

The Effect of Functional Position Inpassing and Organizational Justice on Employee Performance at Kemenag Banda Aceh Office Mediated by Islamic Work Culture and Job Satisfaction

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Abstract

This research seeks to examine the impact of functional position inpassing and organizational justice on employee performance, with Islamic work culture and job satisfaction serving as mediating factors. The study focuses on the population of all government employees (ASN) nominated for promotion (inpassing) at the Ministry of Religion (Kemenag) Banda Aceh Office in 2024, totaling 106 individuals. The results concluded that functional position inpassing and organizational justice affect Islamic work culture and job satisfaction but don't affect employee performance, Islamic work culture and job satisfaction affect employee performance, and functional position inpassing and organizational justice affect employee performance through Islamic work culture and job satisfaction. Islamic work culture and job satisfaction both function as full mediators here.

Keywords: Employee Performance, Islamic Work Culture, Job Satisfaction, Functional Position Inpassing, Organizational Justice

1. Introduction

Improving organizational performance is essential for effectively utilizing available resources to achieve established goals. To attain optimal performance, it is important to measure work results against set standards. Performance appraisal, or employee evaluation within the State Civil Apparatus (ASN), plays a crucial role in assessing employee contributions. This process can significantly impact employee motivation, encouraging them to enhance their productivity and serve as valuable assets to the organization by consistently supporting individual performance. Furthermore, performance appraisals offer a structured opportunity to provide regular feedback to employees. (Trivellas et al., 2015). With this feedback, employees can find out their position against the targets set and how to improve them. From the initial interview with the employees at the Ministry of Religion (Kemenag) Banda Aceh Office, researchers was found that there are still many employees who have poor performance. One of them is the lack of discipline in complying with the provisions for coming to work and obeying working hours so it has a negative impact on the work unit. Employees who violate discipline. However, the facts in the field show that not all violators of discipline receive sanctions for what they do. Disciplinary sanction regulations are more applied to ordinary employees (Udin et al., 2022). At the same time, disciplinary sanctions for employees with a certain social status, or employees who have an element of kinship with the leader/superior are rarely applied (Vuong & Nguyen, 2022). Based on the performance report of 2023, it was found that the Kemenag

Banda Aceh Office achievement, from the 54 performance targets set, 32 performance targets were achieved 100% and 22 performance targets had not been achieved. Based on the results of the pre-survey with 30 respondents on the performance variable, the average value was 3.69. The average value > 3.41 indicates that the performance is good. One of the factors that influences performance is Islamic work culture. By implementing Islamic values such as honesty, responsibility, and mutual respect, employees feel more motivated to carry out their duties well. A work environment that supports Islamic principles creates a positive atmosphere. Moreover, Islamic work culture promotes collaboration and cooperation among employees. By stressing the significance of Ukhuwah (brotherhood) and mutual assistance, employees are more inclined to share their knowledge and experiences, ultimately enhancing team effectiveness (Hamzah et al., 2021). When employees feel a sense of connection and share common goals, they are more likely to work synergistically, positively influencing the overall performance of the organization. Thus, the implementation of Islamic work culture not only improves individual performance, but also strengthens collective performance. Based on initial survey, it is known that the overall Islamic work culture at Kemenag Banda Aceh Office is good with an average value of 3.72 ($3.72 > 3.41$). However, there are still indicators that lack respondents who feel they do not need to serve the organization, as many as 11 respondents answered that they disagree.

Apart from Islamic work culture, other factors are possible influences performance is job satisfaction (Jufrizen & Kandhita, 2021). High levels of job satisfaction are known to help decrease employee turnover rates (M. U. Akram et al., 2015). This allows the Kemenag Banda Aceh Office to retain valuable experience and skills within its team. According to the results of the pre-survey, the average score was 3.69, indicating a good level of job satisfaction (with a benchmark of 3.64 considered better than 3.41). However, some indicators reflected lower values, particularly in areas where leadership does not actively supervise the work being carried out. Furthermore, another factor that may influence performance is the opportunity for career change (Nugroho & Tanuwijaya, 2022), here we refer to it according to the terms used in government organizations in Indonesia, as the Functional Position Inpassing. Functional inpassing inpassing is a job adjustment process for ASNs who already have certain experience and competence, so that they can be appointed to a functional position that matches their qualifications and expertise. In addition, functional position inpassing also contributes to the career development of employees at the Kemenag Banda Aceh Office. With inpassing, employees have the opportunity to improve their competence and professionalism, which in turn can have a positive impact on public services provided. This process also reflects the government's commitment to creating a fair and transparent work environment. Inpassing functional positions in the Kemenag Banda Aceh Office allegedly has a significant positive impact on employee performance. This process allows employees to be transferred to positions that are more in line with their competencies and qualifications, thereby increasing their self-confidence and motivation in carrying out their duties. In addition, inpassing also serves as a tool to improve employee professional development. When employees are strategically placed in roles that align with their strengths and interests, they have the opportunity to cultivate essential skills and deepen their knowledge relevant to their positions. This targeted development not only enhances their individual capabilities but also significantly boosts overall work efficiency and effectiveness. Moreover, when employees recognize that they possess the chance to grow professionally and make meaningful contributions to the organization, it fosters a sense of engagement and motivation. This positive sentiment, in turn,

translates into heightened performance across the organization, leading to collective success and a thriving workplace environment. Thus, inpassing functional positions not only improves individual performance, but also contributes to the achievement of the strategic goals of the Kemenag Banda Aceh Office. Based on the pre-survey, it is known that overall job inpassing is good with an average value of 3.43 ($3.72 > 3.41$). However, there are still indicators that the tasks experienced do not interfere with productivity, as many as 16 respondents answered disagree.

The next factor that influences performance is organizational justice. Organizational justice has the potential to create enormous benefits for employees in an organization such as greater trust, good performance, and commitment. Organizational justice improves attitudes and behaviors that include commitment, trust, and performance (Sarwary et al., 2023). Another interest of organizational justice is increasing individual productivity, employee activities, attitudes, and behavior as well as employee performance. Human performance in an organization reflects its knowledge, skills, and values. It is based on the measurement of employee knowledge, abilities, motivation, work behavior, and performance. Fairness in the distribution of resources, such as rewards and recognition, and procedural justice in decision-making, can increase employee job satisfaction. In addition, organizational justice also contributes to improving employee relations at the Kemenag Banda Aceh Office. When employees perceive fair treatment, mutual trust and collaboration are strengthened. A transparent work environment encourages teamwork to achieve organizational goals, which can enhance productivity and efficiency. