

The Mediation Role of Occupational stress on the Relationship of Organizational Justice to Personnel Performance

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ABSTRACT

This study aims to see how the Mediation Role of Occupational stress on the Relationship of Organizational Justice to the Performance of Dumai Police Personnel. In addition, this study will also look at the interaction of the two variables and how organizational justice affects the performance of the Police. This type of research is explanatory research. The population is members of the Dumai City Police, totaling 172 people. Data analysis in this study used SEM-PLS. Based on the data processing, it was found that organizational justice, both distributive, procedural and interactional affected the performance of members of the Dumai Resort Police. In addition, an understanding of organizational justice (distributive, procedural and interactional) mediates the effect of occupational stress on the performance of members of the Dumai Resort Police. The limitation of this study is that the population is only in Dumai Resort, so it is recommended for further researchers to increase the study population.

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Introduction

The main concern for organizations is to understand what factors can affect the performance of their employees. One of the factors studied is the impact of stress on employee performance. The results of Gilboa et al., (2008) found that stress negatively affects employee performance. However, Christopher's research (2015) found that stress is influenced by organizational injustice so that it also has an impact on decreasing employee performance. In more detail, the results of the study show that procedural and interactional justice are stronger in influencing employee performance than distributive justice.

Furthermore Zeb et al. (2019) found that organizational justice positively affects employee performance. Likewise with the research results of Hakan et al. (2015); Amna & Hamid (2016); & Cao-Jun (2020) which also proves that organizational justice affects employee performance. While several different research results were also revealed, such as Irfan et al. (2020) that of the three indicators of organizational justice, only interactional indicators affect employee performance. Meanwhile, indicators of distributive and procedural justice have no effect. Then Ji-Young & Wang (2019) in their research results reveal that organizational justice does not affect employee performance at all.

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In line with the research above, the results of Rakasiwi's research (2018) say that organizational justice has a negative effect on employee occupational stress. This means that the fairer the organization is, both distributively, procedurally and interactionally towards its employees, the occupational stress will decrease. According to Venkataraman & Ganapathi (2013) the term stress is basically derived from physics with the meaning of a force placed on an object causing damage, bending, or breaking. In the case of humans, stress is often used to describe the body's response to demands placed on it, whether these demands are favorable or unfavorable. Anything that causes stress is called a stressor. "Stress is a condition that occurs when a person becomes aware of the pressure on them or the wider requirements of a situation than they can handle, and if these requirements are overwhelming and continue for a long period of time without pause, mental, physical or behavioral problems can occur.

Occupational stress is caused by organizational aspects, long working hours, lack of organizational support and organizational change, lack of support from supervisors and colleagues, conflicts with demands and pressures (Ahmadi and Alireza, 2007 in Venkataraman & Ganapathi, 2013). The higher the stress experienced by workers, the lower the performance they achieve. However, different research results were found by Sugama (2017) which proves that job stress does not affect individual performance at work. Likewise with the research results of Riana et al. (2018); Puspita and Yuniawan (2018); and Riana et al. (2018) which also found that job stress was not able to affect employee performance. Based on the phenomena, previous research and the conceptual theory that has been described above, the authors are interested in conducting research on "The Mediation Role of Job Stress in the Relationship of Organizational Justice to Personnel Performance." The purpose of this research is to determine whether organizational justice has an effect on performance. Then to find out whether organizational justice has an effect on occupational stress. Furthermore, to find out whether occupational stress affects performance. And to find out whether job stress mediates the effect of organizational justice on performance.

Theoretical support

Organizational Justice

Fairness or fairness of the organization is related to the level of employee perception of the results, procedures and interactions in the workplace. This perception can influence employee attitudes and work behavior positively or negatively (Adams, 1965 in Kaya, 2013). As quoted by Kaya (2013) that employees also evaluate the reasonableness of decision-making procedures to see whether they are consistent, fair, and appropriate (Greenberg, 1986).

