

## Lampiran 4

### PENGANTAR ANGKET

YTh. Bapak/Ibu/Saudara/Saudari

di

Tempat

Dengan hormat,

Dalam rangka kegiatan proses penelitian mengenai kinerja karyawan dengan judul **Pengaruh *Person Organization Fit, Quality of Work Life, Organizational Climate*, Keadilan Organisasi Terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening di PT PLN (Persero) Unit Pelayanan Pelanggan Mojokerto**, maka mohon kesediaan Bapak/Ibu/Saudara/Saudari meluangkan waktu untuk mengisi kuisisioner ini.

Tujuan penelitian ini adalah untuk mengetahui signifikansi, Setiap jawaban yang diberikan Bapak/Ibu/Saudara/Saudari merupakan bantuan untuk penelitian ini.

Atas perhatian dan kesediaan Bapak/Ibu/Saudara/Saudari untuk mengisi kuisisioner ini, diucapkan terima kasih.

**Pengaruh *Person Organization Fit, Quality of Work Life, Organizational Climate, Keadilan Organisasi Terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Intervening* di PT PLN (Persero) Unit Pelayanan Pelanggan Mojokerto**

Seperti dibawah ini disajikan petunjuk umum untuk menjawab kuisisioner mengenai penelitian ini:

1. Kuisisioner penelitian ini terdiri dari 7 (tujuh) bagian, yaitu:
  - Identitas Responden
  - Person Organization Fit (Po-Fit)
  - Quality of Work Life
  - Organisasional Climate
  - Keadilan Organisasi
  - Kepuasan Kerja
  - Kinerja Karyawan
2. Petunjuk pengisian:
  - a. Memberikan tanda (√) pada alternatif pilihan jawaban dari pernyataan yang ada sesuai dengan pendapat Bapak/Ibu/Saudara/Saudari, berdasarkan keterangan sebagai berikut:
    - SS = Sangat Setuju, bernilai 5
    - S = Setuju, bernilai bernilai 4,
    - KS = Kurang Setuju bernilai 3,
    - TS = Tidak Setuju, bernilai 2,
    - STS = Sangat Tidak Setuju, bernilai 1
  - b. Dimohon agar Bapak/Ibu/Saudara/Saudari memberikan jawaban yang objektif sesuai dengan kenyataan dilapangan.

## I. IDENTITAS RESPONDEN

Berikut ini ada beberapa pertanyaan mengenai identitas responden, mohon kesediaan Bapak/Ibu/Saudara/Saudari untuk mengisi pertanyaan berikut ini:

- a. Nama Responden : ..... (boleh dirahasiakan)
- b. Unit Kerja : .....
- c. Jenis Kelamin : .....
- d. Umur : .....
- e. Pendidikan Terakhir : .....
- f. Masa kerja : .....
- g. Jabatan : .....

Untuk bagian-bagian selanjutnya diberlakukan skala tingkat penilaian persetujuan sebagai berikut:

5 = Sangat Setuju / Sangat Sesuai (SS)

4 = Setuju / Sesuai (S)

3 = Kurang Setuju / Kurang Sesuai (KS)

2 = Tidak Setuju / Tidak Sesuai (TS)

1 = Sangat Tidak Setuju / Sangat Tidak Sesuai (STS)

Dimohon agar Bapak/Ibu/Saudara/Saudari memberikan pernyataan berdasarkan pertanyaan dan memberikan tanda silang atau centrang (X atau  $\surd$ ) pada pilihan jawaban pada kolom yang telah disediakan.

| NO.         | PERTANYAAN  | STS | TS | KS | S | SS |
|-------------|---|-----|----|----|---|----|
| <b>X1</b>   | <b>VARIABEL X1 (PERSON ORGANIZATION FIT)</b>  |     |    |    |   |    |
| <b>X1.1</b> | <b>Kesesuaian nilai (value congruence)</b>  |     |    |    |   |    |
| 1.          | Perusahaan menyampaikan nilai-nilai yang dimiliki perusahaan kepada saya pada saat rekrutmen dan seleksi karyawan.    |     |    |    |   |    |
| 2.          | Ada kesesuaian antara saya dengan perusahaan mengenai peraturan perusahaan seperti kepegawaian, dll.                  |     |    |    |   |    |
| <b>X1.2</b> | <b>Kesesuaian tujuan (goal congruence)</b>  |     |    |    |   |    |
| 3.          | Ada kesesuaian yang sama antara saya dengan perusahaan mengenai visi dan misi perusahaan                              |     |    |    |   |    |
| 4.          | Ada kesesuaian saya dengan perusahaan mengenai target-target kinerja yang ditentukan perusahaan                       |     |    |    |   |    |
| <b>X1.3</b> | <b>Kecocokan penghasilan</b>  |     |    |    |   |    |
| 5.          | Saya merasakan ada kecocokan dengan perusahaan tentang pemberian gaji, yang telah diatur dalam ketentuan yang berlaku |     |    |    |   |    |
| 6.          | Saya mempunyai kesesuaian dengan perusahaan, selain gaji juga mendapatkan tunjangan-tunjangan                         |     |    |    |   |    |
| <b>X2.</b>  | <b>VARIABEL X2 (QUALITY OF WORK LIFE)</b>   |     |    |    |   |    |
| <b>X2.1</b> | <b>Keterlibatan karyawan</b>  |     |    |    |   |    |
| 7.          | Tim elit Pekerjaan Dlm Keadaan Bertegangan (PDKB) untuk menjaga keandalan listrik                                     |     |    |    |   |    |
| 8.          | Dengan adanya Tim PDKB Perbaikan serta pemeliharaan jaringan 20 kV, pelanggan merasakan listriknya tidak padam        |     |    |    |   |    |
| <b>X2.2</b> | <b>Keselamatan lingkungan kerja</b>   |     |    |    |   |    |
| 9.          | Karyawan selalu menggunakan alat pelindung diri pada saat melaksanakan pekerjaan yang berbahaya                       |     |    |    |   |    |
| 10.         | Mematuhi <i>standard operational procedure</i> agar petugas selamat dalam melaksanakan pekerjaan                      |     |    |    |   |    |
| <b>X2.3</b> | <b>Pengembangan karir</b>   |     |    |    |   |    |
| 11.         | Perusahaan memberikan DIKLAT kepada karyawan  |     |    |    |   |    |
| 12.         | Perusahaan ada kepedulian terhadap pengembangan karyawan demi tercapainya SDM yang kompeten                           |     |    |    |   |    |
| <b>X2.4</b> | <b>Fasilitas yang tersedia</b>  |     |    |    |   |    |

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| 13.   | Perusahaan memberikan fasilitas Kesehatan  |  |  |  |  |  |
| 14.   | Perusahaan memberikan program rekreasi   |  |  |  |  |  |
| <b>X2.5 Keperluan Best practice</b>             |  |  |  |  |  |  |
| 15.   | Keberadaan <i>best-practice sharing</i> berpengaruh positif terhadap penciptaan nilai baru atau nilai tambah bagi pemangku kepentingan secara langsung                         |  |  |  |  |  |
| 16.   | <i>Best practice</i> bisa tergantikan bila ditemukannya <i>best practice</i> yang baru, hal ini merupakan bentuk inovasi incremental yang dapat memperbaiki kinerja perusahaan |  |  |  |  |  |
| <b>X3. VARIABEL X3 (ORGANIZATIONAL CLIMATE)</b> |  |  |  |  |  |  |
| <b>X3.1 Fokus eksternal</b>                     |  |  |  |  |  |  |
| 17.   | Perusahaan selalu berupaya untuk menjaga hubungan dengan semua pihak secara baik   |  |  |  |  |  |
| 18.   | Organisasi memprioritaskan pelanggan dan menyadari pasar   |  |  |  |  |  |
| <b>X3.2 Refleksivitas</b>                       |  |  |  |  |  |  |
| 19.   | Iklim pada perusahaan ini mengarah kepada upaya untuk menciptakan daya saing   |  |  |  |  |  |
| 20.   | Karyawan dan manajer terbuka terhadap evaluasi dan perbaikan proses  |  |  |  |  |  |
| <b>X3.3 Kualitas</b>                            |  |  |  |  |  |  |
| 21.   | Iklim perusahaan selalu menciptakan budaya perusahaan yang berkompetisi  |  |  |  |  |  |
| 22.   | Organisasi menekankan pentingnya kualitas untuk keberhasilan organisasi  |  |  |  |  |  |
| <b>X4. VARIABEL X4 (KEADILAN ORGANISASI)</b>    |  |  |  |  |  |  |
| <b>X4.1 Keadilan distributive</b>               |  |  |  |  |  |  |
| 23.   | Seluruh karyawan memperoleh standar penggajian yang sama dan sesuai peraturan yang berlaku.  |  |  |  |  |  |
| 24.   | Pinpitan menilai kinerja SDM berdasarkan hasil yang dikerjakannya serta proses yang dilakukan  |  |  |  |  |  |
| <b>X4.2 Keadilan Interaksional</b>              |  |  |  |  |  |  |
| 25.   | Pimpinan menjalin komunikasi yang baik dengan seluruh karyawan tanpa membedakan kedudukan (jabatan) dalam organisasi.  |  |  |  |  |  |
| 26.   | Pinpitan selalu berunding kepada bawahan bila akan menetapkan keputusan  |  |  |  |  |  |
| <b>X4.3 Keadilan procedural</b>                 |  |  |  |  |  |  |
| 27.   | Perusahaan memberi, tunjangan serta THR sudah adil   |  |  |  |  |  |

