

## Organizational Justice and Corporate Social Responsibility on Employee Performance: The Mediating Role of Job Satisfaction

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**Abstract.** Job satisfaction is the aim of every employee who works in a company. Job satisfaction will make an employee has high commitment and responsibility for his work. The main objective of this study is to analyze the direct and indirect effects of organizational justice and corporate social responsibility on employee performance through employee job satisfaction at PT. Perkebunan Nusantara III. The approach in this research is quantitative. The target population and sample of this study were 122,215 permanent employees of *PT. Perkebunan Nusantara III*. The sampling technique used was random sampling, in which researchers selected 98 employees. The researcher chose a sample of 98 employees because of working years of more than ten years. The researcher used a questionnaire distributed via Google Forms to obtain the research data. The questionnaire has been prepared based on the indicators of each research variable.

The results of the study show that organizational justice directly has a significant effect on job satisfaction, while organizational justice has no significant effect on employee performance at PT. Perkebunan Nusantara III. Furthermore, corporate social responsibility variables directly have a significant effect on job satisfaction and employee performance at PT. Perkebunan Nusantara III. Then job satisfaction has a significant effect on employee performance. The last one, the variable of job satisfaction indirectly has the same role, it plays a significant role in mediating organizational justice and corporate social responsibility on employee performance at PT. Perkebunan Nusantara III.

**Keywords:** Organizational Justice, CSR, Job Satisfaction, Employee Performance, Smart PLS

## **1. Introduction**

To remain survive with uncertain condition needs fast respond any changes in business environment (Elazzazy, 2023). It is necessary to formulate various strategic plan in improving and developing the company for achieving goals so that the vision and mission are carried out properly and perfectly (Binh, 2023). In each company's plans and efforts to achieve company goals, the company relies on trust in every employee, the company needs the movement and assistance of workers in solving company problems with the goal to get profit (Nguyen, 2022). With good and maximum performance of the employee, with the encouragement of management in developing strategies and motivation, the company's goals can be achieved easily (Fitriano, 2023).

The concept of organizational justice starts from the ability of employee to assess the organizational behavior (Chong, 2022). The existing of organizational justice makes the employee represent their positive or negative respond to the existing conditions (Greenberg, 1990). Having organizational justice in all situations, either in professional life, personal life or in the workplace is so crucial (E, 1987). The concept of organizational justice has long been discussed and is an interesting topic to study because it keeps evolving (Tan, 2016). Organizational development should remain to be fair which can be realized by employees, as well as stakeholders (Yildirim, 2018). Today's employees try to have organizational justice where everyone feels to be accepted, respected and valued (Wong, 2017). Justice must be implemented since it is an important societal value and it should be executed in both society and the workplace (Hussain, 2019). Justice in all human resource practices deserves serious attention from the perspective of employees and especially employees in the developing countries where there has been only little research exploring this "soft" side of working world (Syihabudhin, 2022). Justice refers to any action or decision with morally right, which can be defined any action or decision should be appropriate to ethics, religion, equity, equality, or law (J. Y. A. L. H. H. R. Kim, 2019). People naturally pay attention to the justice which exist in any events and situations in their daily lives, in various contexts (Nuhu, 2010). They react to actions and decisions made by organizations on daily activities (Kanditha, 2021). Any perceptions or judgement to something that can be categorized has justice or injustice can influence their attitudes and behavior in the future (Bagio, 2020). Justice often gets organizational attention because the implications of perceptions of injustice can have an impact on work attitudes and behavior in the workplace (Hakim, 2022). Organizational justice related to fair wages, equal opportunity for promotion, and personnel selection procedures (Maliana, 2021).

