discriminant validity as shown in Table 1. There are two methods that can be used to measure reliability of a construct, namely Cronbach's alpha or composite reliability. However, the use of Cronbach's alpha tends to provide a lower estimated value so that PLS-SEM is recommended to use composite reliability. Indicator reliability on PLS-SEM is measured from the outer loading value which shows the correlation between the indicator and its construct. Convergent validity in constructs can be measured using AVE. Discriminant validity can be measured from cross loading or the loading value of other constructs is a comparison to the value of the outer loading indicator associated with a construct where the required loading indicator value must be more than the cross-loading value.

Table 1: Evaluation of Measurement Model

| Variables | Indicators | Loadings | Composite Reliability | AVE | Cross Loading |
|----------------------------------|------------|----------|-----------------------|-------|---------------|
| Transformational Leadership (X1) | X1_1 | 0,826 | 0,887 | 0,814 | Yes |
| | X1_2 | 0,811 | | | |
| | X1_3 | 0,902 | | | |
| | X1_4 | 0,707 | | | |
| Procedural Justice (X2) | X2_1 | 0,785 | 0,823 | 0,733 | Yes |
| | X2_2 | 0,714 | | | |
| | X2_5 | 0,757 | | | |
| | X2_6 | 0,673 | | | |
| Organizational Commitment (X3) | X3_1 | 0,704 | 0,780 | 0,736 | Yes |
| | X3_2 | 0,777 | | | |
| | X3_3 | 0,726 | | | |
| Job Satisfaction (Y1) | Y1_1 | 0,601 | 0,821 | 0,692 | Yes |
| | Y1_2 | 0,734 | | | |
| | Y1_3 | 0,731 | | | |
| | Y1_4 | 0,710 | | | |
| | Y1_5 | 0,676 | | | |
| Employee Performance (Y2) | Y2_1 | 0,543 | 0,798 | 0,667 | Yes |
| | Y2_2 | 0,623 | | | |
| | Y2_3 | 0,769 | | | |
| | Y2_4 | 0,743 | | | |
| | Y2_5 | 0,630 | | | |

Source: Calculated using SmartPLS, 2023

Hypothesis Test

After ensuring that the measurement model of the construct is reliable and valid, then hypothesis testing is carried out. Hypothesis testing in this study is carried out on a structural model or inner model which shows a direct or indirect relationship between exogenous and endogenous latent variables. Hypothesis testing is based on the significance value of the path coefficient after resampling or bootstrapping 5,000 times. The statistical test used is the t test with a confidence level of 95% or a significance level of 5%. The hypothesis is accepted if the t value is more than the t-table value for the two-tailed test, namely 1,96. The results of bootstrapping procedur as shown in Table 2.

Based on Table 2, the results of hypothesis testing can be interpreted as follows:

1. Transformational leadership has no significant positive effect on job satisfaction of PT Petrosea Balikpapan employees. The results of this study mean that every increase in transformational leadership has been able to increase employee job satisfaction with the increase not being significant or not real. This is evidenced by a coefficient value of 0.257 (positive) and a t-statistic of 1.642 < 1.96 and a p-value of 0.101 > 0.05 (not significant).
2. Transformational leadership has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that each increase in transformational leadership is able to improve employee performance with an insignificant or insignificant increase. This is evidenced by the coefficient value of 0.032 and the t-statistic of 0.280 < 1.96 and the p-value of 0.780 > 0.05 (not significant).

