

## DISTRIBUTIVE JUSTICE AND MOTIVATION INTRINSIC ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN MSMEs IN THE CULINARY SECTOR

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### ABSTRACT

**Introduction:** This study aims to determine the effect of distributive justice and intrinsic motivation on job satisfaction and performance.

**Methods:** This research is quantitative research, the method uses the SEM method, and uses the IBM SPSS AMOS analysis tool. The sample in this study amounted to 140 employees of SMEs in the culinary field at D.I. Yogyakarta.

**Results:** The results showed that Distributive Justice and Intrinsic Motivation had a positive effect on performance either directly or through the mediation of job satisfaction variables.

**Conclusion and suggestion:** With a high level of distributive justice and intrinsic motivation, it will improve the performance of MSME employees. However, the effect of distributive justice and intrinsic motivation on performance will be higher through job satisfaction variables.

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### INTRODUCTION

Micro, small and medium enterprises, or commonly referred to as MSMEs, involve a lot of human resources. MSMEs are one of the supporting factors for the Indonesian economy which is currently being intensively promoted, and many programs are funded by both the government and the private sector (Thahira, Tjahjono, & Susanto, 2020).

Many MSMEs in Indonesia, especially DI Yogyakarta, are experiencing a very serious impact during this pandemic. According to the chairman of the Yogyakarta Regional Crafts Council, around 70% of Yogyakarta's MSMEs have been affected by COVID. Being affected by the pandemic resulted in a reduced number of product requests.

Decreased income makes it difficult for MSMEs to pay their employees. There are a number of things that can happen, such as a reduction in compensation that goes against the contract or delays in paying employees. Worse can happen when both possibilities occur simultaneously.

The phenomenon that occurs in several MSMEs is the frequent extension of the PSBB period by employees. From 14 days to 16 to 17 days. Employees are absent more often. In addition, employees are often late. These things affect their obligations and work.

To analyze performance, the writer hopes that performance improvement can be achieved after knowing employee motivation and performance satisfaction, observing job satisfaction, distributed justice, and essential motivation variables.

## **LITERATURE REVIEW**

### **Performance**

According to Lee and Hidayat (2018), performance is often defined as productivity or result and is determined by the results produced by individual employees. Performance is influenced by the performance of the organization itself, including organizational development, compensation plans, communication systems, management styles, organizational structures, policies and procedures. Lee and Hidayat (2018) explain that performance is a record of the results of work or activities during a certain period in relation to organizational goals.

### **Job satisfaction**

Job satisfaction shows the correspondence between the individual's new expectations and the rewards that the job provides. Job satisfaction makes employees more motivated and committed to the organization (Rivai et al., 2019). According to Handoko (2014), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. According to Kinicki (2013), job satisfaction is an emotional or emotional response to various aspects of work.

### **Intrinsic Motivation**

Intrinsic motivation is when there is an intrinsic reason that motivates service personnel to act (Kang & Hur, 2018). Intrinsic motivation is an incentive that stimulates individuals to accept or change behavior for their own internal satisfaction or satisfaction (Masvaure & Maharaj, 2014).

Lee and Hidayat (2018) explain that intrinsic motivation is motivation to be active or functional without requiring external stimulation because everyone has something to do. Intrinsic motivation can also be seen as a form of motivation in which activities are initiated and inherited based on intrinsic drives and are absolutely related to learning activities (Miao et al., 2020).

### **Distributive Justice**

According to Hidayat, Tiadjono, and Fauzia (2017), distributive justice is the fairness of employee work results based on employee performance. Distributive justice is an employee's perception of the fairness of the results received by the organization (Rivai et al., 2019).

Distributive justice is a definition in which an organization can feel the consequences (Mardiyanti & Suharnomo, 2018). According to Chiang, Yang, Klein, and Jiang (2013), distributive justice is the perceived fairness and balance of employee performance. Distributive justice refers to the perceived fairness of the performance estimates and resource allocation resulting from the evaluation (Phuong, 2018). Distributive justice is rooted in the theory of justice, which assumes that people want to be treated fairly and they compare their level of effort with other links (Phuong, 2018).

### **Previous Research and Hypothesis**

#### **a. The Effect of Distributive Justice on Job Satisfaction**

Fair distribution is expected to affect employee job satisfaction (Hidayat et al., 2017). Hadi, Tjahjono, and Palupi's (2020) study found that distributional justice had a positive effect on job satisfaction and explained that job satisfaction has a positive effect on employee productivity.