Employees play an important role in the company's growth, they are the main asset in the company's operations, they are supported by complete assets and accurate strategies that can be carried out properly (H. A. H. S. R. Nasib, 2022). The company's growth and development should be felt by the employees as their roles are strategic. In order to give their best working performance, companies must pay attention to the employee welfare (Syaifuddin, 2022). Every company demands their employees work optimally. This demand comes up since employees will get paid for their working performance in the company (I. L. Nasib, 2020). It can be assumed that maximum performance of the employees can be executed as the welfare of the employees can be obtained (Pebri, 2020). But there are still many complaints, dissatisfaction, discomfort, annoyance, felt by employees in a lot of companies, those companies have neglected the rights of employees. We can find many disappointments reported in social media as well as in electronic media about "employees do not receive salary payments for months" or "employees do demonstrations for welfare demands such as reasonable salaries and wages" and most of their disappointment ended in a riotous demonstration. The unfulfilled demands of the employee create other significant problems, it will reduce the quality of employee working performance, so that targets of the company are difficult to meet.

In business, it is crucial to study the behavior of employees, especially those who have good value in work performance, as they are high-priority assets (Chong, 2022). Losing potential employees can cause big losses for the company, both materially and in time (Mulang, 2022). Employees with good working performance and high commitment contribute a lot of progress for companies; they not only

bring the company success in achieving the expected goals but also prevent the company from losing time and effort training the new ones to have employees with the desired expertise (Faeq, 2022).

Employees with good performance and high commitment will certainly try to gain comfort in working; apart from the fulfillment of work facilities, potential employees also demand a decent expected salary (Pebri, 2020). When their salary cannot meet the needs of their family, their working performance is not optimal (Debyla, 2021). The company must provide a sense of comfort and satisfaction for potential employees. It is the human resources department that should ensure the employee receives job satisfaction (S. R. N. Herlisha, 2021). The job satisfaction of the employee is a crucial factor that impacts the performance of the company (Adewa, 2020). Employees who get job satisfaction have a calm and happy feeling when performing their work (Doghan, 2022). Job satisfaction can provide positive value and positive attitudes and influence the persistence and seriousness of the employees to execute their job (S. R. E. E. N. Herlisha, 2021). Meeting the needs of employees prevents them from feeling worried about the living expenses of their families, so that companies can get full attention from the employees (Nirmalasari, 2020). Job satisfaction will increase productivity and result in many advantages for organizations, companies, employees, and even the community (Imonikhe, 2022).

PT. Perkebunan Nusantara III (PTPN III) is one of the state-owned enterprises under the leadership of Ministry of BUMN (state-owned enterprises). This PTPN III runs the plantation, processing and marketing of plantation products. It is processing palm oil and rubber plants, the company's main products are palm oil (CPO), palm kernel and rubber products. PTPN III enforces education and training for employees, any training to the employees carried out by management and all these capacity building is also as means of evaluating employee performance within the corporate scope PTPN III Medan.

Table. 1 Employee Performance Assessment Data in 2019-2021 (People)

Evaluation Factors	2019			2020			2021		
	Very Good	Good	Poor	Very Good	Good	Poor	Very Good	Good	Poor
Task Implementation	68	350	22	94	326	20	105	325	10
Competence	73	351	16	86	336	18	112	315	13
Working Performance	96	313	31	92	320	28	163	258	19
<b>Total</b>		<b>440</b>			<b>440</b>			<b>440</b>	

Source: PTPN III (Persero) Medan, Processed Data

From the table, it can be seen that in 2019 the implementation of tasks increases every year, in 2019 there are 68 employees with very good score, it become 94 people in 2020, while it is almost stagnant for the poor score but in 2021 there is significant increase. In employee competency, the result show that in 2019 there are 73 people with very good competence, it becomes 86 people 2020 and it is increase again in 2021 to 112 people but employee competency with poor score increases and it is decrease in 2021. In working performance, employee with very good score in 2019 is 96 employee and decreases in 2020 (92 employees) and increases in 2021 (163 employees) while employee with poor score decreases every year. This study aims to examine the role of job satisfaction which links between organizational justice and corporate social responsibility on employee performance.

Previous studies confirm that organizational justice significantly directly affects job satisfaction and employee performance (Awa, 2018)(Saad, 2019). But indirectly, the results of the research (Kanditha, 2021)(Syihabudhin, 2022) stated different things that not as long as organizational justice can improve employee performance through job satisfaction. Another thing with the results of the research (Hakim, 2022) This emphasizes that job satisfaction is essential in mediating organizational justice on employee performance.