3. Procedural justice has no significant positive effect on job satisfaction of employees of PT Petrosea Balikpapan. The results of this study mean that any increase in procedural justice will increase employee job satisfaction with insignificant or insignificant increases. This is evidenced by the coefficient value of 0.116 and the t-statistic of $0.0752 < 1.96$ and the p-value of $0.452 > 0.05$ (not significant).
4. Procedural justice has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in procedural justice has been able to improve employee performance with a significant or real increase. This is evidenced by the coefficient value of 0.364 and the t-statistic of $3.106 > 1.96$ and the p-value of $0.002 < 0.05$ (significant).
5. Organizational commitment has a positive and significant effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment will increase employee job satisfaction with a significant or real increase. This is evidenced by the coefficient value of 0.418 and the t-statistic of $4.070 > 1.96$ and the p-value of $0.000 < 0.05$ (significant).
6. Organizational commitment has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment has been able to improve employee performance with an insignificant or insignificant increase. This is evidenced by the coefficient value of 0.188 and the t-statistic of $1.702 < 1.96$ and the p-value of $0.089 > 0.05$ (not significant).
7. Job satisfaction has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or real increase. This is evidenced by the coefficient value of 0.424 and the t-statistic of $3.698 > 1.96$ and the p-value of $0.000 < 0.05$ (significant).
8. Transformational leadership has no significant positive effect on employee performance through job satisfaction of PT Petrosea Balikpapan employees. The results of this study mean that each increase in transformational leadership has been able to improve employee performance through job satisfaction with no significant or significant increase. Based on the results of this study it can be seen that job satisfaction has been able to become a mediating variable because it has a positive coefficient value. This is evidenced by the coefficient value of 0.109 and the t-statistic of $1.347 < 1.96$ and the p-value of $0.179 > 0.05$ (not significant).
9. Procedural justice has no significant positive effect on employee performance through job satisfaction of PT Petrosea Balikpapan employees. The results of this study mean that any increase in procedural justice will increase employee performance through job satisfaction with no significant or insignificant increase. Based on the results of this study it can be seen that job satisfaction can be a mediating variable because it has a positive coefficient value. This is evidenced by the coefficient value of 0.049 and the t-statistic of $0.774 < 1.96$ and the p-value of $0.439 > 0.05$ (not significant).
10. Organizational commitment has a significant positive effect on employee performance through job satisfaction of PT Petrosea Balikpapan employees. The results of this study mean that any increase in organizational commitment will increase employee performance through job satisfaction with no significant or insignificant increase. Based on the results of this study it can be seen that job satisfaction can be a mediating variable because it has a positive coefficient value. This is evidenced by the coefficient value of 0.177 and the t-statistic of $2.370 > 1.96$ and the p-values of $0.018 < 0.05$ (not significant).

Table 2.
Bootstrapping Results

| Direct Effect (<i>Dirrect Effect</i>) | | | | |
|--|-----------------|--------------|----------|-------------------------|
| The Value of Influence Between Variables | Original Sample | T Statistics | P Values | Information |
| Transformational leadership towards job satisfaction | 0,257 | 1,642 | 0,101 | Insignificant positives |
| Transformational leadership towards employee performance | 0,032 | 0,280 | 0,780 | Insignificant positives |
| Procedural fairness to job satisfaction | 0,116 | 0,752 | 0,452 | Insignificant positives |
| Procedural fairness to employee performance | 0,364 | 3,106 | 0,002 | Significant positives |
| Organizational commitment to job satisfaction | 0,418 | 4,070 | 0,000 | Significant positives |
| Organizational commitment to employee performance | 0,188 | 1,702 | 0,089 | Insignificant positives |

| Direct Effect (<i>Dirrect Effect</i>) | | | | |
|---|-----------------|--------------|----------|--|
| The Value of Influence Between Variables | Original Sample | T Statistics | P Values | Information |
| Job satisfaction with employee performance | 0,424 | 3,698 | 0,000 | Significant positives |
| <i>Indirrect Effect</i> | | | | |
| The Value of Influence Between Variables | Original Sample | T Statistics | P Values | Information |
| Transformational leadership towards employee performance through job satisfaction | 0,109 | 1,347 | 0,179 | Positive is not significant (job satisfaction can be a mediating variable because it has a positive coefficient value) |
| Procedural fairness to employee performance through employee job satisfaction | 0,049 | 0,774 | 0,439 | Positive is not significant (job satisfaction can be a mediating variable because it has a positive coefficient value) |
| Organizational commitment to employee performance through job satisfaction | 0,177 | 2,370 | 0,018 | Significant positive (job satisfaction can be a mediatic variable because it has a positive coefficient value) |

Source: Calculated using SmartPLS, 2023

Discussion

Transformational leadership has no significant positive effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that every increase in transformational leadership has been able to increase employee job satisfaction with the increase not being significant or not real.