Distributive Justice

Kaya (2013) in his article mentions that distributive justice consists of justice in the distribution of resources and benefits, both economic and non-economic (Cohen and Greenberg, 1982). Economic rewards include the financial welfare of the beneficiaries (employees). Non-economic rewards include working conditions, respect, and other social

benefits (Deutsch, 1985). This is the basis of the problem of human resource management in organizations. Employees usually rate their workplace as fair if the allocation of work related rewards and resources is distributed in equity (Colquitt, 2001). If employees perceive an unfair distribution of resources among group members, they perceive the organization as unfair (Walster, Walster, & Berscheid, 1978). Perceived distributive justice is highly correlated with both negative and positive work-related attitudes and behaviors (Cohen-Charash & Spector, 2001).

Procedural Justice

The perceived fairness of a process is the most significant determinant of perceived organizational fairness. Procedural justice in an organizational context examines the decision-making process in the working relationship between superiors and subordinates. As followed by Kaya (2013) supervisors have decision-making authority over subordinates (Lind & Tyler, 1988). Employees are aware of not only results, but also work processes that produce results (Farmers, Beehr & Love, 2003). Procedural justice is primarily concerned with the implications of the way of proceedings and the practice of a policy (Thibaut & Walker, 1975). Perceptions of procedural justice involve interpersonal treatment during the work process (Tyler & Bies, 1990).

Interactional Justice

Kaya (2013) explains that interactional justice is defined as the perceived fairness of supervisory behavior in organizations. This is related to the relationship of employees with their supervisors (Greenberg, 1987). This relationship includes the distribution of resources and benefits, implementation of policies and procedures and how to carry out the decision-making function. Interactional justice is directly related to distributive and procedural justice because supervisors have the authority to control rewards, resources and policies. Supervisor's honesty, courtesy, and respect determine the level of interaction with employees.

Occupational stress

Job stress is the result or response to certain stimuli in the environment. Nowadays, job stress is becoming more evident and leads to low employee morale. The causes of job stress can be attributed to changes in technology, competitive lifestyles and various other social factors. Occupational stress is a double-edged sword, it can be productive and counter-productive (Vekantaran & Ganapati, 2013). It can be productive when it helps or motivates people to work more and perform well. This will enable them to explore opportunities and lead to increased work productivity. It can be counter-productive when external factors create more pressure to work but do not lead to tangible results. Job stress prevails in the daily life of every employee and it has an impact on their job performance. Job stress can occur due to several factors such as overwork, workload, low salary, lack of incentives, motivation at work, recognition and so on (Vekantaran & Ganapati, 2013).

Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievements achieved by someone. The definition of performance (work achievement) is the quality and quantity of work achieved by an employee in carrying out his functions in accordance with the responsibilities assigned to him. According to (Al Mehrzi and Singh, 2016) Performance is the result or level of success of a person as a whole during a certain period of time in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. Furthermore (Yang et al., 2016) stated that performance is basically what employees do.