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|            | sesuai ketentuan yang berlaku.  |  |  |  |  |  |
| 28.        | Diadakan pertemuan bila ada kebijakan-2 perusahaan  |  |  |  |  |  |
| <b>Y.</b>  | <b>VARIABEL Y (KEPUASAN KERJA}</b>  |  |  |  |  |  |
| <b>Y.1</b> | <b>Penghasilan</b>  |  |  |  |  |  |
| 29.        | Terwujudnya kesesuaian gaji yang diberikan berdasarkan kontribusi, grade yang diatur sesuai peraturan yang berlaku  |  |  |  |  |  |
| 30.        | Saya senang ada kesesuaian dengan perusahaan, selain pemberian gaji juga mendapatkan tunjangan-tunjangan  |  |  |  |  |  |
| <b>Y.2</b> | <b>Rekan kerja</b>  |  |  |  |  |  |
| 31.        | Terwujudnya kerjasama tim kerja dengan sangat baik.   |  |  |  |  |  |
| 32.        | Realisasi pelayanan yang baik kepada pelanggan harus dipertahankan  |  |  |  |  |  |
| <b>Y.3</b> | <b>Budaya perusahaan</b>  |  |  |  |  |  |
| 33.        | Terjalannya hubungan yang serasi dan harmonis dengan masyarakat sekitar   |  |  |  |  |  |
| 34.        | Terwujudnya kontribusi positif terhadap kehidupan ekonomi, sosial, dan lingkungan masyarakat sekitar  |  |  |  |  |  |
| <b>Y.4</b> | <b>Keadilan</b>   |  |  |  |  |  |
| 35.        | Terciptanya pemberian gaji, tunjangan, dll. sesuai ketentuan peraturan yang berlaku   |  |  |  |  |  |
| 36.        | Realisasi yang dilakukan perusahaan yaitu mengadakan pertemuan dengan karyawan diantaranya terkait dengan evaluasi kinerja, kebijakan baru, masalah yang timbul dalam pekerjaan, keluhan karyawan, dll. |  |  |  |  |  |
| <b>Z</b>   | <b>VARIABEL Z (KINERJA KARYAWAN)</b>  |  |  |  |  |  |
| <b>Z.1</b> | <b>Kuantitas pekerjaan</b>  |  |  |  |  |  |
| 37.        | Hasil kerja karyawan sesuai dengan target yang telah ditentukan.  |  |  |  |  |  |
| 38.        | Karyawan dapat menyelesaikan pekerjaan sesuai dengan bidangnya dengan baik dan konsisten sesuai dengan standar waktu yang sudah ditetapkan.   |  |  |  |  |  |
| <b>Z.2</b> | <b>Kualitas pekerjaan</b>   |  |  |  |  |  |
| 39.        | Karyawan selalu menemukan solusi yang baik bila terjadi atau ada permasalahan dalam pekerjaan   |  |  |  |  |  |
| 40.        | Dalam melaksanakan pekerjaan, karyawan selalu berpikir serta berpedoman pada <i>continuos improvement</i>   |  |  |  |  |  |
| <b>Z.3</b> | <b>Kreativitas pekerjaan</b>  |  |  |  |  |  |
| 41.        | Bila ada keputusan baru yang diambil oleh perusahaan, maka karyawan dapat menyesuaikan diri   |  |  |  |  |  |

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| 42.        | Bila ada pekerjaan-pekerjaan yang urgen dan diprioritaskan, maka karyawan dengan tanggap untuk menyelesaikan lebih dulu pekerjaan tersebut |  |  |  |  |  |
| <b>Z.4</b> | <b>Tanggung jawab pekerjaan</b>  |  |  |  |  |  |
| 43.        | Karyawan dalam melaksanakan pekerjaan selalu berpegangteguh pada peraturan yang berlaku, Standard Operational Prosedure dan K3             |  |  |  |  |  |
| 44.        | Karyawan mengendalikan perilaku diri sendiri, berpikir kritis, berkinerja baik, dalam menyelesaikan tugas ringan atau berat                |  |  |  |  |  |

| MAPPING JURNAL |   |   |   |  |  |  |
|----------------|---|---|---|--|--|--|
| No.            | PENELITI  | JUDUL   | VARIABEL  | HASIL/TEMUAN   | PERBEDAAN  | PERSAMAAN  |
| 1              | Sheeraz Shah and Mehlab Ayub (2021)   | <i>The impact of person job fit, person organization fit, on job satisfaction</i>   | <b>Independen</b><br>◦Person Organization Fit (P-O-Fit)<br>◦Person Job Fit<br><br><b>Dependen</b><br>◦Job satisfaction  | ◦Person Organization Fit (P-O-Fit) berpengaruh terhadap job satisfaction                       | ◦Obyek penelitian: organisasi swasta<br><br>◦Variabel independen hanya dua, Person job fit<br><br>◦Variabel dependennya beda yaitu job satisfaction<br><br>◦Variabel intervening tidak ada | ◦Person Organization Fit (P-O-Fit) sebagai variabel independen<br><br>◦Variabel dependen job satisfaction  |
| 2              | <u>Agustina Hanafi</u> ,<br><u>Mohammad Adam Ichsan</u><br><u>Aprideni</u> (2018) | <i>The Effect of Person-Organization Fit (P-O Fit) and Job Satisfaction on Employee Performance with Organizational Commitment as Intervening Variables at Bukit Asam Medika Hospital, Tanjung Enim</i> | <b>Independen:</b><br>◦Person Organization Fit (P-O Fit)<br>◦Job Satisfaction<br><br><b>Intervening:</b><br>◦Organizational commitment<br><br><b>Dependen:</b><br>◦Employee performance | ◦Person Organization Fit (P-O Fit) berpengaruh signifikan terhadap employee performance        | ◦Jumlah variabel independen hanya satu yaitu person organization fit<br><br>◦Variabel intervening berbeda yaitu organizational commitment<br>◦Obyek: swasta                                | ◦Person organization fit, Job Satisfaction dan Employee performance<br><br>◦Menguji pengaruh Person Organization Fit (P-O-Fit) terhadap employee performance |
| 3              | Hamidah, Mukhneri Mukhtar, Neti Karniati (2017)                                   | <i>The Effect Of Person-Organization Fit, Job Satisfaction, And Trust Toward High Schools' Teachers Affective Commitment D203</i>   | <b>Independen:</b><br>◦Person Organization Fit (P-O-Fit)<br><br><b>Intervening:</b><br>◦Job satisfaction<br>◦Trust<br><br><b>Dependen:</b>  | Person Organization Fit (P-O-Fit) berpengaruh positif dan signifikan terhadap job satisfaction | ◦Hanya 1 variabel Variabel independen Person Organization Fit (P-O-Fit)<br><br>◦Variabel intervening ada dua yang beda trust   | ◦Person Organization Fit (P-O-Fit) dan job satisfaction<br><br>◦Menguji pengaruh Person Organization Fit (P-O-Fit) terhadap job satisfaction                 |