This means that transformational leadership as measured by intellectual stimulation indicators, namely PT Petrosea Balikpapan's superiors provide opportunities for subordinates to provide ideas as the highest indicator and individualized consideration, namely superiors communicate to their employees so they can find out the individual needs of each employee as the lowest indicator. able to increase job satisfaction as measured by superior treatment indicators, namely superiors have given good treatment to their employees as the highest indicator and work benefits, namely employees are satisfied with work benefits provided by PT Petrosea Balikpapan as the lowest indicator with no significant or insignificant increase.

Other factors that contribute to leadership having an insignificant positive effect on satisfaction are lack of support from management, lack of recognition for employee contributions, lack of effective communication, employees not suited to the transformational leadership style, lack of support and sufficient resources. Robbins & Judge (2015: 90) states that transformational leaders are leaders who inspire their followers to put aside their personal interests and have the ability to influence extraordinary things. Luthans (2016: 653), transformational leadership is a leadership approach by making efforts to change awareness, arouse enthusiasm and inspire subordinates or members of the organization to expend extra effort in achieving organizational goals, without feeling pressured or pressured. Bass (2019) is based on the idea that transformational leaders have the ability to align visions of the future with their subordinates, as well as elevate the needs of subordinates at a higher level than what they need, transformational leadership also refers to the process of building commitment to organizational goals and providing trust in employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction.

Empirical studies conducted by Jagannath & Bhabani (2012), Johnson (2018), state that transformational leadership has a significant effect on job satisfaction. In contrast to research conducted by Sashkin (2013) which states that transformational leadership has no significant effect on job satisfaction. Another study that supports the influence of transformational leadership on employee job satisfaction is research by Saeed et al. (2015) showed that transformational leadership has a positive and significant effect on employee job satisfaction. Research by Lu et al. (2019) found that transformational leadership has a positive impact on employee job satisfaction. Research by Akinlawon and Olufemi (2020) shows that transformational leadership has a positive and significant effect on employee job satisfaction. Results of research by Miao et al. (2021) shows that transformational leadership has a positive and significant effect on employee job satisfaction. Research by Kabir et al. (2021) found that transformational leadership has a positive and significant effect on employee job satisfaction.

Transformational leadership has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that each increase in transformational leadership is able to improve employee performance with an insignificant or insignificant increase.

This means that transformational leadership as measured by intellectual stimulation indicators, namely PT Petrosea Balikpapan's superiors provide opportunities for subordinates to provide ideas as the highest indicator and individualized consideration, namely superiors communicate to their employees so they can find out the individual needs of each employee as the lowest indicator. able to improve employee performance as measured by timeliness indicators, namely employees providing punctuality according to the needs of PT Petrosea Balikpapan in completing their tasks as the highest indicator and quality (quality), namely the quality (quality) of work produced by employees in accordance with the need for PT Petrosea Balikpapan as the lowest indicator with no real or insignificant increase.

There are several reasons why transformational leadership no significant effect on employee performance at PT Petrosea Balikpapan has, although it can have a positive influence. First, not all employees can respond well. Second, there is no sufficient support and resources. Third, lack of recognition and clear rewards. Fourth, lack of clear direction. Fifth, the incompatibility of employees with a transformational leadership style.

Transformational leadership is a leadership model that aims to create change and innovation within the organization by providing encouragement, motivation and development to employees. In this case, leaders who use this approach have a high concern for employees and help them feel valued and recognized for their contributions. Research conducted by Zehir, et al. (2012), Ozaralli (2013), Sparks & Schenk (2010), stated that transformational leadership has a significant effect on performance, while research by Carlaw et al. (2013), Givens (2018) stated that transformational leadership has no significant effect on employee performance.

