

The Influence of the Congruence of Organisational Values with Individual Values, Worklife Quality, Organisational Justice on Job Satisfaction and Employee Performance at PT. Brantas Abipraya

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ABSTRACT

This research aims to set a direct and indirect influence of the Congruence of Organizational Values with Individual Values, Work Life quality, Organizational Justice on Employees Job Satisfaction and Employees Performance. The Congruence of organizational values with individual values not impact employees job satisfaction. work life quality impact employee job satisfaction. Organizational justice impact employees job satisfaction. Congruence of organizational values with individual impact employees performance. work life quality impact performance. Organizational justice impact employees performance. Congruence of organizational values with individual values impact employees performance through job satisfaction. work life quality impact employees performance through job satisfaction. Organizational justice indirectly and significantly impact employees performance through job satisfaction. Job satisfaction impact employees performance

INTRODUCTION

Organizational behaviour (OB) studies the behaviour of individuals and group of organisational structures in organisations with the aim of improving employee job satisfaction, productivity, and organisational effectiveness.

The organization will succeed in achieving its strategic goals depending on the performance of its employees. Ability is the skill, training, and resources used to perform a job, whereas motivation is the spiritual or inner force of the individual that makes the individual act to something. (Kuruja, 2013). Employee performance is a record of employee performance of many aspects of work related to a job, how the job is performed well and correctly in accordance with the established standards. (Dugguh S. I., 2014). There are several paths in understanding employee performance, namely: to understand the employee's performance refers to the understanding of the outcome, and to refer to the concept of employees' performance as behavior. Performance is the activity of an employee that can be observed, there is a potential performance is some strength or power that the employee has in completing a job and obtaining maximum results, and in the actualization performance is the level of employee work performance that is realized in the form of output. By looking at the outcome can be known a success and failure of an employee in completing his work in an organization (Umar, 2012). In addition to consumer satisfaction, the organization's goal is to create job satisfaction towards its employees in order to a high level of performance, through employee satisfaction the organization is expected to be better for its future, it can be said that the measure of employee success in an organization is employee work satisfaction (Winarti E. HS., 2015). Job satisfaction refers to an individual's perception of the employee's work environment, employee relationships, income, and promotion. Job satisfaction plays an important role in determining work performance. When employees are satisfied, they contribute so that they can improve their performance in the organization. (Carmmeli, 2004). A person's job satisfaction will have an impact on improving organizational performance (Reisel, 2007). (Peter, 2003). Employee performance is an important issue for any organization and refers to whether an employee does the job well or not. Job satisfaction is described as an employee's feelings derived from an assessment of their job. (Perera;, 2014). Research by Rose (C. R. Rose, 2009) shows that job satisfaction and organizational commitment have a positive and significant impact on performance. Meanwhile, the studies conducted by Kuswandi (Kuswandi, 2015) and Sangadji (Sangadji, 2014), tested the job satisfaction and performance of lecturers. The results show that there is no significant influence between job satisfaction and lecturer performance. Performance is based on the results of a variety of combinations of interactions of various factors, so many organizations are interested in knowing these factors. The biggest challenge a company faces is to attract, retain and develop its employees. One way to face this challenge is to ensure that the values of the organization are aligned with those of the employees. Understanding Organizational Value-Values can help companies to choose employees with values and beliefs that match the organization and form experiences that can strengthen such conformity. Compatibility between individuals and

organizations has become an interesting topic for researchers and human resources management practitioners. It is important for them to find suitable jobs, appreciating organizations because basically employees tend to choose to leave their jobs when the working environment is not suitable as expected. The concept of Organizational Value-Compatibility, i.e. compatibility between organizational values and individual values of employees, has been extensively explored in relation to internal aspects of the organization such as organizational commitment, organization identification, job satisfaction, intention to leave the organization, willingness to do extra work in the organization. (Nazir, 2004).

In understanding the organisational behaviour of a company, an approach using two or more disciplines is needed, to be able to know, understand, and how to manage employees properly for this requires research, implementation, analysis, and evaluation. Analysis in organisational behaviour has three basic levels of analysis, namely individual, group, and organisation. SOE Minister Erick Thohir revealed a number of reasons why state-owned companies in the construction sector often suffer losses. There are at least 3 points that are considered to be a factor in BUMN Karya's loss. (Hakim, 2023)The first point is that the interest burden is too high. Second, the operational time is not in accordance with the feasibility study. Third, due to corruption cases. The performance of PT Brantas Abipraya is inseparable from employee performance and the company cannot be separated from the Congruence of Organisational Values with Individual Values, Worklife quality and Organisational Justice. These three factors have played an important role in improving employee performance. Organisational Values with Individual Values contribute greatly to motivate and stimulate employees to work seriously, same as worklife Quality that can make employees consistent to improve work results. To be a competitive company, good HR is needed because HR is a very important asset for the running of an organisation.