|   |  |  | ◦Affective<br><b>Commitment</b>   |   | ◦ Variabel<br>dependen Affective<br>Commitment  |   |
|---|--|--|---|---|---|---|
| 4 | Heny Astutil, Heru Sulisty (2017)  | <i>The Role OF Religiusty Aand Person Organization Fif (POF) To Improve Organizational Citizenship Behavior (OCB)</i>  | <b>Independen:</b><br>◦Person<br><b>Organization Fit (P-O- Fit)</b><br><b>◦Religiusty</b><br><b>Intervening:</b><br><b>◦Job satisfaction</b><br><b>Dependen:</b><br><b>◦Organizational Citizenship Behavior</b> | ◦Person-<br><i>Organization Fit (P-O Fit)</i> berpengaruh signifikan terhadap <i>job satisfaction</i> | ◦Variabel independen ada dua yang berbeda variabel <i>Religiusty</i><br>◦Variabel dependen berbeda  | ◦Menguji pengaruh <i>Person Organization Fit (P-O-Fit)</i> terhadap <i>job satisfaction</i><br>◦Person Organization Fit (P-O- Fit) dan Job satisfaction<br>◦Obyek penelitian <b>BUMN</b>    |
| 5 | Rahmi Khalida, Nurul Safitri (2016)  | <i>The Effect of Person-Organization Fit on Turnover Intention with Job Satisfaction as Mediating Variable</i>   | Independen:<br>◦Person<br><b>Organization Fit (P-O- Fit)</b><br>Intervening:<br>◦Job satisfaction<br>Dependen:<br>◦Turnover Intention   | ◦Person-<br><i>Organization Fit (P-O Fit)</i> berpengaruh signifikan terhadap <i>job satisfaction</i> | ◦ Variabel dependen <i>turnover Intention</i><br>◦ Variabel independen hanya satu   | ◦Menguji pengaruh <i>Person Organization Fit (P-O-Fit)</i> terhadap <i>job satisfaction</i><br>◦ Obyek penelitian BUMN<br>◦Yang sama Person Organization Fit (P-O-Fit) dan job satisfaction |
| 6 | Fanlia Prima Jaya, Sulaiman, Muhammad Rudiansyah and Devi Rusvitawati (2020) | <i>The Influence of Person Organization Fit (POFit), and Developing Expectancy on Organizational Citizenship Behaviour (OCB) and Employee Peformance of Local Water Companies in South Kalimantan Province</i> | <b>Independen:</b><br>◦Person Organization Fit (P-O- Fit)<br><br>◦Developing Expectancy<br>Intervening:<br>◦Organizational Citizenship Behavior.  | ◦Person<br><i>Organization Fit (P-O-Fit)</i> berpengaruh terhadap <i>job satisfaction</i>             | ◦Variabel independen ada dua tapi satu yang berbeda yaitu <i>Developing expectancy</i> dan variabel <i>intervening</i> adalah <i>organizational citizenship</i> | ◦Person<br><i>Organizattion Fit (P-O-Fit)</i> sebagai variabel independen<br><br>◦Variabel dependen <i>job satisfaction</i><br><br>◦Menguji pengaruh Person Organization Fit                |

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|   |  |  | Dependen:<br>◦Employee performance   |  | <i>bahavior</i><br>◦Obyek swasta   | (P-O-Fit) terhadap employee performance  |
| 7 | Siti Haerani, Sumardi, Wardhani Hakim, Hartini (2020)                  | <i>Structural Model of Developing Human Resources Performance: Empirical Study of Indonesia States Owned Enterprises Empirical Study of Indonesia States Owned Enterprises</i> | <b>Independen:</b><br>◦Person-organization fit<br>◦Organizational justice<br>Intervening:<br>◦Work Satisfaction<br>◦organizational commitment<br>◦Organizational Citizenship Behavior<br>Dependen:<br>◦ Employee performance | ◦ <i>Person-organization fit</i> berpengaruh signifikan terhadap <i>job satisfaction</i><br>◦ <i>Person-organization fit</i> berpengaruh signifikan terhadap <i>employee performance</i> melalui <i>mediasi job satisfaction</i> | ◦Yang beda jumlah variabel independen hanya dua<br>◦Yang beda jumlah variabel intervening ada tiga, dua yang berbeda yaitu organizational commitment dan Organizational Citizenship Behavior | ◦Obyek BUMN<br><br>◦Variabel independen Person-organization fit, variabel intervening yaitu job satisfaction dan variabel dependen yaitu employee performance<br><br>◦Menguji pengaruh Person Organization Fit (P-O-Fit) terhadap job satisfaction<br><br>◦Menguji pengaruh Person Organization Fit (P-O-Fit) terhadap employee performance melalui mediasi job satisfaction |
| 8 | Eva F. Berahmawati, Sukaria Sinulingga, Rulianda Purnomo Wibowo (2019) | <i>The Effect of Person Job Fit and Person Organization Fit of Pusat Penelitian Kelapa Sawit (PPKS) Medan Employee Performance</i>   | <b>Independen:</b><br>◦ <i>Person job fit</i><br>◦ <i>Person Organization Fit</i><br>Dependen:<br>◦ <i>Employee performance</i>  | ◦ <i>Person Organization Fit</i> berpengaruh signifikan terhadap <i>Employee performance</i>   | ◦ Tidak mempunyai Variabel intervening yaitu <i>job satisfaction</i><br>◦ Variabel   | ◦ <i>Person organization fit</i> dan <i>Employee performance</i><br><br>◦Menguji pengaruh  |

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|    |   |   | <i>performance</i>  |   | independen<br>jumlahnya hanya<br>dua, yang beda<br>adalah Person job<br>fit<br><br>◦ Obyek : Kelapa<br>sawit   | Person<br>Organization Fit<br>(P-O-Fit) terhadap<br>employee<br>performance  |
| 9  | Zulfiqar Ali Rajper,<br>Ikhtiar Ali Ghumro,<br>Riaz Ahmed Mangi<br>(2020) | <i>The impact of person job fit<br/>and person organization fit<br/>on employee job<br/>performance: A study<br/>among employees of<br/>services sector</i> | <b>Independen:</b><br>◦ Person job fit<br>◦ Person<br>organization fit<br>Dependen:<br>◦ Job performance  | ◦ <i>Person<br/>organization fit</i><br>signifikan dan<br>berhubungan positif<br>dengan <i>job<br/>satisfaction</i> | ◦ Jumlah variabel<br>independen hanya<br>dua, yang satu<br>berbeda yaitu<br><i>person job fit</i><br>◦ Variabel<br>intervening tidak<br>ada<br><br>◦ Obyek : Sektor<br>jasa  | ◦ Variabel<br>independen<br>( <i>Person<br/>organization fit</i> )<br>◦ Variabel<br>dependen<br>(Employee<br>performance)<br><br>◦ Menguji<br>pengaruh Person<br>Organization Fit<br>(P-O-Fit) terhadap<br>employee<br>performance |
| 10 | Lim, S., Lee, K-H., &<br>Bae K-H. (2019)                                  | <i>Does Person-Organization<br/>Fit Mediate the<br/>Relationship between<br/>Affect-Based Work<br/>Antecedents and Public<br/>Employee Job Satisfaction</i> | <b>Independen:</b><br>◦ Transformational<br>leadership<br><br>◦ Role clarity<br>Intervening:<br>◦ Person organization<br>fit<br>Dependen:<br>◦ Job satisfaction | ◦ <i>Person<br/>organization fit</i><br>berpengaruh<br>signifikan terhadap<br><i>job satisfaction</i>               | ◦ jumlah variabel<br>independen hanya<br>dua, keduanya<br>berbeda yaitu<br><i>transformational<br/>leadership dan role<br/>clarity</i><br><br>◦ Variabel<br>intervening<br>berbeda yaitu<br>Person<br>organization fit | ◦ Yang sama<br>menggunaan<br>variabel <i>person<br/>organization fit</i> dan<br><i>employee<br/>satisfaction</i><br><br>◦ Menguji pengaruh<br>Person<br>Organization Fit<br>(P-O-Fit) terhadap<br>job satisfaction                 |

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|    |   |  |  |   | ◦ Variabel dependen berbeda yaitu employee satisfaction<br><br>Obyek: swasta   |  |
| 11 | Nurul Indahyati, Desak Ketut Sintaasih (2019) | <i>The Relationship between Organizational Justice with Job Satisfaction and Organizational Citizenship Behavior</i> | <b>Independen:</b><br>◦ <b>Distributive justice</b><br>◦ <b>Procedural justice</b><br>◦ <b>Interactional justice</b><br><b>Dependen:</b><br>◦ <b>Employee Performance</b><br><b>Performance</b>                            | ◦ <i>Distributive justice berpengaruh tidak signifikan terhadap job satisfaction</i><br>◦ <i>Procedural justice berpengaruh signifikan terhadap job satisfaction</i><br>◦ <i>Interactional justice berpengaruh signifikan terhadap job satisfaction</i> | ◦ Variabel dependen yaitu <i>Organizational citizenship behavior</i><br>◦ Obyek: swasta  | ◦ Variabel Independen dan intervening<br>◦ Menguji pengaruh Distributive justice, Procedural justice, Interactional justice terhadap job satisfaction                      |
| 12 | Marcin Wnu (2016)                             | <i>Organizational Conditioning of Job Satisfaction. A Model of Job Satisfaction</i>                                  | <b>Independen:</b><br>◦ <b>Job seniority</b><br><b>Intervening:</b><br>◦ <b>Person-organization fit</b><br>◦ <b>Organizational support</b><br>◦ <b>Supervisor support</b><br><b>Dependen:</b><br>◦ <b>Job Satisfaction</b> | ◦ <i>Person organization fit berpengaruh signifikan terhadap job satisfaction</i>   | ◦ Bedanya variabel independen jumlahnya satu yaitu <i>job seniority</i><br>◦ Variabel intervening jumlahnya ada tiga yaitu <i>organizational support, supervisor support dan person-organization fit</i><br>◦ Job satisfaction terletak pada | ◦ Yang sama penggunaan variabel <i>person organization fit dan employee satisfaction</i><br>◦ Menguji pengaruh Person Organization Fit (P-O-Fit) terhadap job satisfaction |