Other research that supports the effect of transformational leadership on employee performance is research conducted by Khan & Ahmad (2018). This study found that transformational leadership has a positive influence on employee performance through a positive influence on employee psychological capital and employee job involvement, and that the relationship between transformational and employee performance is moderated by employee psychological capital. Research conducted by Nguyen et al. (2018) This study found that transformational leadership has a positive influence on employee performance, and the relationship between transformational leadership and employee performance is strengthened by employee organizational commitment. Research conducted by Yang & Long (2020) This study found that transformational leadership has a positive effect on employee performance in terms of creativity, through a positive influence on employee job engagement, and that the relationship between transformational leadership and employee job engagement is moderated by organizational skepticism and type employee gender.

Procedural justice has no significant positive effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that any increase in procedural justice will increase employee job satisfaction with insignificant or insignificant increases.

This means that procedural fairness as measured by process control indicators, namely PT Petrosea Balikpapan employees can express views and feelings as long as PT Petrosea Balikpapan implements regulations as the highest indicator and is capable of correction, namely employees can submit objections to the application of a PT Petrosea Balikpapan regulation submitted according to the mechanism which applies as the lowest indicator has been able to increase job satisfaction as measured by the superior treatment indicator, namely superiors at PT Petrosea Balikpapan have given good treatment to their employees as the highest indicator and work benefits, namely employees are satisfied with the work benefits provided by PT Petrosea Balikpapan as an indicator lowest with no real or insignificant increase.

There are several reasons why procedural fairness may not have a significant effect on job satisfaction of PT Petrosea Balikpapan employees. Lack of transparency in the decision-making process. There is no employee participation in the decision-making process. There is no consistency in the decision-making process. There is no management support in the implementation of procedural justice.

Wexley & Yukl (2018: 213) identify job satisfaction in general as an attitude towards work that is based on evaluating different aspects for workers. A person's attitude towards his work reflects pleasant or unpleasant experiences at work and expectations about future experiences. Variety of skills (skill variety) Job identity (task identity) Job importance (task significance) Autonomy (autonomy), and Feedback (feed back) Each core dimension of the job covers major aspects of the work material that can affect one's job satisfaction. The relationship lies in the greater the diversity of work activities carried out, the more meaningful one's work will be. If someone does the same, simple, and repetitive work, it will cause boredom.

Research conducted by Lee et al. (2013) Gilbert, et al. (2010), Abbas & Azim (2012), stated that procedural justice has a significant effect on job satisfaction, while the research conducted by Pagia, et al. (2010), Jahangir (2014) states that procedural justice has no significant effect on job satisfaction. Another study that supports the effect of procedural justice on employee job satisfaction is Wang et al. (2018) This study found that procedural justice has a positive effect on employee job satisfaction through a positive influence on employee

psychological capital and employee work engagement, and that the relationship between procedural justice and employee job involvement is moderated by employee psychological capital. Zeng et al. (2019) This study found that procedural justice and interactional justice have a positive effect on employee job satisfaction through a positive influence on employee organizational commitment, and that the relationship between procedural justice/interactional justice and organizational commitment is moderated by employee gender. Ong et al (2020) This study found that procedural justice has a positive effect on employee job satisfaction, and that the relationship between procedural justice and employee job satisfaction is moderated by the level of employee trust in organizational management. Sánchez-Campillo & Montoro-Sánchez (2020) This study found that procedural justice and distributive justice have a positive effect on employee job satisfaction through a positive influence on employee organizational citizenship behavior.

Procedural justice has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in procedural justice has been able to improve employee performance with a significant or real increase.

This means that procedural fairness as measured by process control indicators, namely PT Petrosea Balikpapan employees can express views and feelings as long as PT Petrosea Balikpapan implements regulations as the highest indicator and is capable of correction, namely employees can submit objections to the application of a PT Petrosea Balikpapan regulation submitted according to the mechanism which applies as the lowest indicator has been able to improve employee performance as measured by the timeliness indicator, namely employees providing punctuality according to the needs of PT Petrosea Balikpapan in completing their duties as the highest indicator and quality, namely the quality of work generated by employees in accordance with the needs of PT Petrosea Balikpapan as the lowest indicator with a real or significant increase. There are several reasons why procedural justice can have a significant positive effect on employee performance. Increase employee confidence in the organization. Improve coordination and cooperation among employees. Improving the quality of decisions taken. Increase job satisfaction and employee retention.