Research result (C. W. R. H. T. Zhang, 2020)(Ismaila, 2021) states that corporate social responsibility directly has a significant effect on job satisfaction and employee performance. Then

indirectly, corporate social responsibility significantly affects employee performance through job satisfaction (Foedjiawati, 2020)(Maier, 2021). However, these results were rejected from the research results (Chang, 2021) which states that job satisfaction does not significantly mediate corporate social responsibility on employee performance.

Based on the phenomena in the field as well as the gaps in the results of previous research, it has encouraged researchers to conduct a more comprehensive study regarding the role of job satisfaction in mediating organizational justice and corporate social responsibility on employee performance. This research is considered necessary considering that the image of state-owned companies has so far been negative, especially for the people of Indonesia. Of course, the results of this study are expected to be considered in determining policy directions to improve employee performance.

## **2. Literature Review**

### **2.1 Employee Performance**

The strength of state-owned enterprises cannot be separated from the good working performance of employees (Basril, 2022). Many assumptions that employees who work for state-owned enterprises have no diligence. When the employee's status is still non-permanent employee, the employee will show their best performance but their performance will be not so good when they are permanent employee (Mahfud, 2023). This working attitudes not only gives bad effect to the state-owned enterprises but also the employees themselves (Titisari, 2021). While the management expects that their working performance will get better and from time to time. In addition, the good collaboration and communication give impact to the working performance of the employee (Muslih, 2022). Employees will behave well in carrying out their duties and functions so that the company does not experience many losses (Ahoto, 2022). Because there is compensation term for any behavior and actions taken by the employee which cause their working performance not optimal when it is not caused by them personally (Hayati, 2023). Companies with long bureaucratic lines will also affect the quality and quantity of employee work (Le, 2023). Finally, maximum working performance of employee can be measured when employees are asked to work overtime and they carry it out with high working performance, they can work as solid team and in good communication (Jangda, 2023).

### **2.2 Job Satisfaction**

Employee satisfaction happens when the employee feels comfort when he executes his job in the company (Lestari, 2021). Satisfaction leads employees to be responsible for their roles and functions (Aid, 2022). Employees will be loyal, will not intend to leave their current job by looking for other job in another company (Mahaputra, 2022). Job satisfaction comes up when the company appreciate their work, pay them properly, and give reward for any achievement (HajiZadeh, 2021). Since a company is successful in providing satisfaction to its employees, then a leader in the company will easily coordinate any work to achieve company goals (H. K. C. B. Kim, 2022). The employees will not complain easily when the manager set up some work for them, they carry out their work with happy feeling (Imonikhe, 2022). Job satisfaction can also be seen from employees' trust to their leaders (David, 2019). The results of previous studies stated that job satisfaction has a significant effect on employee working performance (Ampofo, 2020). However, the results of other studies show that not always satisfied employees will be able to improve the quality of work results (Puspitawati, 2021)(Romadhani, 2022)(Nurhidayati, 2022).  
*H1: Job satisfaction has a significant effect on employee performance*

### **2.3 Organizational Justice**

The most precious asset for the company in achieving its vision and mission is having competent human resources (Nguyen, 2022). It is a manager who should be able to direct any differences and ability of the employees to execute their duties and responsibilities (Binh, 2023). The way of manager treats the employees certainly greatly influences the way they conduct their performance (Syiafuddin, 2022). The

managers who have sense organizational justice will be fair in the the distribution of workload, distribution of rewards and manage interpersonal relationships among employees become the professional one (Elazzazy, 2023). Organizational justice is an important factor in increasing the sense of comfort at work (Sia, 2016). Furthermore, organizational justice, consisting of distributive justice, procedural justice, and interaction justice, is an important predictor of job satisfaction (Chetty, 2017). In an effort to achieve organizational justice through distributive justice through fairness in setting working hours among employees (Juarsah, 2019). Procedural justice is a more important predictor of job satisfaction than distributive justice (Gori, 2020). But according (Ghran, 2019) explained that procedural justice is considered to have no impact on increasing job satisfaction. Then (Sayed, 2021) Organizations that practice normative justice are also considered to have no effect on employee job satisfaction.