The importance of companies paying attention to the issue of Organisational Values with Individual Values, Worklife quality and Organisational Justice is because companies are more focused on achieving profits and ignoring human resources. This can be seen from the performance of the organisation, namely the not optimal attitude of service, innovation, productivity, and superior quality of human resources. (Suwarsi, 2015)

1. To specify and analyse direct impact of the Congruence of Organisational Values with Individual Values on job satisfaction of employees of PT Brantas Abipraya.
2. To specify and analyse direct impact of Worklife Quality on job satisfaction of PT Brantas Abipraya employees.
3. To specify and analyse the direct impact of organisational justice on job satisfaction of PT Brantas Abipraya employees.
4. To specify and analyse the direct impact of the Congruence of Organisational Values with Individual Values on the performance of employees of PT Brantas Abipraya.
5. To specify and analyse the direct impact of Worklife Quality on Employees Performance of PT Brantas Abipraya.

6. To specify and analyse the direct impact of organisational justice on employees performance of PT Brantas Abipraya.
7. To specify and analyse the indirect impact of the Congruence of Organisational Values with Individual Values on Employees Performance of PT Brantas Abipraya through Job Satisfaction.
8. To specify and analyse the indirect impact of Work Life Quality on the performance of PT Brantas Abipraya through Job Satisfaction.
9. To specify and analyse the indirect impact of organisational justice on employees performance of PT Brantas Abipraya through job satisfaction.
10. To specify and analyse the direct impact of Job Satisfaction on Employees Performance

LITERATURE REVIEW

Organisational behaviour studies the impact of individuals, groups and groups on the emergence of various behaviours in organisations to improve organisational effectiveness. The behaviour of all individuals is fundamentally consistent. Behaviour does not appear randomly, but can be predicted, then modified according to the differences and uniqueness of each individual. (Robbins & Judge, 2015)

Congruence of Organisational Values with Individual Values

In general, Congruence of Organisational Values with Individual Values is defined as the congruence among organisational values and person values (Kristof, 1996; Netemeyer et al., 1999; Vancouver et al., 1994). Organisational Values Congruence with Individual Values is based on the assumption of individuals' needs to maintain their congruence with values. Walton (Walton, 1973) suggests that Worklife quality is how effective the organisation is in responding to the needs of employees. Quality of work components such as fair and sufficient payout, pleasant work environment, prepare sustainable opportunities, complying with ordinance in the work environment, worklife loyalty, facilities, and developing human ability. (Robbins & Judge, 2015) said that of work life quality means a process of how an organisation reply to employee wants by growing mechanisms so that employees may have chance to create decisions of their lives inside the scope of the organisation's work.

WorkLife Quality

Walton (Walton, 1973) suggests that Worklife Quality is the effectiveness of organisation is in responding to employees necessity. Quality of work components such as fair and sufficient payout, pleasant work environment, lasting opportunities, complying the ordinance of work environment, worklife loyalty, facilities, and developing human ability.

Organisational Justice

Organizational justice is a theory organisational behaviour that is still undergoing development. Organisational may specify few individual attitudes and behaviours. Organisational justice originated from the theory of organisational justice originated from theory of justice (Adams, 1963). This theory states that people contrast the ratio among the outcomes of the work they do, for example promotion as well as rewards, to the inputs they give versus the

same ratio from others. Although the propositions of fairness theory were not entirely sustained, the hypothesis able to simplify workplace justice.

Job Satisfaction

Some experts provide definitions of job satisfaction such as Davis and Newstrom (Davis & Newstrom, 2002) argued "Job Satisfaction is viewpoint of employees into their jobs." (Job satisfaction is the feeling of pleasure or displeasure of a worker towards his job). Job satisfaction is eagerness for their who worked. Furthermore, Robbins and Judge suggest that job satisfaction is influenced by job challenges, salary, working conditions, personality and job compatibility and co-workers. If employees are satisfied, they going to work effectively to provide their ability to improve performance in the organisation. (Robbins & Judge, 2015).