An empirical study conducted by Karakas (2010), states that procedural justice has a significant effect on performance, whereas according to Abbas & Azim (2012) states that procedural justice has no significant effect on employee performance. Other research that supports the effect of procedural justice on employee performance is research by Ahmadi & Ghorbanizadeh (2019). This study found that procedural justice has a positive effect on employee performance through a positive influence on employee job satisfaction and employee organizational commitment. Gao et al. (2019) This study found that procedural justice has a positive effect on employee performance through a positive influence on employee trust in organizational leadership and employee organizational citizenship behavior. Lam & Chen (2020) This study found that procedural justice has a positive effect on employee performance, especially for employees with a low power distance orientation, and that the relationship between procedural justice and employee performance is moderated by employee power distance orientation. Ugwu & Ugwu (2020) This study found that procedural justice has a positive effect on employee performance through a positive influence on employee work engagement and employee organizational citizenship behavior.

Organizational commitment has a positive and significant effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment will increase employee job satisfaction with a significant or real increase.

This means that organizational commitment is measured by indicators of feelings of attachment, namely PT Petrosea Balikpapan employees always show feelings of attachment to the company as the highest indicator and become part of the company's problems, namely employees are willing to enter into the problems of PT Petrosea Balikpapan to show responses to problems faced by the company as the lowest indicator has been able to increase job satisfaction as measured by the superior treatment indicator, namely superiors at PT Petrosea Balikpapan have given good treatment to their employees as the highest indicator and work benefits, namely employees are satisfied with the work benefits provided by PT Petrosea Balikpapan as the lowest indicator with an increase real or significant. There are several reasons why organizational commitment can have a positive and significant effect on employee job satisfaction: Increase trust and a sense of security. Improving the relationship between employees and the organization. Increase employee retention. Increase the reputation of the organization.

Organizational commitment is the degree to which an employee side with an organization and its goals and desire to maintain membership in the organization (Robbins, 2010: 100). Mobley (2016: 150) also stated that job satisfaction is divided into satisfaction with salary, satisfaction with promotions, satisfaction with work content, satisfaction with colleagues, satisfaction with supervision, and satisfaction with working conditions. Job satisfaction has a close relationship with thoughts of quitting work and the desire to find another job. This shows that there is a significant relationship between satisfaction and organizational commitment (Mobley, 2016: 152).

Empirical studies conducted by Debora & Nina (2014), Kristanto (2013), Hakim et al. (2010), stated that organizational commitment has a significant effect on job satisfaction, while Hoffman et al. (2017) stated that organizational commitment has no significant effect on job satisfaction. Other research that supports the effect of

organizational commitment on employee job satisfaction is Alola & Idowu's research (2018). This study found that organizational commitment has a positive effect on employee job satisfaction and employee job satisfaction acts as a mediator in the relationship between organizational commitment and intention to change jobs. Hussain & Tariq (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and work-family conflict acts as a mediator in the relationship between organizational commitment and employee job satisfaction. Jia & Li (2019) This study found that organizational commitment has a positive effect on employee job satisfaction through the mediation of job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support. Shi et al. (2019) This study found that organizational commitment has a positive effect on employee job satisfaction and that the relationship between organizational commitment and job satisfaction is moderated by employee perceptions of organizational support.

Organizational commitment has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment has been able to improve employee performance with an insignificant or insignificant increase.