*H2: Organizational justice has a significant effect on job satisfaction*

*H3: Organizational justice has a significant effect on employee performance*

*H4: Organizational justice has a significant effect on employee performance through job satisfaction*

### **2.5 Corporate Social Responsibility**

The company has a social responsibility to the environmental conditions due to the impact of the company's production activities. This practice of corporate social responsibility has been carried out in many countries. The policy of corporate social responsibility is one of the mandatory requirements used by many countries as a condition for obtaining a business license (Meiranto, 2017). A company is obliged to carry out its business activities with no any harmful to any parties (the people, especially who live around the company). It is recommended that a company must run its business in such a way that help to create a good and prosperous society so the company should not only focus on profit oriented only but also the benefit and welfare of society around (Abdullah, 2020). Furthermore, companies that carry out corporate social responsibility well will avoid negative public perceptions. In addition, the CSR assist the managers to recruit a competent employee and the public will show their respect to the company (Meiranto, 2017). The results of previous studies stated that corporate responsibility has a significant effect on employee job satisfaction (Ismaila, 2021). Because basically when an employee feels satisfied with his job, the employee will represent his good attitude of responsibility (Fauzi, 2020). And eventually the employee is able to maximize his best abilities in achieving company targets (Duong, 2021).

*H5: Corporate social responsibility has a significant effect on job satisfaction*

*H6: Corporate social responsibility has a significant effect on employee performance*

*H7: Corporate social responsibility has a significant effect on employee performance through job satisfaction*

## **3. Methodology**

This is quantitative research. Primary data is obtained from questionnaires which are compiled based on indicators of each variable organizational justice, corporate social responsibility, job satisfaction and employee performance. The target population and sample of this study were 122,215 permanent employees of PT. Perkebunan Nusantara III . The sampling technique used was random sampling, in which researchers selected 98 employees. The researcher chose a sample of 98 employees because of working years of more than ten years. The researcher used a questionnaire distributed via Google Forms to obtain the research data. Then data collection uses a questionnaire that is arranged based on the dimensions or indicators of organizational justice, corporate social responsibility, job satisfaction, and employee performance variables.

Data analysis uses Structure Equation Model (SEM) based on Partial Least Square (PLS). According to (Sholihin & Ratmono, 2013) SEM-PLS can work efficiently for small samples and complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than

that of CB-SEM. SEM-PLS is a nonparametric approach; can work well even for data that is not normally distributed in an extreme way. Furthermore, the Partial Least Square (PLS) method is carried out in this study which consists of 1) The first stage is to test the measurement model (Outer Model), which is to test the construct validity and reliability of each indicator. 2) The second stage is to test the structural model (Inner Model) which aims to determine whether or not there is an effect between variables correlation between the constructs measured in this study.

## 4. Reslut And Discussion

### Research Result

#### Measurement Model Analysis (Outer Model)Convergent Validity Test

Table 2. Convergent Validity Test Results

Variable	Indicators	Result
Organizational Jusctice	OJ1	0.794
	OJ2	0.851
	OJ3	0.793
Corporate Social Responsibility	CR1	0.707
	CR2	0.779
	CR3	0.740
	CR4	0.807
	CR5	0.811
Job Satisfaction	JS1	0.742
	JS2	0.761
	JS3	0.712
	JS4	0.738
Employee Performance	EP1	0.771
	EP2	0.842
	EP3	0.765
	EP4	0.832

Based on the picture above, all indicators in the model are more than 0.7 So it can be concluded that it is reliable for the research variable measurement. Then itcan be used in the next analysis.

#### Construct Reliability Test

The results of data processing show that:

Table 3. Construct Reliability

Variable	Average
Organizational Jusctice	0.832
Corporate Social Responsibility	0.865
Job Satisfaction	0.846
Employee Performance	0.829

Based on Table 3, it is indicated that the average value is more than 0.5. Then the composite reliability value is more than 0.7 So it can be concluded that the indicators on this the study are able to measure well.