Performance

Robbins suggests "employees performance way of thought is a interaction of ability function as well as motivation and then opportunity". The definition implies that employee performance is a usefulness of the interaction of ability, motivation, and opportunity to perform. (Robbins & Judge, 2015) Performance is the real behaviour that everyone displays as a work accomplishment produced by a person in the institution to achieve its goals. The level of accomplishment of employees at work may establish the success of the organisation (Ahmed et al., 2012). (Ahmed et al., 2012).

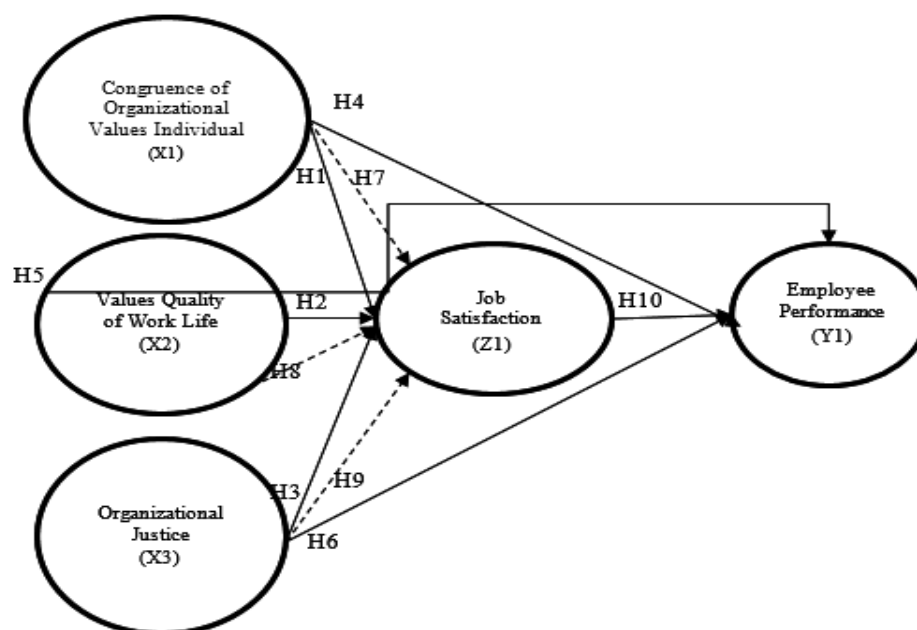


Figure 1. Conceptual Framework

Hypothesis

1. H1 : The Congruence of Organisational Values with Individual Values have direct and significant impact on job satisfaction of PT Brantas Abipraya employees.
2. H2 : WorkLife Quality have direct and significant impact on job satisfaction of PT Brantas Abipraya employees.

3. H3 : Organisational Justice have direct and significant impact on Job Satisfaction of PT Brantas Abipraya employees.
4. H4 : Organisational Values with Individual Values have direct and significant impact on Employee Performance of PT Brantas Abipraya.
5. H5 : WorkLife value have direct and significant impact on Employee Performance of PT Brantas Abipraya
6. H6 : Organisational Justice have direct and significant impact on Employee Performance of PT Brantas Abipraya.
7. H7 : Organisational Values with Individual Values have indirect impact to Employee Performance of PT Brantas Abipraya through Job Satisfaction.
8. H8 : WorkLife Quality have indirect impact to Employee Performance of PT Brantas Abipraya through Job Satisfaction.
9. H9 : Organisational Justice have indirect impact to Employee Performance of PT Brantas Abipraya through Job Satisfaction.
10. H10 : Job Satisfaction have direct and significant impact to Employee Performance of PT Brantas Abipraya

METHODOLOGY

The method used in this research is the survey method with simple random sampling technique. The survey results are cross-section data, which is a set of data obtained from research at a time point, where the data varies according to the characteristics of respondents in answering items related to variables Values-Values of Organizations with Valuations of Individuals, Quality of Working Life, Organizational Justice, Job Satisfaction and Employee Performance, not on the basis of a timescale. (time series)

This research was carried out on employees of Government-owned enterprise agencies (BUMN), namely PT Brantas Abipraya, based at D.I. Panjaitan Kav. 14, Cawang, East Jakarta 13340, while for data collection was done at the Central Office, and Branch offices. Primary data in this study included variables of Organization Value Correspondence with Individual Values (X1), Quality of Working Life (X2), Organizational Fairness (X3), Job Satisfaction (Z1), and Employee Performance (Y1). This research is a survey research, so the data collection technique that will be done is through the questionnaire given to all the permanent employees at PT Brantas Abipraya. The use of questionnaire techniques is aimed at obtaining data from respondents as the subject of research, i.e. on the variables to be measured, including: Organizational Value Correspondence to Individual Values, Quality of Working Life, Organizational Fairness, Job Satisfaction and Employee Performance based on the likert scale, with the highest score 5 and the lowest score 1. The research achieved by spreading a questionnaire to respondents which are all employees or permanent employees of PT Brantas Abipraya as many as 115 respondents.