This means that organizational commitment is measured by indicators of feelings of attachment, namely PT Petrosea Balikpapan employees always show feelings of attachment to the company as the highest indicator and become part of the company's problems, namely employees are willing to enter into the problems of PT Petrosea Balikpapan to show responses to problems faced by the company as the lowest indicator has been able to increase employee performance as measured by the timeliness indicator, namely employees providing punctuality according to the needs of PT Petrosea Balikpapan in completing their tasks as the highest indicator and quality, namely the quality (quality) of work produced by employees according to the needs of PT Petrosea Balikpapan as the lowest indicator with no significant or insignificant increase. There are several reasons why organizational commitment may not have a significant effect on employee performance: Lack of appropriate skills and abilities. Lack of sufficient support and resources. Lack of clear oversight and feedback. Lack of career development opportunities. Employee mismatch with the assigned task.

Porter (2017: 125) states that organizational commitment is a term used to describe the readiness of an employee to accept organizational goals and face work, and Robbins (2018: 100) states that organizational commitment is an attitude of employees that reflects their feelings towards the organization they belong to. Organizational commitment is a person's strong and close feelings towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values (Durkin 2019: 127). If employees have a high commitment to the company where they work, the performance they produce will also be high and the better for the prospects for the goals of the organization.

Empirical studies conducted by Wu & Liu (2016), Kashefi et al. (2013), Khyzer (2011), states that organizational commitment has a significant effect on performance. In contrast to the empirical study conducted by Usman et al. (2012), Madiono (2019) states that organizational commitment has no significant effect on employee performance. Another study that supports the effect of organizational commitment on employee performance is that of Zhou et al. (2018) This meta-analysis study found that organizational commitment is positively related to employee work performance. Alotaibi (2018) This study found that organizational commitment is positively related to employee work performance. Yang & Chen (2019) This study found that organizational commitment is positively related to employee work performance. Ghulam et al. (2019) This study found that organizational commitment is positively related to employee work performance and job satisfaction acts as a mediator in the relationship between organizational commitment and employee work performance.

Job satisfaction has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or real increase.

This means that job satisfaction as measured by the superior treatment indicator, namely that superiors at PT Petrosea Balikpapan have given good treatment to their employees as the highest indicator and work benefits, namely employees are satisfied with the work benefits provided by PT Petrosea Balikpapan as the lowest indicator have been able to improve employee performance as measured by timeliness indicators, namely employees providing punctuality according to the needs of PT Petrosea Balikpapan in completing their tasks as the highest indicator and quality (quality), namely the quality (quality) of work produced by employees according to needs PT Petrosea Balikpapan as the lowest indicator significantly or significantly.

Several other reasons why job satisfaction can have a positive and significant effect on employee performance: Increasing productivity. Increase creativity and innovation. Increase employee retention. Improving the relationship between employees and the organization. Improving the quality of services and services. Job satisfaction can have a positive and significant impact on employee performance at PT Petrosea Balikpapan by increasing employee productivity, creativity and innovation, employee retention, employee-organizational relations, and service and service quality. Therefore, organizations must strive to increase the level of employee

job satisfaction by providing a positive work environment, appreciation and recognition for employee contributions, career development opportunities, and effective communication with employees.

Job satisfaction is defined as a pleasant state or positive emotion that results from evaluating one's job or work experience. Job satisfaction results from employees' perceptions of how well their jobs provide what is important. Five aspects of job satisfaction are measured by the Job Descriptive Index, namely the job itself; supervision quality; relations with colleagues (related to social harmony and respect); promotion opportunities (related to opportunities for further development); and payment (associated with adequate payment and perception of fairness) (Luthans, 2012:230). An empirical study conducted by Palagia, et al. (2010), Jahangir (2014), states that job satisfaction has a significant effect on performance. This fact is different from the empirical facts conducted by Shokrkon & Naami (2019) in their research which states that job satisfaction has a significant effect on performance.

Other research that supports the effect of job satisfaction on employee performance is Farhadi et al. (2018) This study found that job satisfaction is positively related to employee work performance. Saleem et al (2019) This study found that job satisfaction is positively related to employee work performance. Ahmad et al. (2019) This study found that job satisfaction is positively related to employee work performance. Kabir & Roy (2020) This study found that job satisfaction is positively related to employee work performance. Hu et al. (2018) This study found that job satisfaction is positively related to employee work performance. Nazir et al. (2019) This study found that job satisfaction is positively related to employee work performance. Abidin et al. (2019) This study found that job satisfaction is positively related to employee work performance. Said et al. (2021) This study found that job satisfaction is positively related to employee work performance.