#### Measurement Model Analysis (Inner Model)Coefficient of Determination (R2)

Table 4. R-Square

Variable	R Square	R Square Adjusted
Job Satisfaction	0.529	0.518
Employee Performance	0.441	0.422

Based on data in table 4, it is known that the adjusted R square value for the job satisfaction variable is 0.518 or 51.8%, while the remaining 48.2% is influenced by other variables that are not studied in this study, while the adjusted R square value for employee performance variables is 0.422 or 42.2% while the remaining 57.8% is influenced by other variables which are not included in this study.

**Predictive Relevance (Q2)**

The value of Q2 has the same meaning as the coefficient of determination (R- Square). The value of Q2 which more than 0 indicates that the model has predictive relevance. On the other hand, if the value of Q2 is less than 0, it indicates that the model has less predictive relevance. In other words, all the values of Q2 are higher, it means the model can be considered more suitable to the data. Consideration of the value of Q2 can be done as follows:

$$Q_2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q_2 = 1 - (1 - 0.518)(1 - 0.422)$$

$$Q_2 = 1 - (0.482)(0.578)$$

$$Q_2 = 1 - 0.278$$

$$Q_2 = 0.721$$

Based on these results, the Q2 value is 0.721. So, it can be concluded that all variables in this study which are organizational justice, corporate social responsibility, job satisfaction, employee performance contribute 72.1% original data in the existing structural model, then the remaining data which is 27.9% needs to be developed apart from this research variables.

**Effect Size (F2)**

Effect Size (F2) is to determine the model, and also to find out whether the predictor variable has weak influence, sufficient or strong influence at the structural level.

**Hypothesis Test**

Table 5. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Information
Job Satisfaction (Y <sub>1</sub> ) - Employee Performance (Y <sub>2</sub> )	0,242	0,284	0,271	2,135	0,000	Significant
Organizational Justice (X <sub>1</sub> ) - Job Satisfaction (Y <sub>1</sub> )	0,351	0,362	0,108	3,246	0,001	Significant
Organizational Justice (X <sub>1</sub> ) - Employee Performance (Y <sub>2</sub> )	0,144	0,140	0,162	0,892	0,373	Not significant
Corporate Social Responsibility (X <sub>2</sub> ) - Job Satisfaction (Y <sub>1</sub> )	0,452	0,455	0,101	4,497	0,000	Significant
Corporate Social Responsibility (X <sub>2</sub> ) - Employee Performance (Y <sub>2</sub> )	0,349	0,337	0,119	2,929	0,0004	Significant
Organizational Justice (X <sub>1</sub> ) - Job Satisfaction (Y <sub>1</sub> ) - Employee Performance (Y <sub>2</sub> )	0,167	0,176	0,085	1,960	0,0051	Significant
Corporate Social Responsibility (X <sub>2</sub> ) - Job Satisfaction (Y <sub>1</sub> ) - Employee Performance (Y <sub>2</sub> )	0,215	0,218	0,086	2,510	0,012	Significant

Source: Smart PLS Processing Results (2023)

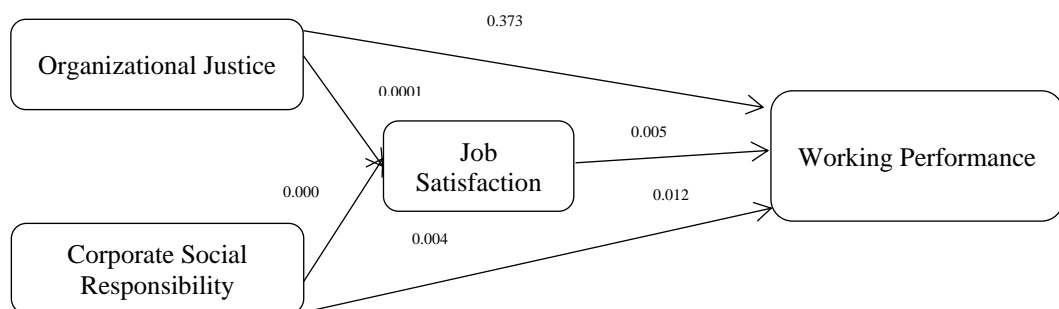


Fig.1: Research Results

H1: Job satisfaction has a significant effect on employee performance

Based on the results of data analysis, it shows that job satisfaction has a significant direct effect on employee performance. The results of this study state that the research hypothesis is accepted. Job satisfaction is considered very important in developing the potential possessed by employees. Then with this potential, employees will find it easy to carry out their organizational functions. Organizations must measure employee job satisfaction on an ongoing basis continuously. This goal needs to be done so that the organization has feedback in supporting the achievement of the goals that have been set