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| 13 | Nurma Asri Asharini, Suhatmini<br>Hardyastuti, Irham (2018) | <i>The Impact Of Quality Of Work Life And Job Satisfaction On Employee Performance Of PT. Madubaru PG-PS Madukismo</i>                           | <b>Independen:</b><br>◦ Quality of work life<br>◦ Job Satisfaction<br>Intervening:<br>◦ Organizational Commitment<br><br>Dependen:<br>◦ Employee performance                      | ◦ <i>Quality of work life</i> berpengaruh tidak signifikan terhadap employee performance<br><br>◦ Job satisfaction berpengaruh tidak signifikan terhadap employee performance  | ◦ Obyek: swasta<br><br>◦ Variabel intervening <i>organizational commitment</i><br><br>◦ Job satisfaction terletak pada variabel independen<br><br>◦ Obyek: swasta | ◦ Variabel independen <i>Quality of work life</i><br><br>◦ Menguji pengaruh Quality of work life terhadap kinerja karyawan<br><br>◦ Menguji pengaruh job satisfaction terhadap employee performance   |
| 14 | Tri Kusumaningrum Rahmawati (2017)                          | <i>The Influence of Quality of Work Life and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable</i> | <b>Independen:</b><br>◦ <i>Quality of work life</i><br>◦ <i>Organizational culture</i><br>Intervening:<br>◦ <i>Job satisfaction</i><br>Dependen:<br>◦ <i>Employee performance</i> | ◦ <i>Quality of work life</i> berpengaruh positif terhadap <i>job satisfaction</i><br><br>◦ <i>Quality of work life</i> berpengaruh positif terhadap employee performance<br><br>◦ Job satisfaction berpengaruh positif terhadap employee performance<br><br>◦ <i>Quality of work life</i> berpengaruh positif terhadap employee performance melalui <i>job satisfaction</i> | ◦ Obyek:swasta<br>◦ Variabel independen hanya dua yang beda <i>organizational culture</i>   | ◦ Menguji pengaruh <i>Quality of work life</i> terhadap <i>job satisfaction</i><br><br>◦ Menguji pengaruh <i>Quality of work life</i> terhadap employee performance<br><br>◦ Menguji pengaruh <i>job satisfaction</i> terhadap employee performance |
| 15 | Hartini, Siti Haerani,                                      | <i>The Influences of Quality of</i>  | <b>Independen:</b>  | ◦ <i>Quality of work life</i>  | ◦ <i>Quality of work</i>  | Obyek: BUMN   |

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|    | Ria Mardiana,<br>Sumardi (2017)  | <i>Work Life and Organizational Justice on the Employees Performance of the State Owned Enterprises (SOEs) in South Sulawesi</i>            | <ul style="list-style-type: none"> <li>◦ <i>Quality of work life</i></li> <li>◦ <i>Organizational justice</i></li> <li><i>Intervening:</i></li> <li>◦ <i>Job satisfaction</i></li> <li><i>Dependen:</i></li> <li>◦ <i>Employee performance</i></li> </ul> | <ul style="list-style-type: none"> <li>berpengaruh signifikan terhadap <i>job satisfaction</i></li> <li>◦ <i>Quality of work life</i> berpengaruh signifikan terhadap employee performance</li> <li>◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap employee performance</li> </ul> | <i>life, organizational justice hanya ada dua</i>  | <ul style="list-style-type: none"> <li>◦ Menguji pengaruh <i>Quality of work life</i> dan <i>Organization justice</i> terhadap <i>job satisfaction</i></li> <li>◦ Menguji pengaruh <i>Quality of work life</i> dan <i>organizational justice</i> terhadap employee performance</li> <li>◦ Menguji pengaruh <i>job satisfaction</i> terhadap employee performance</li> </ul> |
| 16 | Mahmud Fatoni,<br>Ultafakoh Paranitha<br>Dimulyo (2018)                        | <i>Quality of Work Life, Motivation, and Employee Performance on PT. Bank BCA Branch Jember</i>   | <ul style="list-style-type: none"> <li><b>Independen:</b></li> <li>◦ <i>Quality of work life</i></li> <li><i>Intervening:</i></li> <li>◦ <i>Work Motivation</i></li> <li><i>Dependen:</i></li> <li>◦ <i>Employee Performance</i></li> </ul>               | <ul style="list-style-type: none"> <li>◦ <i>Quality of work life</i> berpengaruh positif dan signifikan terhadap employee performance</li> </ul>  | <ul style="list-style-type: none"> <li>◦ Variabel independen hanya satu yaitu <i>Quality of work life</i></li> <li>◦ Variabel <i>intervening</i> beda yaitu <i>work motivation</i></li> <li>Obyek: swasta</li> </ul> | <ul style="list-style-type: none"> <li>◦ <i>Quality of work life</i> sebagai variabel independen</li> <li>◦ Menguji <i>Quality of work life</i> terhadap employee performance</li> </ul>  |
| 17 | Ridfan Rifadly Abadi,<br>Idayanti Nursyamsi,<br>Andi Reni<br>Syamsuddin (2020) | <i>Effect of Quality of Work-Life and Employee Engagement towards Job Satisfaction and Employee Performances at PT. Indofood CBP Sukses</i> | <ul style="list-style-type: none"> <li><b>Independen:</b></li> <li>◦ <i>Quality of work life</i></li> <li>◦ <i>Employee engagement</i></li> <li><i>Intervening:</i></li> <li>◦ <i>Job satisfaction</i></li> </ul>   | <ul style="list-style-type: none"> <li>◦ <i>Quality of work life</i> berpengaruh signifikan terhadap <i>job satisfaction</i></li> <li>◦ <i>Quality of work life</i> berpengaruh</li> </ul>  | <ul style="list-style-type: none"> <li>◦ Variabel independen hanya dua yang beda adalah <i>employee engagement</i></li> <li>◦ Obyek: swasta</li> </ul>   | <ul style="list-style-type: none"> <li>◦ Variabel independen <i>quality work life</i>, <i>intervening job satisfaction</i> dan <i>dependen employee</i></li> </ul>  |

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|    |  | <i>Makmur, Tbk. Makassar Branch</i>   | Dependen:<br>◦ Employee performance  | signifikan terhadap employee performance<br><br>◦ Job satisfaction berpengaruh signifikan terhadap employee performance   |  | <i>performance</i><br>◦ Menguji Quality of work life terhadap job satisfaction<br><br>◦ Menguji job satisfaction terhadap employee performance                             |
| 18 | Musadieq Mochammad Al, Afrianty Tri Wulida (2018)    | <i>The Effect Of Quality Of Work Life And Motivation On Employee Engagement With Job Satisfaction As An Intervening Variable</i>                                    | <b>Independen:</b><br>◦ <i>Quality of work life</i><br>◦ <i>Work Motivation</i><br><i>Intervening:</i><br>◦ <i>Job satisfaction</i><br><i>Dependen:</i><br>◦ <i>Employee engagement</i>                          | ◦ <i>Quality of work life</i> berpengaruh significant terhadap job satisfaction   | ◦ Variabel independen hanya 2 yang satu beda yaitu <i>Quality of work life</i> dan <i>work motivation</i><br>◦ Variable independen employee engagement<br><br>◦ University | Variabel independen <i>Quality work life dan variabel intervening</i> yaitu <i>job satisfaction</i><br>◦ Menguji Quality of work life terhadap job satisfaction            |
| 19 | Tri Suyatiningsih, Siswoyo Haryono, Alex Zami (2018) | <i>Effect of Quality of Work Life and Organizational Citizenship Behavior on Job Performance Among Community Health Centre Paramedics in Bekasi City, Indonesia</i> | <b>Independen:</b><br>◦ <i>Quality of work life</i><br>◦ <i>Organizational Citizenship Behavior</i><br><br><i>Intervening:</i><br>◦ <i>Job satisfaction</i><br><i>Dependen:</i><br>◦ <i>Employee performance</i> | ◦ <i>Quality Work Life</i> berpengaruh positif dan signifikan terhadap <i>job satisfaction</i><br>◦ <i>Quality Work Life</i> berpengaruh positif dan signifikan terhadap <i>Employee performance</i><br><br>◦ <i>Job Satisfaction</i> berpengaruh positif | ◦ Yang beda adalah jumlah variabel independen hanya dua dan <i>Organizational Citizenship Behavior</i><br>◦ Kesehatan  | ◦ <i>Variabel Quality of work life, Job satisfaction dan employee performance</i><br>◦ <i>Menguji quality work life terhadap job satisfaction dan employee performance</i> |