Research Framework

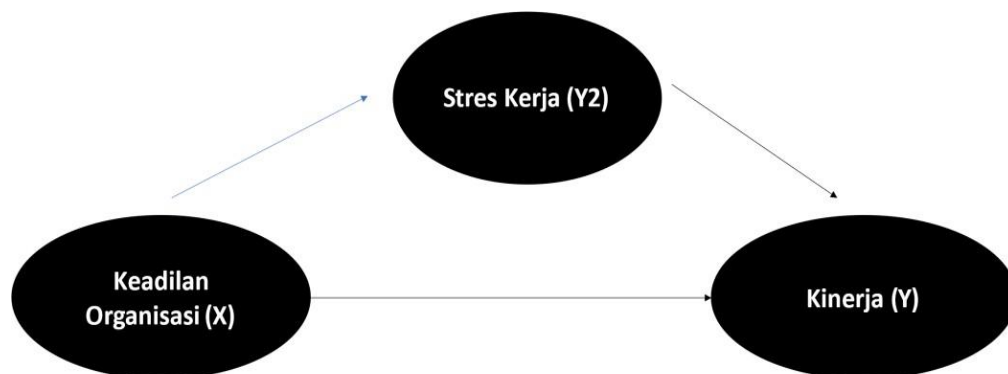


Figure 1. Research Framework

Research method

This study will use a procedure known as a descriptive and explanatory survey, which will explain the description of each variable and the relationship per variable. The relationship model of each variable used in this study is causality, namely the independent variable or independent variable affecting the dependent / dependent variable. Explanatory research refers to the hypothesis that will be tested against the phenomena that occur. This phenomenon can be seen in the object of research at the Dumai Resort Police (Polres). The selection of the object of this research is based on the fact that being a member of the police is a profession that has high stress, with irregular working hours. Statistical Structural Equational Modeling (SEM) PLS was used to test the verification analysis of this study. The variables in this paper that will be analyzed are organizational justice, job stress and performance. Meanwhile, the units of analysis used in this research are all members of the Dumai Police, especially the Traffic Unit (Satlantast), the Criminal Investigation Unit (Satreskrim), and the Intelligence & Security Unit (Satintelkam). The population of the research carried out by the researcher was all personnel of the Dumai Police at the Satreskrim 81 personnel; Satintelkam with 43 personnel; & Satlantast with 49 personnel, so the total population is 173 personnel. This study will use the saturated sample method, meaning that

the population is the same as the sample, but reduced by one (researcher) so that it becomes 172 personnel.

Results

Analisis Partial Least Square (PLS)

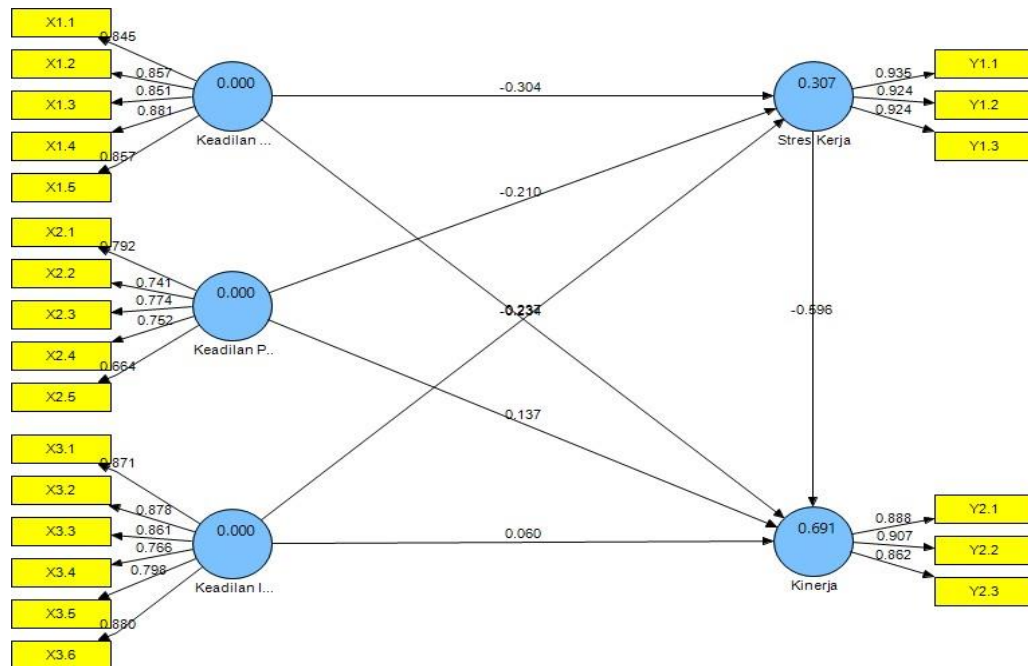


Figure 2. Path Chart

Hypothesis test

Hypothesis testing is used to test the effect of exogenous variables on endogenous variables. The test criteria state that if the value of T-statistics T-table (1.96), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of the significance test can be seen through the following table.