H2: Organizational justice has a significant effect on job satisfaction

Based on the table above, it shows that organizational justice has a significant effect on job satisfaction. This can be seen from the significance value  $0.001 < 0.05$ . When a company can provide organizational justice for each employee, then the employee will obtain a sense of job satisfaction. Organizational justice is essential for employees and organizations to build a competitive advantage. Giving a sense of fairness to every employee is the main task of a leader in order to achieve organizational targets.

H3: Organizational justice has a significant effect on employee performance

Based on data processing results, organizational justice indirectly does not affect employee performance. This can be seen from the significance value of  $0.373 > 0.05$ , which means that organizational justice is not significant for employee performance. Organizational justice is primarily only an essential part of employees developing their potential. Many employees whose primary goal is to seek recognition individually do not reflect a sincere desire and achievement of the vision and mission of the organization.

H4: Organizational justice has a significant effect on employee performance through job satisfaction

The data analysis results show that the significance value is  $0.0051 < 0.05$ , which means that job satisfaction has a role in mediating organizational justice on employee performance. If seen directly, organizational justice only significantly affects job satisfaction, but on the other hand, organizational justice does not significantly impact increasing employee performance. Organizational capabilities that bring job satisfaction are considered a bridge to increasing the quality and quantity of employee work. So organizations need to improve the work system by turning the element of job satisfaction into the mediation of organizational justice for employee performance.

H5: Corporate social responsibility has a significant effect on job satisfaction

The results of the data analysis show that corporate social responsibility has a significant value of  $0.000 < 0.05$ . This can be interpreted that corporate social responsibility significantly affects employee job satisfaction. Currently, companies are required to make corporate social responsibility programs a concern for the environment around the organization. Generally, 2-3% of the organization's annual income is used as financial assistance for the population's welfare. This goal is necessary so that the company's image is considered positive because it can provide a source of income for the population.

H6: Corporate social responsibility has a significant effect on employee performance

Based on the results of data processing, corporate social responsibility directly has a significant effect on employee performance. The results can be seen from the significant value of  $0.004 < 0.05$ , meaning that corporate social responsibility significantly affects employee performance. The organization's existence among the population is expected to be the primary source of income to improve their standard of living. Employees will feel proud of the organization when residents in an area feel the presence of social assistance received. It is crucial for the organization to get its natural resources and the human resources around the organization to be accepted to work in the production process activities.

H7: Corporate social responsibility has a significant effect on employee performance through job satisfaction

Based on the results of the data analysis that has been done, the significance value is  $0.000 < 0.05$ . Job satisfaction plays a role in mediating corporate social responsibility on employee performance. Corporate social responsibility will be a source of pride for an employee who actively contributes to achieving organizational goals. A deep concern for every activity in the organization is proof of an



employee's work loyalty. It can be stated that corporate social responsibility has a positive tendency to improve employee performance.

### **Discussion and Implications of Research Results**

The implications of the findings in this study indicate that sense of organizational justice for an employee can be seen from how fair, how transparent and how accountable the company in giving promotion to the employee. It is needed to take as important consideration as employees must be awarded in properly due to their work. Explains that the transparency in promotion has a big impact on an employee's job satisfaction in getting organizational justice (Alotaibi et al., 2022). The results of this study are consistent with the results of research conducted by (Sayed, 2021)(Amentie, 2022)(Sunarta, 2023) which states that organizational justice has a significant effect on job satisfaction. Then the theoretical implications show that organizations owned by the state are more concerned with procedural justice. Until now, there has been very little employee involvement in the decision-making process. Building a solid work team will certainly be easy when employees feel they are an important part of the organization.