Measurements carried out on SEM are Outer model or also called the measurement model, that is, connecting all manifest variables or indicators with their latent variables and inner model or structural model, that is, where all the latent variables are connected with each other based on the theory. This survey research is used for explanatory or confirmatory purposes calculated in SmartPls (SEM analysis) to specify convergent and discriminant validity, AVE, reliability

test, r-square and direct – indirect influence of each variables. The demographic aspects consist of gender, age, latest education, period of service and work unit.

Table 1. Demographic Description of Research Objects

	Category	Number of Respondents	Percentage
Gender	Male	44	38,50%
	Women	71	61,50%
	Total	115	100,00%
Age	20-25 years old	13	11,20%
	26 -30 years old	9	7,70%
	31 - 35 years	20	17,90%
	36 - 40 years	10	8,50%
	41 - 45 years	63	54,70%
	Total	115	100,00%
Last Education	D3	19	17,10%
	S1	83	71,80%
	S2	13	11,10%
	S3	0	0,00%
	Total	115	100,00%
Period of Service	under 2 years	19	16,52%
	3 - 7 years	45	39,13%
	8 - 12 years	19	16,52%
	13 - 17 years	16	13,91%
	over 18 years old	16	13,91%
	Total	115	100,00%
Work Unit	Head Office	29	25,22%
	Operations Division 1	24	20,87%
	Operations Division 2	1	0,87%
	Operations Division 3	4	3,48%
	Equipment Division, Precast	1	0,87%
	Project	56	48,70%
	Total	115	100,00%

Source: Research Results (2024)

RESULT

Convergent Validity

Deemed reliable or high if correlated above 0.70 with another construct.

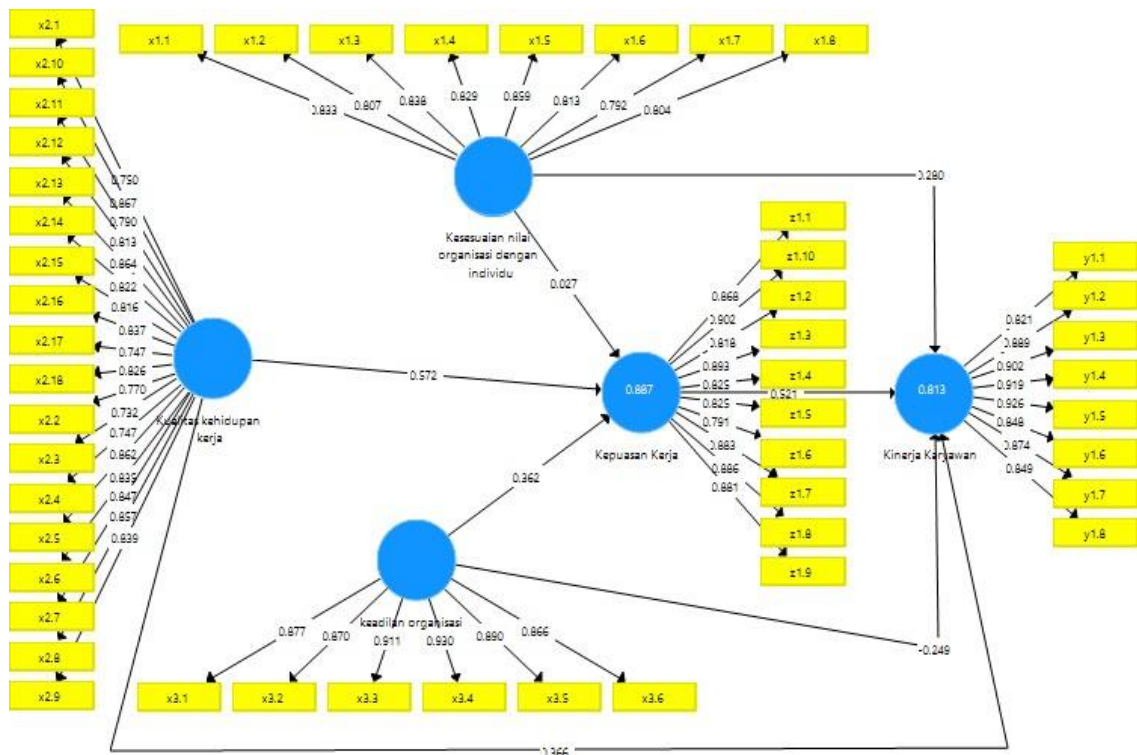


Figure 2. Outer Loading
Source: SmartPls 4 Results (2024)