Table 1. Convergent Validity Test Results with Loading Factor

Exogenous	Endogenous	Path Coefficient	Standard Error	T Statistics
Distributive Justice	Occupational Stress	-0.304	0.091	3.332
Distributive Justice	Performance	0.237	0.083	2.869
Procedural Justice	Occupational Stress	-0.210	0.096	2.186
Procedural Justice	Performance	0.137	0.066	2.084
Interactional Justice	Occupational Stress	-0.234	0.079	2.965
Interactional Justice	Performance	0.060	0.067	0.898
Occupational Stress	Performance	-0.596	0.087	6.819

Source: Primary Data Processed, 2022

The effect of distributive justice on police performance. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between distributive justice

and police performance is 2.869. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of distributive justice on police performance. The effect of procedural justice on police performance. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between procedural justice and police performance is 2,084. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of procedural justice on police performance. The effect of interactional justice on police performance. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between interactional justice and police performance is 0.898. The test results show that the value of T statistics < 1.96 . This shows that there is an insignificant effect of interactional justice on police performance. The effect of distributive justice on job stress. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between distributive justice and occupational stress is 3,332.

The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of distributive justice on job stress. The effect of procedural justice on job stress. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between procedural justice and occupational stress is 2.186. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of procedural justice on job stress. The effect of interactional justice on job stress. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between interactional justice and occupational stress is 2,965. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of interactional justice on job stress. The effect of occupational stress on police performance. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between occupational stress and police performance is 6819. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of occupational stress on police performance.

Indirect Effect Test

The indirect effect test is carried out with the aim of testing whether there is an indirect effect of the independent variable on the dependent variable through its mediating variable. The test criteria state that if T-statistics T-table (1.96) then it is stated that there is a significant effect of exogenous variables on endogenous variables through their mediating variables. The indirect effect test results can be seen through the summary in the following table:

Table 2. Indirect Effect Test Results

Exogenous	Intervening	Endogenous	Indirect Coefficient	Standard Error	T Statistics
Distributive Justice	Occupational Stress	Performance	0.181	0.060	2.994
Procedural Justice	Occupational Stress	Performance	0.125	0.060	2.082
Interactional Justice	Occupational Stress	Performance	0.139	0.051	2.719

Source: Primary Data Processed, 2022

Based on the tests listed in the table above, it can be seen that the effect of distributive justice on police performance through occupational stress obtained the T statistics value of 2,994. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of distributive justice on police performance through occupational stress. Therefore, occupational stress is said to be able to mediate the effect of distributive justice on police performance. The effect of procedural justice on police performance through occupational stress is obtained by the T statistics value of 2,082. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of procedural justice on police performance through occupational stress. Therefore, occupational stress is said to be able to mediate the effect of procedural justice on police performance. The effect of interactional justice on police performance through occupational stress is obtained by the T statistics value of 2,719. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of interactional justice on police performance through occupational stress. Therefore, job stress is said to be able to mediate the effect of interactional justice on police performance.

Convert Path Diagram into Structural Model

The conversion of the path diagram into the measurement model is intended to determine the strength of the influence between the described constructs on the effects on the model, namely direct effects and indirect effects. The model effects directly or indirectly are as presented in the following table:

Table 3. Direct and Indirect Model Effects

Exogenous	Intervening	Endogenous	Coefficient	
			Direct	Indirect
Distributive Justice		Occupational Stress	-0.304	
Distributive Justice	Occupational Stress	Performance	0.237	0.181
Procedural Justice		Occupational Stress	-0.210	
Procedural Justice	Occupational Stress	Performance	0.137	0.125
Interactional Justice		Occupational Stress	-0.234	
Interactional Justice	Occupational Stress	Performance	0.060	0.139
Occupational Stress		Performance	-0.596	

Source: Primary Data Processed, 2022

Based on the table above, it can be seen that the measurement model formed is as follows:

$$\text{Equation 1 : } Z = -0.304 X1 - 0.210 X2 - 0.234 X3$$

From equation 1 it can be informed that

1. The direct effect coefficient of distributive justice on occupational stress is -0.304 which states that distributive justice has a negative and significant effect on occupational stress. This means that the better the distributive justice, it tends to reduce occupational stress.

2. The direct effect coefficient of distributive justice on occupational stress is -0.210 which states that distributive justice has a negative and significant effect on occupational stress. This means that the better the distributive justice, it tends to reduce occupational stress.