This research is relevant to previous research which states that corporate social responsibility has a significant effect on job satisfaction (Ismaila, 2021)(Syaifuddin, 2022)(H. K. Y. R. E. T. Y. G. Kim, 2020). The research findings show that PT. Perkebunan Nusantara III is currently active in social activities help the community through community development programs and partnership / mentoring programs. The existence of this activity through corporate social responsibility has raised brand image of PT. Perkebunan Nusantara III and is positively well known by many people that state-owned enterprises have high sense of concern for the welfare of the community. This positive brand image gives pride for every employee who is directly or indirectly involved in social activities sponsored by PT. Perkebunan Nusantara III to help the community.

The results of this study are not in line with the results of previous studies which state that organizational justice has a significant influence on the performance employees (Hakim, 2022)(Syihabudhin, 2022)(Maliana, 2021).The findings in this study, organizational justice cannot absolutely make the employee represent their optimal in doing their work. Justice for employees is not just an opportunity to get a promotion, but a sense of justice is more directed to the deep concern of each line manager for each of his subordinates. Maybe for employees at the middle management level a sense of justice has a big impact on employee performance. However, for employees at the lower management level, they hope more for empathy from leaders towards their subordinates.

The results of this study are in line with the results of previous research which states that corporate social responsibility has a significant effect on the performance of (A. K. F. W. S. Kim, 2020)(Q. Z. F. Z. P. Zhang, 2019)(Maier, 2021) employees. The implication of the findings in this study is that when a company has good sensitivity to its business environment, this has an impact on the better behavior of employees. And this, of course, also has a big impact on the small number of work errors conducted by employees.

Then the results of this study are in line with the results of previous studies which states that when a company is able to create organizational justice work climate, especially for its employees, this has an impact on increasing their satisfaction at work. So that, job satisfaction will make an employee more careful in carrying out roles and functions within the company. Employees will continue to give their best and will be as committed as possible not to make mistakes in (Kanditha, 2021)(Saad, 2019)(Awa, 2018) work. The implications of the findings in this study indicate that presenting organizational justice in PT. Perkebunan Nusantara III has been carried out so far by prioritizing the value of diversity. PT. Perkebunan Nusantara III is a state-owned company, it means every Indonesian citizen regardless of race, ethnic and religion has the same opportunity to get promotion, maternity leave, marriage leave and so on.

The results of this study are in line with the results of previous research that job satisfaction has a

significant role in mediating corporate social responsibility on the performance of (Farid, 2022)(Foedjiawati, 2020)(Misra, 2021) employees. Furthermore, the implications of the findings in this study indicate that the corporate social responsibility that is implemented at PT. Perkebunan Nusantara III has been managed with good management. The existence of corporate social responsibility funds that are distributed every year has positive impact on the community especially who become fostered partners. The existence of corporate social responsibility makes employees feel proud the company.

## 5. Conclusion

According to research findings, the role of job satisfaction in mediating organizational justice and corporate social responsibility on employee performance at PT. Nusantara III Plantation is very significant. Thus management must measure job satisfaction on an ongoing basis. Leaders play a central role in directing every directly involved employee, especially in decision-making. Because of this, the results of measuring job satisfaction are the basis for a leader in determining directions and policies, both tactical and strategic.

Furthermore, it is highly recommended that building a solid work team, especially in Indonesian state-owned companies, can be done through management's commitment to presenting organizational justice at every management level. Before Indonesia became an independent country, many foreign companies were nationalized to become legally owned companies of Indonesia. This is, of course, a culture and management governance that is very different from previous countries.

The limitation of this study is that, in many studies, it only measures one Indonesian-owned company. Based on existing data, this Indonesian state-owned company, especially PT. Nusantara Plantation consists of PT. Nusantara Plantation 1 to PT. Nusantara Plantation XIV. Then the company owns the state of Indonesia, not just PT. Nusantara Plantation is engaged in the palm oil industry sector. One of Indonesia's state-owned companies, such as PT. Pertamina, PT. PLN (Persero) and so on. The suggestion for further research is to do a model measuring employee job satisfaction using the ARDL (Autoregressive Distributed Lag) Panel approach so that the level of satisfaction will show a fundamental difference between companies.

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