Discriminant Validity

Table 2. Cross Loading Value

	Job Satisfaction	Organisational and individual value congruence	Employee Performance	Quality of working life	Organizational justice
x1.1	0,697	0,833	0,682	0,705	0,600
x1.2	0,676	0,807	0,678	0,694	0,649
x1.3	0,657	0,838	0,703	0,714	0,619
x1.4	0,678	0,829	0,727	0,718	0,663
x1.5	0,738	0,859	0,723	0,801	0,759
x1.6	0,699	0,813	0,662	0,797	0,701
x1.7	0,719	0,792	0,736	0,783	0,741
x1.8	0,670	0,804	0,652	0,743	0,631
x2.1	0,655	0,722	0,729	0,750	0,610
x2.10	0,775	0,761	0,723	0,867	0,817
x2.11	0,717	0,702	0,676	0,790	0,793
x2.12	0,796	0,721	0,675	0,813	0,828
x2.13	0,794	0,776	0,764	0,864	0,773
x2.14	0,806	0,751	0,788	0,822	0,736

x2.15	0,748	0,748	0,756	0,816	0,662
x2.16	0,754	0,739	0,675	0,837	0,835
x2.17	0,690	0,694	0,763	0,747	0,580
x2.18	0,815	0,743	0,731	0,826	0,792
x2.2	0,687	0,749	0,689	0,770	0,654
x2.3	0,673	0,680	0,686	0,732	0,656
x2.4	0,713	0,677	0,626	0,747	0,760
x2.5	0,779	0,794	0,767	0,862	0,765
x2.6	0,779	0,719	0,653	0,835	0,781
x2.7	0,802	0,743	0,681	0,847	0,785
x2.8	0,857	0,786	0,710	0,857	0,819
x2.9	0,766	0,754	0,704	0,839	0,836
x3.1	0,774	0,709	0,672	0,763	0,877
x3.2	0,743	0,636	0,640	0,735	0,870
x3.3	0,834	0,791	0,727	0,858	0,911
x3.4	0,847	0,763	0,761	0,859	0,930
x3.5	0,806	0,726	0,706	0,847	0,890
x3.6	0,863	0,733	0,719	0,854	0,866
y1.1	0,750	0,715	0,821	0,756	0,682
y1.2	0,747	0,792	0,889	0,802	0,737
y1.3	0,749	0,738	0,902	0,744	0,646
y1.4	0,805	0,755	0,919	0,781	0,706
y1.5	0,792	0,775	0,926	0,787	0,728
y1.6	0,770	0,729	0,848	0,782	0,734
y1.7	0,761	0,757	0,874	0,764	0,720
y1.8	0,744	0,694	0,849	0,738	0,616
z1.1	0,868	0,731	0,718	0,832	0,855
z1.10	0,902	0,750	0,769	0,837	0,831
z1.2	0,818	0,638	0,621	0,765	0,819
z1.3	0,893	0,719	0,726	0,823	0,794
z1.4	0,825	0,753	0,803	0,819	0,764
z1.5	0,825	0,736	0,797	0,775	0,676
z1.6	0,791	0,727	0,772	0,743	0,678
z1.7	0,883	0,713	0,767	0,772	0,800
z1.8	0,886	0,734	0,704	0,812	0,828
z1.9	0,881	0,717	0,778	0,806	0,781

Cross loadings each variables >0.70 , this explains latent construct estimates higher block size than others.

Table 3. Average Variance Extracted (AVE)

Variables	AVE	Rule of Thumb	Result
Job Satisfaction	0,736	>0.50	Valid
Organisational and individualvalue congruence	0,676	>0.50	Valid
Employee Performance	0,773	>0.50	Valid
Worklife Quality	0,662	>0.50	Valid
Organisational Justice	0,794	>0.50	Valid

Source: SmartPls 4 Calculation Results (2024)

Reliability Test

Table 4. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,960	0,965
Organisational and individualvalue congruence	0,931	0,943
Employee Performance	0,958	0,965
Worklife Quality	0,970	0,972
Organisational Justice	0,948	0,958

Source: SmartPls 4 Calculation Results (2024)

All parameters above 0.70 and it means that all of the variables in meet the reliability test requirements.