#### **H1: Distributive Justice has a positive effect on job satisfaction**

#### **b. The Effect of Intrinsic Motivation on Job Satisfaction**

Employees with high intrinsic motivation are predicted to have high job satisfaction. The correlation shows that there is a strong positive relationship between the two constructs (Hayati & Caniago, 2012). Research by Gheitani, Imani, Seyyedamiri, and Foroudi (2019) found that intrinsic motivation has a positive and significant effect on job satisfaction. A high level of satisfaction affects productivity because it affects the effectiveness of successful completion of work (Hidayat et al., 2017).

#### **H2: Intrinsic motivation has a positive effect on job satisfaction**

#### **c. The Effect of Job Satisfaction on Employee Performance**

A high level of satisfaction affects productivity because it affects the effectiveness of successful completion of work (Hidayat et al., 2017). The results of the study by Tentama et al. (2019) explain that job satisfaction has a positive effect on employee productivity.

#### **H3: Job satisfaction has a positive effect on employee performance**

d. The Effect of Distributive Justice on Performance

Hidayat et al. (2017) explained that distributive justice has a significant effect on performance. These results can be used as the basis for determining the following hypothesis.

**H4: Distributive justice has a positive effect on performance**

e. The Effect of Intrinsic Motivation on Performance

Intrinsic motivation refers to the stimuli that drive a person to adopt or change behavior for his or her own internal satisfaction or fulfillment (Masvaure & Maharaj, 2014). Research by Kalhoro, Jhatial, and Khokhar (2017) reveals that intrinsic motivation is positively and significantly related to employee performance.

**H5: Intrinsic motivation has a positive effect on performance**

f. Job Satisfaction Mediates the Effect of Distributive Justice on Performance

The results of research by Rivai et al. (2019) show that distributive justice has no direct effect on performance. However, distributive justice affects job satisfaction, and job satisfaction affects performance. In addition, the results of Sulaefi's (2017) research show that there is a mediating role of satisfaction on the effect of distributive justice on performance.

**H6: Job satisfaction mediates the effect of distributive justice on performance**

g. Job Satisfaction Mediates the Effect of Intrinsic Motivation on Performance

Based on the results of research by Widyaputra and Dewi (2018), intrinsic motivation has a significant positive effect on employee performance through mediating employee job satisfaction. However, according to the research of Pancasila, Haryono, and Sulisty (2020), the direct effect of work motivation on employee performance is more significant than the indirect effect of work motivation on employee performance through employee job satisfaction. Thus, job satisfaction does not mediate the effect of work motivation on employee performance. The differences in the results of this study make this research important to do.

**H7: Job satisfaction mediates the effect of intrinsic motivation on performance**

## RESEARCH METHODS

This type of research is quantitative. According to Sekaran (2016), quantitative research is a scientific method that represents data as numbers or figures that can be processed and analyzed using mathematical or statistical calculations. This study involved MSME staff from Yogyakarta. The sampling technique used is convenience sampling. Sample adequacy criteria is the use of a maximum likelihood estimation method that requires samples ranging from 100 to 200 samples. The source of data in this study is primary data from a questionnaire targeting small and medium-sized restaurant workers

in Yogyakarta. In addition, this study utilizes secondary data from existing research journals as well as print media related to IHR. The research hypothesis was tested using a Structural Equation Modeling (SEM) approach using AMOS. In this study, the authors collect data by distributing questionnaires. The questionnaire used by the researcher in this study used an assessment based on the Likert scale (Sekaran, 2016).

## RESULT AND ANALYSIS

Table 1 explains that all questionnaire question items have met the standardized estimate (loading factor) value requirements, namely > 0.5 so that it can be stated that all questionnaire statement items are declared valid.

Table 1  
Validity Test Result

Variable	Item	Factor Loading	Description
<b>Distributive Justice</b>	KD1	0.730	Valid
	KD2	0.815	Valid
	KD3	0.813	Valid
	KD4	0.734	Valid
	KD5	0.817	Valid
<b>Intrinsic Motivation</b>	MI1	0.853	Valid
	MI2	0.834	Valid
	MI3	0.849	Valid
	MI4	0.851	Valid
	MI5	0.840	Valid
	MI6	0,851	Valid
<b>Job Satisfaction</b>	KP1	0,801	Valid
	KP2	0,795	Valid
	KP3	0.761	Valid
	KP4	0.777	Valid
	KP5	0.835	Valid
	KP6	0.772	Valid
	KP7	0.793	Valid
<b>Employee Performance</b>	KK1	0.813	Valid
	KK2	0.783	Valid
	KK3	0.788	Valid
	KK4	0.815	Valid
	KK5	0,771	Valid
	KK6	0.784	Valid

Source: Processed data, 2021

Table 2  
Reliability Test

Variable	CR	Limit	Description
<b>Distributive Justice</b>	0.887	>0.7	<b>Reliable</b>
<b>Intrinsic Motivation</b>	0.938		<b>Reliable</b>
<b>Job Satisfaction</b>	0.921		<b>Reliable</b>
<b>Employee Performance</b>	0.910		<b>Reliable</b>

Source: Processed data, 2021

Ghozali (2017) states that the test results are said to be reliable if they have a construct reliability value  $> 0.7$ . The results of this test indicate that the C.R value in the four research variables whose value for each variable is greater than 0.7. Based on these results, it can be concluded that the entire research instrument is reliable so that it can be used in this study.

Table 3  
Goodness of Fit

<i>Goodness of fit index</i>	<i>Cut-off value</i>	<i>Research Model</i>	<i>Model</i>
<i>Chi-square</i>	283,58 (df=246, sig = 0,05)	261,600	Fit
<i>Significant probability</i>	$\geq 0.05$	0,236	Fit
RMSEA	$\leq 0.08$	0,021	Fit
GFI	$\geq 0.90$	0,870	Marginal
AGFI	$\geq 0.90$	0,842	Marginal
CMIN/DF	$\leq 2.0$	1,063	Fit
TLI	$\geq 0.90$	0,993	Fit
CFI	$\geq 0.90$	0,994	Fit

Source: Processed data, 2021

The RMSEA value of this study is 0.021 with a recommended value of 0.08, this indicates a fit research model. The GFI value in this model is 0.870. A value close to the recommended level of 0.90 indicates a marginal fit research model. The AGFI value in this model is 0.842. The value is close to the recommended level of 0.90 indicating a marginal fit research model. The TLI value in this study was 0.993 with a recommended value of 0.90, this indicates the research model is fit. The results of CMIN/DF in this study were 1.063, indicating that the research model was fit. The CFI value in this study is 0.994 with a recommended value of 0.90, this indicates the research model is fit. Based on the overall goodness of fit measurement above, it indicates that the model proposed in this study is accepted.

## Hypothesis

Data analysis can be seen from the standard regression weight value which shows the coefficient of influence between variables in the following table:

Table 4  
Correlation Between Variables

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Hypothesis</b>
Distributive Justice	→	Job Satisfaction	0.543	0.113	4.790	0.000	Positive Significance
Intrinsic Motivation	→	Job Satisfaction	0.372	0.078	4.778	0.000	Positive Significance
Distributive Justice	→	Performance	0.189	0.088	2.143	0.032	Positive Significance

			Estimate	S.E.	C.R.	P	Hypothesis
Intrinsic Motivation	→	Performance	0.149	0.062	2.419	0.016	Positive Significance
Job Satisfaction	→	Performance	0.717	0.101	7.081	0.000	Positive Significance

Source: Processed data, 2021

All of the estimation parameters of the standardized regression weight and CR coefficient values are positive, so this shows that all relationships between variables show a positive direction. In addition, the probability value is smaller than 0.05 ( $p < 0.05$ ), so hypothesis 1 to hypothesis 5 are accepted.

Meanwhile, the mediation relationship between the independent variable and the dependent variable through the mediating variable is been by comparing the value of standardized direct effects with standardized indirect effects. If the value of the standardized direct effects is smaller than the value of the standardized indirect effect, it can be said that the mediating variable has an indirect influence on the relationship between the two variables.

**Table 5**  
**Standardized Direct Effects**

	Intrinsic Motivation	Distributive Justice	Job Satisfaction	Performance
Job Satisfaction	0.413	0.448	0.000	0.000
Performance	0.162	0.153	0.703	0.000

Source: Processed data

**Table 6**  
**Standardized Indirect Effects**

	Intrinsic Motivation	Distributive Justice	Job Satisfaction	Performance
Job Satisfaction	0.000	0.000	0.000	0.000
Performance	0.291	0.315	0.000	0.000

Source: Processed data

Testing the relationship between distributive justice and performance variables shows a value of 0.153, < 0.315, this indicates that job satisfaction mediates distributive justice on positive employee performance. Testing the relationship between intrinsic motivation and performance variables shows a value of 0.162, < 0.291, this indicates that job satisfaction mediates intrinsic motivation on positive employee performance.

## CONCLUSION

This study indicates that distributive justice and intrinsic motivation have a positive and significant effect on performance, either directly or mediated by job satisfaction. This shows that MSMEs must be fairer in distributing compensation to their employees. In addition, employee

intrinsic motivation must also be considered, so that when distributive justice and intrinsic motivation increase, it will increase job satisfaction and employee performance of SMEs.

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