Job satisfaction as a mediating variable of transformational leadership on employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect that is transformational leadership on employee performance is smaller than the coefficient value mediated by job satisfaction, so that job satisfaction can be a mediating variable and is better mediated by job satisfaction than not mediated.

Job satisfaction as a mediating variable of procedural justice on employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect, namely procedural justice on employee performance, is greater than the coefficient value mediated by job satisfaction, so that job satisfaction can act as a mediating variable but it would be better if it had a direct effect because procedural justice has a positive and significant effect on performance if it is direct.

Job satisfaction as a mediating variable of organizational commitment to employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect, namely organizational commitment to employee performance, is smaller than the coefficient value mediated by job satisfaction, so that job satisfaction can be a mediating variable and is better mediated by job satisfaction than not mediated.

V. CONCLUSION, LIMITATION AND FUTURE RESEARCH

Based on the results of the analysis and discussion, it can be concluded as follows: Transformational leadership has no significant positive effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that every increase in transformational leadership has been able to increase employee job satisfaction with the increase not being significant or not real. Transformational leadership has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that each increase in transformational leadership is able to improve employee performance with an insignificant or insignificant increase. Procedural justice has no significant positive effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that any increase in procedural justice will increase employee job satisfaction with insignificant or insignificant increases. Procedural justice has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in procedural justice has been able to improve employee performance with a significant or real increase. Organizational commitment has a positive and significant effect on employee job satisfaction at PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment will increase employee job satisfaction with a significant or real increase. Organizational commitment has no significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in organizational commitment has been able to improve employee performance with an insignificant or insignificant increase. Job satisfaction has a significant positive effect on the performance of employees of PT Petrosea Balikpapan. The results of this study mean that every increase in job satisfaction has been able to improve employee performance with a significant or real increase. Job satisfaction as a mediating variable of transformational leadership on employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect

that is transformational leadership on employee performance is smaller than the coefficient value mediated by job satisfaction, so that job satisfaction can be a mediating variable and is better mediated by job satisfaction than not mediated. Job satisfaction as a mediating variable of procedural justice on employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect, namely procedural justice on employee performance, is greater than the coefficient value mediated by job satisfaction, so that job satisfaction can act as a mediating variable but it would be better if it had a direct effect because procedural justice has a positive and significant effect on performance if it is direct. Job satisfaction as a mediating variable of organizational commitment to employee performance. Based on the research results, job satisfaction can be a mediating variable because it has a positive coefficient value. The coefficient value of the direct effect, namely organizational commitment to employee performance, is smaller than the coefficient value mediated by job satisfaction, so that job satisfaction can be a mediating variable and is better mediated by job satisfaction than not mediated.