3. The direct effect coefficient of distributive justice on occupational stress is -0.234 which states that distributive justice has a negative and significant effect on occupational stress. This means that the better the distributive justice, it tends to reduce occupational stress.

$$\text{Equation 2 : } Y = 0.237 X_1 + 0.137 X_2 + 0.060 X_3 - 0.596 Z$$

From equation 2 it can be informed that

1. The direct effect coefficient of distributive justice on police performance is 0.237 which states that distributive justice has a positive and significant effect on police performance. This means that the better the distributive justice, the more likely it is to improve the performance of the police.

2. The direct effect coefficient of distributive justice on police performance is 0.137 which states that distributive justice has a positive and significant effect on police performance. This means that the better the distributive justice, the more likely it is to improve the performance of the police.

3. The direct effect coefficient of distributive justice on police performance is 0.060 which states that distributive justice has a positive and insignificant effect on police performance. This means that the better the distributive justice, the more likely it is to improve the performance of the police, although the increase is not significant.

4. The coefficient of direct effect of occupational stress on police performance is -0.596 stating that occupational stress has a negative and significant effect on police performance. This means that the higher the occupational stress it tends to reduce the performance of the police.

5. The indirect effect coefficient of distributive justice on police performance through occupational stress is 0.181 which states that distributive justice has a positive and significant effect on police performance through occupational stress. This means that the lower the occupational stress caused by the better distributive justice tends to improve the performance of the police.

6. The indirect effect coefficient of procedural justice on police performance through occupational stress is 0.125 which states that procedural justice has a positive and significant effect on police performance through occupational stress. This means that the lower the occupational stress caused by the better procedural justice tends to improve the performance of the police.

7. The indirect effect coefficient of interactional justice on police performance through occupational stress is 0.139 which states that interactional justice has a positive and significant effect on police performance through occupational stress. This means that the

lower the occupational stress caused by the better interactional justice tends to improve the performance of the police.

Discussions

The Effect of Organizational Justice on Police Performance

In the test results listed in the table above, it can be seen that the T statistic value of the relationship between distributive justice and police performance is 2.869. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of distributive justice on police performance. The coefficient of direct effect of distributive justice on police performance is 0.237 which states that distributive justice has a positive and significant effect on police performance. This means that the better the distributive justice, the more likely it is to improve the performance of the police. The results of this study show evidence that, on average, members of the Dumai Polres agree that work schedules, burdens, and responsibilities should be fair to all members. Likewise with the salary and incentives received. If these police personnel feel that they feel distributive justice, it will improve their performance. The results of this study are supported by Christopher (2015) that distributive justice positively affects employee performance.

The Effect of Procedural Justice on Police Performance

In the test results listed in the table above, it can be seen that the T statistic value of the relationship between procedural justice and police performance is 2,084. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of procedural justice on police performance. The direct effect coefficient of procedural justice on police performance is 0.137 which states that procedural justice has a positive and significant effect on police performance. This means that the better procedural justice tends to improve the performance of the police. The Dumai Police personnel generally agree that procedural fairness is very important. Such as dividing the work equitably by minimizing bias to each member; superiors hear what the members are worried about and provide peace of mind; Likewise, the police personnel hope that the leadership has accurate considerations when assigning tasks and explains clearly every decision taken so that there is no misunderstanding between them. The Dumai Police officers also hope that consistency in doing their work is a must. All of these procedural justice indicators, if done properly, will improve their performance. The results of this study are in accordance with the opinion of Zeb et al. (2019) that procedural justice has a significant positive effect on increasing employee performance.

The Effect of Interactional Justice on Police Performance

The test results listed in the table above can be seen that the T statistic value of the relationship between interactional justice and police performance is 0.898. The test results show that the value of T statistics < 1.96 . This shows that there is an insignificant effect of interactional justice on police performance. The coefficient of direct effect of interactional justice on police

performance is 0.60 which states that interactional justice has a positive and significant effect on police performance. This means that the better the interactional justice, the more likely it is to improve the performance of the police. The Dumai Police officers generally agree that the leadership should give them the opportunity to criticize the decisions that have been taken. Then also agree and expect superiors to consider themselves when making decisions. Including that superiors respect every decision made by subordinates, respect the rights as a member of the police force and be honest about work. These interactional justice indicators affect the performance of the Dumai Police personnel. The better the perceived interactional justice, the more they will improve their performance as members of the Dumai Police.