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|    |   |   |   | dan signifikan terhadap Employee performance  |   |  |
| 20 | Meithiana Indrasari, Mujtaba M Momin, Nur Syamsudin, Peter Newcombe, Surja Permana (2018) | <i>Influence of Motivation and Quality of Work Life on The Performance of Employees</i>   | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ <i>Motivation dan quality work life</i></li> </ul> <p><i>Dependen:</i></p> <ul style="list-style-type: none"> <li>◦ <i>Employee performance</i></li> </ul>   | <ul style="list-style-type: none"> <li>◦ <i>Motivation dan quality work life</i> berpengaruh signifikan terhadap <i>employee performance</i></li> <li>◦ <i>Motivation dan quality work life</i> secara parsial berpengaruh signifikan terhadap <i>employee performance</i></li> </ul> | <ul style="list-style-type: none"> <li>◦ Yang beda adalah jumlah variabel independen hanya dua dan <i>motivation</i></li> <li>◦ Variabel <i>intervening</i> tidak ada</li> <li>◦ Obyek: swasta</li> </ul>       | <ul style="list-style-type: none"> <li>◦ <i>Quality of work life</i> dan <i>employee performance</i></li> <li>◦ Menguji <i>quality work life</i> terhadap <i>employee performance</i></li> </ul> |
| 21 | Zafrul Allama* and Abdul Rahman Shaika (2020)   | <i>A study on quality of work life amongst employees working in the Kingdom of Saudi Arabia</i>   | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ <i>Tidak ada perbedaan karyawan yang belum dan sudah menikah</i></li> <li>◦ <i>Karyawan publik dan swasta tidak ada beda</i></li> </ul> <p><i>Dependen:</i></p> <ul style="list-style-type: none"> <li>◦ <i>Quality work life</i></li> </ul> | <ul style="list-style-type: none"> <li>◦ Tidak ada perbedaan karyawan yang belum dan sudah menikah tidak signifikan terhadap <i>quality work life</i></li> <li>◦ Tidak ada perbedaan karyawan publik dan swasta tidak signifikan terhadap <i>quality work life</i></li> </ul>         | <ul style="list-style-type: none"> <li>◦ Tidak ada perbedaan karyawan yang belum dan sudah menikah</li> <li>◦ Tidak ada perbedaan karyawan publik dan swasta tidak ada beda</li> <li>◦ Obyek: swasta</li> </ul> | <ul style="list-style-type: none"> <li>◦ <i>Quality work life</i></li> </ul>   |
| 22 | Ni Putu Ratna Sari1, I Komang GdeBendesa2& Made Antara (2018)                             | <i>The Influence of Quality of Work Life on Employees' Performance with Job Satisfaction and Work Motivation as Intervening Variables</i> | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ <i>Quality Of Work Life</i></li> </ul> <p><i>Intervening:</i></p> <ul style="list-style-type: none"> <li>◦ <i>Job satisfaction</i></li> <li>◦ <i>Work Motivation</i></li> </ul>  | <ul style="list-style-type: none"> <li>◦ <i>Quality Of Work Life</i> berpengaruh positif dan signifikan terhadap <i>job satisfaction</i></li> <li>◦ <i>Kepuasan Kerja</i></li> </ul>  | <ul style="list-style-type: none"> <li>◦ <i>Work Motivation</i></li> <li>◦ Obyek: swasta</li> </ul>   | <ul style="list-style-type: none"> <li>◦ <i>Quality Of Work Life</i></li> <li>◦ <i>Job satisfaction</i></li> <li>◦ <i>Employee performance</i></li> <li>◦ Menguji <i>quality</i></li> </ul>      |



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|    |   | <i>Star-Rated Hotels in Ubud Tourism Area of Bali</i>   | <p>Dependen:</p> <ul style="list-style-type: none"> <li>◦ Employee performance</li> </ul>  | <p>berpengaruh positif dan signifikan terhadap kinerja karyawan</p> <p>◦ Quality Of Work Life berpengaruh positif dan signifikan terhadap kinerja karyawan</p>                        |   | <p>work life terhadap employee performance</p> <p>◦ Menguji quality work life terhadap job satisfaction</p> <p>◦ Menguji job satisfaction terhadap employee performance</p>   |
| 23 | Mutiara Rita Perangin-Angin, Prihatin Lumbanraja, Yeni Absah (2020)       | <i>The Effect of Quality of Work Life and Work Engagement to Employee Performance with Job Satisfaction as an Intervening Variable in PT. Mopoly Raya Medan</i> | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ Quality of work life</li> <li>◦ Work engagement</li> </ul> <p>Intervening:</p> <ul style="list-style-type: none"> <li>◦ Job satisfaction</li> </ul> <p>Dependen:</p> <ul style="list-style-type: none"> <li>◦ Employee performance</li> </ul> | <p>◦ Quality Of Work Life berpengaruh positif dan signifikan terhadap job satisfaction</p> <p>◦ Job satisfaction berpengaruh positif dan signifikan terhadap employee performance</p> | <p>◦ Work engagement</p> <p>Obyek: Swasta</p>       | <p>◦ Quality of work life</p> <p>◦ Job satisfaction</p> <p>◦ Employee performance</p> <p>◦ Menguji quality work life terhadap employee performance</p> <p>◦ Menguji quality work life terhadap job satisfaction</p> <p>◦ Menguji job satisfaction terhadap employee performance</p> |
| 24 | Ika Ruhana, Endang Siti Astuti, Hamidah Nayati Utami, Tri Wulida Afrianti | <i>The Effect of Quality of Work Life (QWL) on Job Satisfaction and Organization Citizenship</i>  | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ Quality of work life</li> </ul> <p>Intervening:</p> <ul style="list-style-type: none"> <li>◦ Job satisfaction</li> </ul>  | <p>◦ Quality work life berpengaruh signifikan terhadap job satisfaction</p>   | <p>◦ Variabel organization citizenship behavior</p> | <p>◦ Quality work life dan Job satisfaction</p> <p>◦ Menguji quality</p>  |

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|    | (2019)                          | <i>Behavior (OCB) (A Study of Nurse at Numerous Hospitals in Malang, Indonesia)</i>                   | Dependen:<br>◦ <i>Organization Citizenship Behavior</i>  |   | ◦ Variabel dependen jumlahnya hanya satu<br>◦ Obyek: Rumah sakit    | work life terhadap job satisfaction  |
| 25 | Sanad A. Alajmi, Ph.D. (2016)   | <i>Organizational climate And ITS Relationship To Job Satisfaction In Kuwaiti Industrial Copaines</i> | <b>Independen:</b><br>◦ Organizational climate<br>Dependen:<br>◦ Employee Performance  | ◦ Organizational climate berpengaruh positif dan signifikan terhadap job satisfaction   | ◦ Obyek: Industry Kuwait  | ◦ Organizational climate dan Job satisfaction<br>◦ Menguji organizational climate terhadap job satisfaction                            |
| 26 | Nenah Sunarsih Helmiatin (2017) | <i>Influence of Organizational Climate, Motivation, and Job Satisfaction on Employee Performance</i>  | <b>Independen:</b><br>◦ Organizational climate<br>◦ Motivation<br>◦ Job satisfaction<br><b>Dependen:</b><br>◦ Employee performance | ◦ Organizational climate tidak berpengaruh positif dan signifikan terhadap employee performance<br>◦ Motivation berpengaruh positif dan signifikan terhadap employee performance<br>◦ job satisfaction berpengaruh positif dan signifikan terhadap employee performance | ◦ Obyek: Kantor pusat UPPJJ-UT<br>◦ Tidak ada variabel interveningl | ◦ Organizational climate, Job satisfaction dan employee performance<br>◦ Menguji organizational climate terhadap Employee nperformance |
| 27 | Irwan Sugiarto (2020)           | <i>Organizational climate, organizational commitment, job satisfaction, and employee performance</i>  | <b>Independen:</b><br>◦ Organizational climate<br>◦ Organizational   | ◦ Organizational climate berpengaruh positif dan signifikan terhadap  | ◦ Tidak ada pengujian langsung variabel organizational              | ◦ Obyek: BUMN<br>◦ Dengan adanya variabel organizational   |