Based on the conclusions above, the suggestions in this study are as follows: 1) To increase employee job satisfaction, companies can improve factors related to procedural justice, such as providing clarity and transparency in the decision-making process, providing equal opportunities for all employees, and provide constructive feedback. 2) Companies can consider developing more effective transformational leadership training and development programs, which can help improve leadership skills and improve the quality of leadership in the organization. 3) To improve employee performance, companies may consider providing training and developing the skills and knowledge required by employees to perform their jobs more effectively. In addition, companies can also ensure that employees have access to adequate resources and support, as well as constructive feedback to help them improve their performance. 4) Companies must develop strategies to increase employee organizational commitment, such as providing opportunities for participation and decision-making, providing recognition for employee contributions, and promoting a positive and collaborative work culture. 5) Companies must strengthen the relationship between job satisfaction and employee performance. This can be done by increasing transparency and recognition of employee contributions, providing clear career development opportunities, and providing the necessary support to improve employee performance. 6) Job satisfaction as a mediating variable of transformational leadership on employee performance: It is important for managers and organizational leaders to pay attention to and increase the level of job satisfaction of employees. This can be done through the implementation of strategies that support employee engagement, provide recognition for their contributions, and provide appropriate rewards. 7) Managers and leaders must also involve employees in the decision-making process and provide appropriate autonomy so that they feel valued and motivated to improve their performance. In addition, leaders need to clearly communicate the vision of the organization and inspire employees to be actively involved in achieving transformation goals. This can help build high job satisfaction and improve overall employee performance. 8) Job satisfaction as a mediating variable for procedural justice on employee performance: Organizations need to ensure procedural fairness in various aspects, such as the recruitment process, performance evaluation, and decision making. This can include transparency, employee participation and meeting objective standards in these processes. 9) Managers and leaders must understand the important role of job satisfaction in linking procedural fairness with employee performance. They need to pay attention to factors that can increase job satisfaction, such as a supportive work environment, fair pay, and career development opportunities. Advice for HRM: HRM researchers and practitioners should consider using different approaches and theories to deepen their understanding of the relationship between psychological and organizational factors and employee performance and satisfaction. In addition, qualitative and participatory research methods need to be improved in order to gain a deeper understanding of employees' experiences in the workplace. 10) Job satisfaction as a mediating variable of organizational commitment to employee performance: Managers and leaders need to focus on developing employee organizational commitment. This can be done through paying attention to and supporting the needs and aspirations of employees, building strong relationships between employees and the organization, and creating a positive work culture. In an effort to improve employee performance, it is important to pay attention to job satisfaction as a mediating variable. By ensuring a high level of job satisfaction, employee organizational commitment can be increased, which in turn will contribute to an increase in overall performance. 11) Suggestions for PT Petrosea Balikpapan: Companies can improve job satisfaction and employee performance by paying more attention to employee needs and preferences in making decisions, strengthening training and development programs, providing clear career opportunities, and enhancing a collaborative work culture. In addition, companies can strengthen their reward and recognition systems for employee contributions and consider developing employee welfare programs. 12) Suggestions for further research: Future research can broaden observations of different factors that affect employee performance and satisfaction in organizations. In addition, there is a need for deeper and ongoing research to gain a more comprehensive understanding of employees' experience at work and how it affects their performance and satisfaction. In addition, the use of different research methodologies and more comprehensive data can provide more accurate and reliable results.

The following are some of the research limitations that can be identified from the results of the study: 1) General limitations that apply to all research: This research was conducted at PT Petrosea Balikpapan, so the generalizations of the research results only apply to that context and cannot be directly applied to other organizations or different industry. The use of certain research methods and the sample size used may limit the external validity and generalizability of the results of these studies to the wider population. 2) Specific limitations related to the results of each study: a. Transformational leadership has no significant effect on job satisfaction. Limitations may include small sample size, data collection methods used, or contextual factors unique to PT Petrosea Balikpapan that influence the relationship between transformational leadership and job satisfaction b. Transformational leadership has no significant effect on performance. Limitations may include the performance measurement used, the influence of external factors that were not controlled for in the study, or contextual factors that may affect the relationship between transformational leadership and performance c. Procedural justice has no significant effect on job satisfaction. Limitations may include the instruments used to measure procedural justice, aspects of procedural justice that were not covered in the research, or contextual factors that influence the relationship at PT Petrosea Balikpapan d. Procedural justice has a significant effect on performance. Limitations may include external factors not controlled for in the study, performance measurement instruments used, or contextual factors that influence the relationship between procedural fairness and performance e. Organizational commitment has no significant effect on performance. Limitations may include small sample size, the influence of external factors that were not controlled for in the study, or contextual factors that affect the relationship between organizational commitment and performance f. Although job satisfaction is identified as a mediating variable, there are limitations in evaluating the direct relationship between the independent and dependent variables. These limitations may include additional factors influencing the relationship that were not controlled for in the study, or the use of analytical methods that may not accurately capture the relationship between the variables.

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