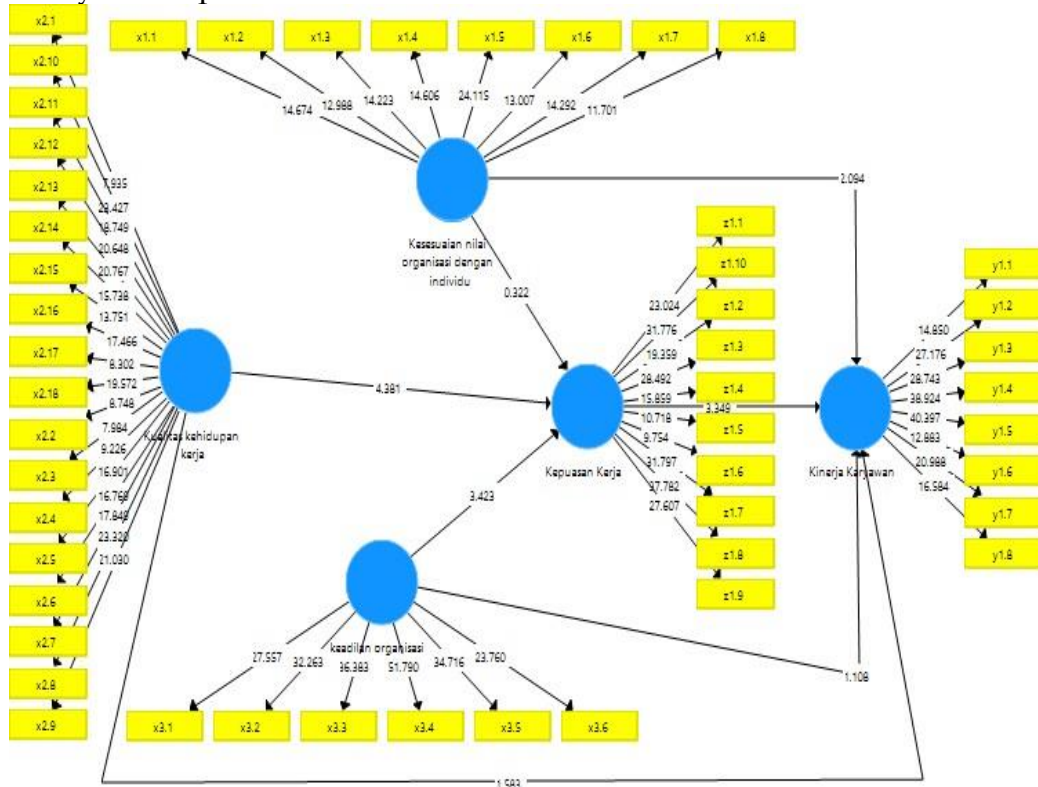


Figure 2. Structural Model Testing (Inner Model)

Table 5. R-Square

	R Square	R Square Adjusted
Job Satisfaction	0,887	0,884
Employee Performance	0,813	0,806

R-square of job satisfaction is 0.887 or 88.7% (Strong category). R-square score of employee performance is 0.813 or 81.3% (Strong category).

Hypothesis Test

Table 6. Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Performance	0,521	0,511	0,155	3,349	0,001
Organisational value congruence with individual -> Job Satisfaction	0,027	0,027	0,085	0,322	0,748
Organisational value congruence with individual -> Employee Performance	0,280	0,290	0,134	2,094	0,038
Quality of work life -> Job satisfaction	0,572	0,588	0,131	4,381	0,000
worklife Quality -> Employee Performance	0,066	0,346	0,231	1,583	0,116
organisational justice -> job satisfaction	0,362	0,347	0,106	3,423	0,001
organisational justice -> employee performance	-0,249	0,235	0,225	1,108	0,270

Source: SmartPls 4 Results (2024)

Job satisfaction on employee performance, T-Statistic of 3.349>1.659 (strong direct influence) P-Value of 0.001 <0.05 (significant influence). Organisational value congruence with individuals on job satisfaction, T-Statistic of 0.322 <1.659 (weak direct influence) P-Value of 0.748>0.05 (no significant influence). Organisational value congruence with individuals on employee performance, T-Statistic of 2.094>1.659 (strong direct influence) P-Value of 0.038>0.05 (significant influence). Worklife quality on job satisfaction, T-Statistic