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|    |   |   | climate<br>◦ Organizational commitment<br><b>Intervening:</b><br>◦ Job satisfaction<br><b>Dependen:</b><br>◦ Employee performance  | job satisfaction<br>◦ Organizational commitment berpengaruh positif dan signifikan terhadap job satisfaction<br>◦ job satisfaction berpengaruh positif dan signifikan terhadap employee performance   | climate terhadap employee performance  | climate, job satisfaction dan employee performance   |
| 28 | NiNyoman Suwarni, I KetutSetiaSapta, NghSuardika (2021) | <i>The Role of Organizational Climate and Leadership in Determining Job Satisfaction and Its Influence on Employee Performance (Study on the Secretariat of DPRD Denpasar City)</i> | <b>Independen:</b><br>◦ Organizational climate<br>◦ leadership<br>◦ Organizational commitment<br>Intervening:<br>◦ Work satisfaction<br><b>Dependen:</b><br>◦ Employee performance | ◦ Organizational climate berpengaruh positif dan signifikan terhadap job satisfaction<br>◦ Leadership berpengaruh positif dan signifikan terhadap job satisfaction<br>◦ job satisfaction berpengaruh positif dan signifikan terhadap employee performance | ◦ Obyek: Secretariat of DPRD Denpasar City<br>◦ Tidak menguji organizational climate terhadap employee performance | ◦ Dengan adanya variabel organizational climate, job satisfaction dan employee performance       |
| 29 | Faruk Kalay, Van (2016)                                 | <i>The Impact of Organizational Justice on Employee Performance: A Survey in Turkey and Turkish Context</i>   | <b>Independen:</b><br>◦ Distributive justice<br>◦ Procedural justice<br>◦ Interactional justice<br><b>Dependen:</b><br>◦ Employee Performance                                      | ◦ <i>Distributive justice, Procedural justice, Interactional justice</i> berpengaruh signifikan terhadap <i>employee performance</i>  | ◦ Variabel independen hanya satu yaitu <i>organizational justice</i><br>◦ Variabel intervening tidak               | ◦ Yang sama adalah variabel independen yaitu <i>organizational justice</i><br>◦ Menguji pengaruh |

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|    |  |   |   |   | ada<br>◦ Obyek: Turkey  | organizational justice terhadap employee performance   |
| 30 | Rahmi Widyanti (2020)                      | <i>Organizational justice and organizational pride to achieve job satisfaction and job performance</i>                                | <b>Independen:</b><br>◦ Organizational justice:<br>◦ Organizational pride<br>Intervening:<br>◦ Job satisfaction<br>Dependen:<br>◦ Employee performance  | ◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>job satisfaction</i><br>◦ Job satisfaction berpengaruh signifikan terhadap employee performance  | ◦ Variabel independen hanya dua yang beda <i>organizational pride</i><br>◦ Obyek: swasta  | ◦ Ada satu pada variabel independen yaitu <i>organizational justice</i><br>◦ Variabel intervening yaitu job satisfaction dan variabel dependen yaitu employee performance<br>◦ Menguji pengaruh <i>organizational justice</i> terhadap job satisfaction dan employee performance |
| 31 | Mai Ngoc Khuong and Thai Hoang Quoc (2016) | <i>The Effects of Organizational Justice and Ethical Leadership on Employee Performance in Binh Duong's Industrial Parks, Vietnam</i> | <b>Independen:</b><br>◦ Organizational justice:<br>◦ Ethical Leadership<br>Intervening:<br>◦ Employee job satisfaction<br><br>◦ Employee work motivation<br><br>Dependen:<br>◦ Employee performance | ◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>employee job satisfaction</i><br>◦ <i>Organizational justice</i> berpengaruh signifikan terhadap employee performance melalui <i>employee job satisfaction</i> | ◦ Yang beda jumlah variabel independen hanya dua selain itu variabelnya adalah <i>Ethical Leadership</i><br>◦ Yang beda jumlah variabel intervening yaitu jumlahnya ada dua tapi yang sama adalah employee job satisfaction | ◦ Ada satu kesamaan variabel independen yaitu <i>organizational justice</i><br>◦ Ada satu kesamaan variabel intervening yaitu employee job satisfaction dan variabel dependen employee performance   |

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|    |   |   |  |   |   | ◦ Menguji pengaruh organizational justice terhadap employee job satisfaction dan employee performance   |
| 32 | Munir Shehu Mashi (2017)  | <i>The Mediating role of Job Satisfaction in the Relationship between Organizational Justice and Employee Outcomes</i>      | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ Distributive Justice, Procedural Justice, Interactional Justice</li> </ul> <p>Intervening:</p> <ul style="list-style-type: none"> <li>◦ Job satisfaction</li> </ul> <p>Dependen:</p> <ul style="list-style-type: none"> <li>◦ Organizational citizenship behavior, Deviance behavior, Turnover intention</li> </ul> | ◦ <i>Distributive Justice, Procedural Justice, Interactional Justice berpengaruh signifikan terhadap job satisfaction</i> | <ul style="list-style-type: none"> <li>◦ Yang berbeda adalah variabel dependen</li> <li>◦ Obyek: swasta</li> </ul>  | <ul style="list-style-type: none"> <li>◦ Yang sama adalah variabel dependen dan intervening</li> <li>◦ Menguji Distributive Justice, Procedural Justice, Interactional Justice terhadap job satisfaction</li> </ul> |
| 33 | Dr. Ali Abbasi, F.Baradari, Hamzeh Sheghariji, Dr.Javad Shahraki (2020) | <i>Impact of Organizational Justice on Workplace Deviance with Mediating Effect of Job Satisfaction in SMEs of Malaysia</i> | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ <b>Organizational justice</b></li> </ul> <p><b>Intervening:</b></p> <ul style="list-style-type: none"> <li>◦ <b>Job satisfaction</b></li> </ul> <p><b>Dependen:</b></p> <ul style="list-style-type: none"> <li>◦ <b>Workplace deviance</b></li> </ul>   | ◦ <i>Organizational justice berpengaruh signifikan terhadap job satisfaction</i>  | <ul style="list-style-type: none"> <li>◦ Yang beda variabel independen jumlahnya hanya satu yaitu <i>organizational justice</i></li> <li>◦ Yang beda variabel dependen yaitu Workplace deviance</li> </ul> <p>Obyek: swasta</p> | <ul style="list-style-type: none"> <li>◦ Yang sama variabel independen yaitu <i>job satisfaction</i></li> <li>◦ Yang sama menguji organizational justice terhadap job satisfaction</li> </ul>                       |
| 34 | Muhammad Zafar Iqbal, Muhammad Rehan, Anum Fatima                       | <i>The Impact of Organizational Justice on Employee Performance in</i>  | <p><b>Independen:</b></p> <ul style="list-style-type: none"> <li>◦ Organizational Justice</li> </ul>   | ◦ <i>Organizational Justice berpengaruh signifikan terhadap</i>   | <ul style="list-style-type: none"> <li>◦ Yang beda variabel independen</li> </ul>   | <ul style="list-style-type: none"> <li>◦ Yang sama <i>organizational justice</i> sebagai</li> </ul>   |