The Effect of Job Stress on Police Performance

The test results listed in the table above can be seen that the T statistic value of the relationship between occupational stress and police performance is 6819. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of occupational stress on police performance. The coefficient of the direct effect of occupational stress on police performance is -0.596 which states that occupational stress has a negative and significant effect on police performance. This means that the higher the occupational stress, it tends to reduce the performance of the police. The results of the research described above indicate that reducing stress greatly affects the performance produced by the Dumai Resort police personnel. Often these police personnel work more than eight hours a day, even if they also have to bring work home, it will increase stress. So that reducing stress is needed by them so that their performance can be better. The results of this study are supported by Riana et al. (2018) which proves that occupational stress has a significant negative effect on employee performance.

Mediation of Job Stress on the Effect of Distributive Justice on Police Performance

Based on the tests listed in the table above, it can be seen that the effect of distributive justice on police performance through occupational stress obtained the T statistics value of 2,994. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of distributive justice on police performance through occupational stress. Therefore, occupational stress is said to be able to mediate the effect of distributive justice on police performance. The coefficient of indirect effect of distributive justice on police performance through occupational stress is 0.181 which states that distributive justice has a positive and significant effect on police performance through occupational stress. This means that the lower the occupational stress caused by the better distributive justice tends to improve the performance of the police.

Mediation of Job Stress on the Effect of Procedural Justice on Police Performance

The effect of procedural justice on police performance through occupational stress is obtained by the T statistics value of 2,082. The test results show that the value of T statistics > 1.96 . This

shows that there is a significant effect of procedural justice on police performance through occupational stress. Therefore, occupational stress is said to be able to mediate the effect of procedural justice on police performance. The indirect effect coefficient of procedural justice on police performance through occupational stress is 0.125 which states that procedural justice has a positive and significant effect on police performance through occupational stress. This means that the lower the occupational stress caused by the better procedural justice tends to improve the performance of the police.

Mediation of Job Stress on the Effect of Interactional Justice on Police Performance

The effect of interactional justice on police performance through occupational stress is obtained by the T statistics value of 2,719. The test results show that the value of T statistics > 1.96 . This shows that there is a significant effect of interactional justice on police performance through occupational stress. Therefore, job stress is said to be able to mediate the effect of interactional justice on police performance. The direct effect coefficient of interactional justice on police performance is 0.060 which states that distributive justice has a positive and insignificant effect on police performance. This means that the better the distributive justice, the more likely it is to improve the performance of the police, although the increase is not significant. Furthermore, the indirect effect coefficient of interactional justice on police performance through occupational stress is 0.139 which states that interactional justice has a positive and significant effect on police performance through occupational stress. This means that the lower the occupational stress caused by the better interactional justice tends to improve the performance of the police.

Conclusion

It can be concluded that organizational justice, whether distributive, procedural or interactional, affects the performance of members of the Dumai Resort Police. Organizational justice, whether distributive, procedural or interactional, negatively affects occupational stress. Occupational stress affects the performance of members of the Dumai Resort Police. Organizational justice (distributive, procedural and interactional) mediates the effect of occupational stress on the performance of members of the Dumai Resort Police. For leaders at Dumai Resort, it is better to pay attention to organizational justice: on distributive justice indicators that you should consider salary increases; on procedural fairness indicators that superiors should ensure that personnel concerns are always heard before any job assignment decisions are made; and in operational fairness, superiors should treat their personnel honestly regarding work. Occupational stress: these police personnel don't want to bring their work home and the physical atmosphere of the office is not comfortable for them to work. Performance: the number of work facilities available for carrying out police duties is still inadequate. The limitation of this study is that the population is only in Dumai Resort, so it is recommended for further researchers to increase the study population.

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Disclosure statement

No potential conflict of interest was reported by the authors.

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