4.381 > 1.659 (strong direct influence) P-Value of 0.000 < 0.05 (significant influence). Worklife Quality on employee performance, T-Statistic 1.583 < 1.659 (weak direct influence) P-Value of 0.116 > 0.05 (no significant influence), Organisational justice on job satisfaction, T-Statistic 3.423 > 1.659 (strong direct influence) P-Value of 0.001 < 0.05 (significant influence). Organisational justice on employee performance, T-Statistic 1.108 < 1.659 (weak direct influence) P-Value of 0.270 > 0.05 (no significant influence)

Table 7. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organisational value congruence with individual -> Job Satisfaction -> Employee Performance	0,014	0,017	0,051	0,278	0,782
Worklife Quality -> Job Satisfaction -> Employee Performance	0,298	0,296	0,108	2,751	0,007
organisational justice -> jobsatisfaction -> employee performance	0,189	0,177	0,079	2,381	0,019

Source: SmartPls 4 Calculation Results (2024)

Organisational value congruence with individuals on performance through satisfaction, Tstatistic of 0.278 < 1.659 (weak influence) P-Value of 0.782 > 0.05 (no significant influence). Worklife quality on performance through satisfaction, Tstatistic of 2.751 > 1.659 (strong influence) P-Value of 0.007 < 0.05 (significant influence) Organisational justice on performance through satisfaction, Tstatistic of 2.381 > 1.659 (strong influence) P-Value of 0.019 < 0.05 (significant influence).

DISCUSSION

The Effect of Congruence of Organisational Values with Individual Values on Job Satisfaction

The p-value 0.748 > 0.05, t-statistics 0.322 < 1.659 (t table), so the variable of Congruence of organisational values with individual values has no effect on job satisfaction (Ha rejected). Coefficient value is only 0.027 which indicates that the congruence of organisational values with individual values has a very small effect on satisfaction of 2.7%. (H1) rejected. Congruence of organisational values with individual values has no direct and significant influence on job satisfaction of PT Brantas Abipraya employees.

The Effect of WorkLife Quality on Job Satisfaction

The p-value 0.000 < 0.05, t-statistics 4.381 > 1.659 (t table), so the worklife quality variable affects job satisfaction (Ha accepted). Coefficient value is 0.572 which indicates that the worklife quality affects satisfaction by 57.2%. (H2) accepted. Worklife quality has a direct and significant influence on job satisfaction of PT Brantas Abipraya employees.

The Effect of Organisational Justice on Job Satisfaction

The p-value $0.001 < 0.05$, t-statistic $3.423 > 1.659$ (t table), so the organisational justice variable affects job satisfaction (H_a accepted). Coefficient value is 0.362 which indicates that organisational justice affects satisfaction by 36.2%. (H_3) accepted. Organisational justice variable has a direct and significant influence on job satisfaction of PT Brantas Abipraya employees.

The Effect of Organisational Values Congruence with Individual Values on Employee Performance

The p-value $0.038 < 0.05$, t-statistics $2.094 > 1.659$ (t table), so the variable Congruence of organisational values with individual values affects performance (H_a accepted). Coefficient value is 0.280 which indicates that the congruence of organisational values with individual values affects performance by 28%. (H_4) accepted. Congruence of organisational values with individual values has a direct and significant influence on employee performance of PT Brantas Abipraya employees.

The Effect of WorkLife Quality on Employee Performance

The p-value $0.116 < 0.05$, t-statistics $1.583 < 1.659$ (t table), so the worklife quality variable has no effect on performance (H_a rejected). Coefficient value is 0.066 which indicates that the worklife quality only affects performance by 6.6%. (H_5) rejected. Worklife quality variable has no direct and significant influence on the employee performance of PT Brantas Abipraya employees.

The Effect of Organisational Justice on Employee Performance

The p-value $0.270 > 0.05$, t-statistics $1.108 < 1.659$ (t table), so the organisational justice variable has no effect on performance (H_a rejected). Negative coefficient value of -0.249 indicates that organisational justice negatively affects performance by -24.9%. (H_6) rejected. Organisational justice variable has no direct and significant influence on employee performance of PT Brantas Abipraya employees.

The Effect of Organisational Value Congruence with Individual Values on Employee Performance Through Job Satisfaction as Intervening Variable

The p-value of $0.780 > 0.05$, t statistics $0.278 < 1.659$ (t table), so the variable Congruence of organisational values with individual values has no influence on performance through satisfaction as an intervening variable (H_a rejected). Coefficient value of 0.014 which indicates the suitability of organisational values with individual values affects performance through satisfaction as an intervening variable by only 1.4%. (H_7) rejected. Congruence of organisational values with individual values indirectly has no significant impact on employee performance through job satisfaction as an intervening variable for employees of PT Brantas Abipraya.