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|    | and Samina Nawab (2017)   | <i>Public Sector Organization of Pakistan</i>   | <ul style="list-style-type: none"> <li>◦ Distributive justice</li> <li>◦ Procedural justice</li> <li>◦ Interactional justice</li> </ul> Dependen:<br><ul style="list-style-type: none"> <li>◦ Employee performance</li> </ul>  | <i>employe performance</i><br><ul style="list-style-type: none"> <li>◦ Distributive Justice, Procedural Justice, Interactional Justice</li> </ul> berpengaruh signifikan terhadap job satisfaction  | jumlahnya hanya satu yaitu <i>organizational justice</i><br><ul style="list-style-type: none"> <li>◦ Variabel intervening tidak ada</li> <li>◦ Obyek: swasta</li> </ul>                              | variabel independen dan <i>employee performance</i> sebagai variabel dependen<br><ul style="list-style-type: none"> <li>◦ Yang sama menguji organizational justice terhadap employee performance</li> </ul>   |
| 35 | Adil Tahir Pracha, Summera Malik, Malik Faisal Azeem and Robina Yasmin (2017) | <i>Impact of Organizational Justice on Employee Performance: Mediating Role of Emotional Intelligence: An Analysis of Public Sector Organizations of Pakistan</i> | <b>Independen:</b><br><ul style="list-style-type: none"> <li>◦ Organizational Justice,</li> </ul> Intervening:<br><ul style="list-style-type: none"> <li>◦ Emotional Intelligence</li> </ul> Dependen:<br><ul style="list-style-type: none"> <li>◦ Employee performance</li> </ul> | <ul style="list-style-type: none"> <li>◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>job satisfaction</i></li> <li>◦ Organizational justice berpengaruh signifikan terhadap job satisfaction melalui mediasi emotional intelligence</li> </ul> | <ul style="list-style-type: none"> <li>◦ Yang beda variabel independen jumlahnya hanya satu</li> <li>◦ Variabel intervening berbeda yaitu emotional intelligence</li> <li>◦ Obyek: swasta</li> </ul> | <ul style="list-style-type: none"> <li>◦ Yang sama variabel independen yaitu <i>organizational justice</i></li> <li>◦ Yang sama variabel dependen yaitu employee performance</li> <li>◦ Yang sama menguji organizational justice terhadap employee performance</li> </ul> |
| 36 | Alaa S. Jameel, Sameer S. Hamdi, Mohammed A. Kareem, Abd Rahman Ahmad (2020)  | <i>Organizational Justice and Job Satisfaction Among Nurses</i>   | <b>Independen:</b><br><ul style="list-style-type: none"> <li>◦ Distributive Justice, Procedural Justice, Interactional Justice</li> </ul> Dependen:<br><ul style="list-style-type: none"> <li>◦ Job Satisfaction</li> </ul>  | <ul style="list-style-type: none"> <li>◦ <i>Distributive Justice</i> berpengaruh signifikan terhadap <i>Job satisfaction</i></li> <li>◦ Procedural justice berpengaruh signifikan terhadap Job satisfaction</li> </ul>  | <ul style="list-style-type: none"> <li>◦ Variabel independen jumlahnya hanya satu yaitu <i>organizational justice</i></li> <li>◦ Variabel intervening tidak ada</li> </ul>                           | <ul style="list-style-type: none"> <li>◦ Variabel independen <i>Distributive Justice, Procedural Justice, Interactional Justice</i></li> <li>◦ Yang sama menguji</li> </ul>   |

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|    |  |   |   | ◦ Interactional justice berpengaruh signifikan terhadap Job satisfaction   | ◦Obyek: swasta (among nurses)  | organizational justice terhadap job satisfaction  |
| 37 | Umair Akram, Muhammad Kaleem Khan1 Qiu Yixin, Misbah Hayyat Bhatti, Muhammad Bilal, Muhammad Hashim, Zubair Akram (2016) | <i>Impact of Organizational Justice on Job Satisfaction of Banking Employees</i>  | <b>Independen:</b><br><i>Organization justice:</i><br>◦ <i>Procedural justice</i><br>◦ <i>Distributive justice</i><br><br><i>Dependen:</i><br>◦ <i>Job Satisfaction</i>                   | <i>Organization justice:</i><br>◦ Procedural justice berpengaruh tidak signifikan terhadap Job satisfaction<br><br>◦ Distributive justice berpengaruh signifikan terhadap Job satisfaction   | Obyek: Perbankan   | ◦ Organization justice:<br>◦ Job Satisfaction<br>◦ Yang sama menguji organizational justice terhadap job satisfaction   |
| 38 | Rahmi Widyanti, Gusti Irdhamni, Silvia Ratna, Basuki (2020)  | <i>Organizational Justice and Organizational Pride to Achieve Job Satisfaction and Job Performance</i>                  | <b>Independen:</b><br>◦ <b>Organizational justice</b><br>◦ <b>Organizational pride</b><br><b>Intervening</b><br>◦ <b>Job satisfaction</b><br><b>Dependen:</b><br>◦ <b>Job performance</b> | ◦ <i>Organizational justice</i> berpengaruh positif dan signifikan terhadap <i>Job satisfaction</i><br>◦ Kepuasan kerja berpengaruh positif dan signifikan terhadap prestasi kerja<br><br>◦ Organizational justice berpengaruh positif dan signifikan terhadap job performance | ◦ <i>Organizational pride</i>  | ◦ <i>rganizational justice</i><br>◦ Job satisfaction<br>◦ Job performance<br>◦ Yang sama menguji organizational justice terhadap job satisfaction dan job performance |
| 39 | Harif Amali Rivai, Dara Yunia, HendraLukito (2019)   | Distributive Justice, Job Satisfaction And Organizational Commitment As Antecedents Of Employee performance: A Study In | <b>Independen:</b><br>◦ Job satisfaction dan Distributive justice<br><br>Intervening:<br>◦ Organizational   | ◦ <i>Distributif justice</i> berpengaruh positif signifikan terhadap <i>job satisfaction</i><br><br>◦ Distributif justice berpengaruh tidak  | ◦ Obyek: asuransi kesehatan Indonesia<br>◦ Variabel independen jumlahnya hanya | ◦ <i>Job satisfaction, Distributive justice dan Employee performance</i><br>◦ Menguji Job satisfaction dan  |

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|    |   | Indonesia National Health Insurance Workers  | commitment<br><br>Dependen:<br>◦ Employee performance   | signifikan terhadap employee performance<br><br>◦ Job satisfaction berpengaruh positif signifikan terhadap employee performance | dua yaitu Job satisfaction dan Distributive justice<br><br>Variabel intervening berbeda yaitu Organizational commitment               | Distributive justice terhadap employee performance  |
| 40 | Selma Söyük, Ayşe Koyutürk, Melih Erol (2017) | <i>Organizational Justice and Job Satisfaction of Health Workers in Example of Public Hospital in Turkey</i> | <b>Independen:</b><br>◦ Organizational justice:<br>Dependen:<br>◦ Job satisfaction  | ◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>job satisfaction</i>   | ◦ Obyek: rumah sakit umum<br>◦ Variabel intervening tidak ada<br>◦ Jumlah variabel independen hanya satu yaitu Organizational justice | ◦ <i>rganizational justice dan job satisfaction</i><br>◦ Menguji Organizational justice terhadap job satisfaction |
| 41 | Mahboob F and Khan B (2017)                   | <i>Organizational Justice and Its Impact on Job Satisfaction in Public Health Universities of Peshawar</i>   | <b>Independen:</b><br><b>Organizational justice:</b><br>◦ <b>Distributive justice</b><br>◦ <b>Procedural justice</b><br>◦ <b>Interactional justice</b><br><b>Dependen:</b><br>◦ <b>Job satisfaction</b> | ◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>job satisfaction</i>   | ◦ Obyek: perguruan tinggi<br>◦ Variabel intervening tidak ada<br>◦ Jumlah variabel independen hanya satu yaitu Organizational justice | ◦ <i>rganizational justice dan job satisfaction</i><br>◦ Menguji Organizational justice terhadap job satisfaction |
| 42 | Ehiabhi Andrew Ph.D, Onutomaha Dennis (2019)  | <i>Organizational Justice And Employee Commitment: Evidence From University Of Benin</i>                     | <b>Independen:</b><br>Organizational justice:<br>◦ Distributive justice<br>◦ Procedural justice<br>◦ Interactional justice<br>Dependen:   | ◦ <i>Organizational justice</i> berpengaruh signifikan terhadap <i>employee commitment</i>                                      | Obyek: perguruan tinggi<br>◦ Variabel intervening tidak ada<br>◦ Jumlah variabel  | ◦ <i>rganizational justice dan job satisfaction</i><br>◦ Menguji Organizational justice terhadap employee         |



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|    |   |  | ◦ Employee commitment  |   | independen hanya satu yaitu Organizational justice   | commitment  |
| 43 | Yandra Rivaldo (2021)                                     | <i>Leadership and Motivation to Performance through Job Satisfaction of Hotel Employees at D'Merlion Batam</i>   | <b>Independen:</b><br>◦ Leadership<br>◦ Motivation<br>Intervening:<br>◦ Job satisfaction<br><br>Dependen:<br>◦ Employee performance      | ◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>employee performance</i> | ◦ Obyek: Hotel D'Merlion Batam<br>◦ Yang beda adalah variabel independen yaitu leadership dan motivation   | ◦ Variabel intervening yaitu <i>job satisfaction</i> dan dependen yaitu <i>employee performance</i><br>◦ Menguji job satisfaction terhadap employee performance |
| 44 | Samuel Egenius, Boge Triatmanto, Mohamad Natsir (2020)    | <i>The Effect of Job Satisfaction on Employee Performance Through Loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan</i> | <b>Independen:</b><br>◦ Job satisfaction<br>Intervening<br>◦ Loyalty<br>Dependen:<br>◦ Employee performance                              | ◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>employee performance</i> | Yang beda variabel <i>job satisfaction</i> sebagai variabel independent<br>Yang beda variabel intervening adalah loyalty<br>◦ Obyek: swasta  | Variabel dependen yaitu <i>employee performance</i><br>◦ Menggunakan job satisfaction terhadap employee performance   |
| 45 | Adigun A. O.(Ph.D), Oyekunle I. A and Onifade T. A (2017) | <i>Influence of job satisfaction on employee performance in MTN NIGERIA</i>  | <b>Independen:</b><br>◦ <b>Job satisfaction</b><br><br><b>Dependen:</b><br>◦ <b>Employee performance</b><br>◦ <b>Employee commitment</b> | ◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>employee performance</i> | ◦ Yang beda variabel <i>job satisfaction</i> sebagai variabel independen dan intervening tidak ada<br>◦ Yang beda variabel dependen jumlahnya ada dua yaitu job satisfaction dan Employee commitment | ◦ Mempunyai kesamaan yaitu menguji <i>job satisfaction</i> terhadap <i>employee performance</i><br>◦ Job satisfaction dan Employee performance                  |

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|    |   |  |   |   | ◦ Obyek: swasta   |  |
| 46 | Agus Rony Katily,<br>Zainal Ilmi, Siti<br>Amalia (2021)                               | <i>Job satisfaction and<br/>employee performance –<br/>Determination by discipline,<br/>organization culture, and<br/>competence</i> | <b>Independen:</b><br>◦ <b>Discipline</b><br>◦ <b>Organizational<br/>culture</b><br>◦ <b>Competence</b><br><b>Intervening:</b><br>◦ <b>Job satisfaction</b><br><b>Dependen:</b><br>◦ Employee<br>performance                | ◦ <i>Job satisfaction</i><br>berpengaruh<br>signifikan terhadap<br><i>employee<br/>performance</i>      | ◦ <i>Job satisfaction</i><br>posisinya pada<br>variabel<br>intervening<br>◦ Obyek: swasta   | ◦ Mempunyai<br>kesamaan yaitu<br>menguji <i>job<br/>satisfaction</i><br>terhadap <i>employee<br/>performance</i>   |
| 47 | Muhammad<br>SubhanYousaf, Dr.<br>Ijaz Ahmed Tatlah,<br>Dr. Shumaila<br>Mahmood (2019) | <i>Impact of Organizational<br/>Justice on Performance of<br/>Employees at University<br/>Level</i>                                  | <b>Independen:</b><br><b>Organizational<br/>justice:</b><br>◦ <b>Distributive<br/>justice</b><br>◦ <b>Procedural justice</b><br>◦ <b>Interactional<br/>justice</b><br><b>Dependen:</b><br>◦ <b>Employee<br/>performance</b> | <i>Organizational<br/>justice</i> berpengaruh<br>signifikan terhadap<br><i>employee<br/>performance</i> | ◦ Variabel<br>independen hanya<br>satu yaitu<br><i>organizational<br/>justice</i><br>◦ Variabel<br>intervening tidak<br>ada<br><br>◦ Obyek:<br>University | ◦ Variabel<br>independen dan<br>dependen<br>◦ Menguji<br>organization justice<br>terhadap employee<br>performance  |
| 48 | Adelina da Cruz<br>Carvalho, I Gede<br>Riana, Augusto de,<br>Soares (2020)            | <i>Motivation on Job<br/>Satisfaction and Employee<br/>Performance</i>   | <b>Independen:</b><br>◦ Motivation<br><b>Intervening:</b><br>◦ Job satisfaction<br><b>Dependen:</b><br>◦ Employee<br>performance  | ◦ <i>Job satisfaction</i><br>berpengaruh<br>signifikan terhadap<br><i>employee<br/>performance</i>      | ◦ Yang beda<br>variabel<br>independen yaitu<br><i>motivation</i><br>◦ Obyek: swasta   | ◦ Variabel<br>intervening yaitu<br><i>job satisfaction</i> dan<br>dependen yaitu<br><i>employee<br/>performance</i><br>◦ Menguji job<br>satisfaction<br>terhadap employee<br>performance |
| 49 | Mohammed Inuwa<br>(2016)  | <i>Job Satisfaction and<br/>Employee Performance: An<br/>Empirical Approach</i>  | <b>Independen:</b><br>◦ <i>Job satisfaction</i><br><b>Dependen:</b>   | <i>Job satisfaction</i><br>berpengaruh<br>signifikan terhadap   | Obyek: perguruan<br>tinggi<br>◦ Variabel  | ◦ <i>Job satisfaction</i><br>tetapi menjadi<br>variabel  |

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|    |  |   | ◦ <i>Employee performance</i>  | <i>Employee performance</i>  | intervening tidak ada<br>◦ Job satisfaction sebagai variabel independen<br>◦ Jumlah variabel independen hanya satu  | independent<br>◦ Employee performance<br>◦ Menguji job satisfaction terhadap employee performance   |
| 50 | Charles Kiprono Korir, Dr. Priscillah Ndegwa (PhD) (2020)                    | <i>Job Satisfaction and Employee Performance at Finlays Kenya Limited in Kericho County, Kenya</i>                  | <b>Independen:</b><br>Job satisfaction<br>◦ Work environment<br>◦ Remuneration<br>◦ Promotion<br>◦ Training and development<br>Dependen:<br>◦ Employee performance | <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>Employee performance</i>            | Obyek: di <i>Finlays Kenya Limited di Kericho County, Kenya</i><br>Job satisfaction berada pada variabel independen<br><br>◦ Variabel intervening tidak ada | ◦ Ada penggunaan variabel <i>Job satisfaction</i> dan <i>Employee performance</i><br>◦ Menguji job satisfaction terhadap employee performance |
| 51 | Zainal Arifin, Nazief Nirwanto, Abdul Manan (2019)                           | <i>Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement</i>                     | <b>Independen:</b><br>◦ Job satisfaction<br>Intervening:<br>◦ Employee engagement<br>Dependen:<br>◦ Job performance  | ◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>job performance</i>               | ◦ Obyek:<br>pertambangan<br>◦ Job satisfaction posisinya di variabel independen<br>◦ Yang berbeda variabel intervening employee engagement                  | ◦ Penggunaan variabel <i>Job satisfaction</i> dan <i>Job performance</i><br>◦ Menguji job satisfaction terhadap employee performance          |
| 52 | Syardiansah, Abdul Latief, Muhammad Nur Daud, Windi, Agung Suharyanto (2020) | <i>The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East</i> | <b>Independen:</b><br>◦ <i>Job satisfaction</i><br>◦ <i>Organizational culture</i><br>Dependen:  | ◦ <i>Job satisfaction</i> berpengaruh signifikan terhadap <i>performance</i><br>◦ Organization | ◦ Obyek: Hotel<br>◦ Job satisfaction sebagai variabel independen  | ◦ <i>Penggunaan job satisfaction dan employee performance</i><br>◦ Menguji job  |

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|    |  | <i>Aceh District</i>  | ◦ <i>Employee performance</i>  | culture berpengaruh signifikan terhadap performance   | ◦ Variabel intervening tidak ada dan Jumlah variabel independen hanya dua  | satisfaction terhadap employee performance  |
| 53 | Tamriatin Hidayah, Diana Sulianti K. Tobing (2018) | <i>The Influence Of Job Satisfaction, Motivation, And Organizational Commitment To Employee Performance</i> | <b>Independen:</b><br>◦ <b>Job satisfaction</b><br>◦ <b>Motivation variable</b><br>◦ <b>Organizational commitment</b><br><br><b>Dependen:</b><br>◦ <b>Employee performance</b> | ◦ <i>Job satisfaction</i> berpengaruh tidak signifikan terhadap <i>Employee performance</i> | Obyek: perguruan tinggi<br>◦ Job satisfaction pada variabel independen<br><br>◦ Motivation variable<br>◦ Organizational commitment | ◦ <i>Penggunaan job satisfaction dan employee performance</i><br>◦ Menguji job satisfaction terhadap employee performance |
| 54 | Prayoga Setia Darma, Achmad Sani Supriyanto (2017) | <i>The Effect Of Compensation On Satisfaction And Employee Performance</i>                                  | <b>Independen:</b><br>◦ Compensation<br>Intervening:<br>◦ Job Satisfaction<br>Dependen:<br>◦ Employee Performance  | ◦ <i>Employee Satisfaction</i> berpengaruh signifikan terhadap <i>Employee performance</i>  | ◦ <i>Yang beda Compensation</i> pada variabel independen dan jumlahnya ada satu  | ◦ <i>Penggunaan job Satisfaction dan Employee Performance</i><br>◦ Menguji job satisfaction terhadap employee performance |