The Effect of WorkLife Quality on Employee Performance Through Job Satisfaction as Intervening Variable

The p-value $0.007 < 0.05$, t-statistics $2.751 > 1.659$ (t table), so worklife quality affects performance through satisfaction as an intervening (H_a accepted). Coefficient value is 0.298 which indicates that the worklife quality affects performance through satisfaction as an intervening by 29.8%. (H_8) accepted. Worklife quality variable indirectly and significantly influence employee

performance through job satisfaction as an intervening for employees of PT Brantas Abipraya.

The Effect of Organisational Justice on Employee Performance Through Job Satisfaction as Intervening Variable

The p-value of $0.019 < 0.05$, t-statistics $2.381 > 1.659$ (t table) so the organisational justice variable affects performance through satisfaction as an intervening variable (H_a accepted). The coefficient value is 0.189 which indicates that organisational justice affects performance through satisfaction as an intervening by 18.9%. (H_9) accepted. Organisational justice variable indirectly and significantly influence employee performance through job satisfaction as an intervening for employees of PT Brantas Abipraya.

The Effect of Job Satisfaction on Employee Performance

The p-value of $0.001 < 0.05$, t-statistics $3.349 > 1.659$ (t table) so the job satisfaction variable affects performance (H_a accepted). Coefficient value is 0.521 implying job satisfaction affects performance by 52.1%. (H_{10}) accepted. Job satisfaction variable has a direct and significant influence on the employee performance of PT Brantas Abipraya employees.

CONCLUSION AND RECOMENDATION

Conclusion

1. The congruence of organisational values with individual values has no direct and significant effect on employee job satisfaction PT Brantas Abipraya.
2. Worklife quality has a direct and significant effect on employee job satisfaction PT Brantas Abipraya
3. Organisational justice has a direct and significant effect on employee job satisfaction PT Brantas Abipraya
4. The congruence of organisational values with individual values has a direct and significant effect on the performance of employees of PT Brantas Abipraya.
5. Worklife quality does not have a direct and significant effect on performance employees of PT Brantas
6. Organisational justice has no direct and significant effect on employee performance PT Brantas Abipraya.
7. The congruence of organisational values with individual values indirectly has no significant effect on employee performance through job satisfaction as an intervening variable for employees of PT Brantas.
8. Worklife quality indirectly and significantly affects employee performance through job satisfaction as an intervening variable employees of PT Brantas Abipraya
9. Organisational justice indirectly and significantly affects employee performance through job satisfaction as intervening variable employees of PT Brantas Abipraya
10. Job satisfaction have a direct and significant effect on employee performance PT Brantas Abipraya.

Recomendation

In the variable congruence of organisational values with individual values, the lowest score is on indicator x1.7 with a score of 4.25 regarding "I feel in accordance with the company in terms of employee performance appraisal". There are several inputs that might be done to improve the suitability of employee performance appraisals, including setting clear and objective performance standards, conducting regular performance appraisals, providing constructive feedback and clear follow-up, improving communication and transparency, and utilising technology such as hr software to manage the performance appraisal process.

In the worklife quality variable, the lowest score is in indicator x2.12 with a score of 4.16 regarding "This company has a good pension programme". To further improve the existing pension programme, it is better if the company evaluates the pension programme regularly and makes adjustments if necessary.

In the organisational justice variable, the lowest score is on indicator x3.2 with a score of 4.04 regarding "All employees get the same payroll standards". Payroll standards are things that have been determined by the company with various considerations according to the workload given to employees, but other steps also need to be adjusted to the needs and culture of the organisation so that employees feel comfortable and treated fairly, such as an explanation of differences in payroll standards.

In the job satisfaction variable, the lowest score is in indicator z1.8 with a score of 4.21 regarding "I always get information from this company about career paths". It is important for employees to think about their career path, for companies it is good if they provide clear and accurate information about the career paths available in the company, the requirements and qualifications needed for each career path and the career development process in the company.

In the employee performance variable, the lowest score is in indicator y1.1 with a score of 4.27 regarding "The level of work achievement that I produce is in accordance with the target". Things that can be done to improve work achievement include making careful planning, increasing focus and productivity, improving skills and knowledge, building motivation and enthusiasm for work and building effective communication and collaboration.

FURTHER STUDY

This research still has related limitations, so further research needs to be carried out on the topics of the Influence of Organizational Values Congruence with Individual Values, Quality of Work Life, Organizational Justice on Job Satisfaction and Employee Performance in order to perfect this research and increase insight for readers.

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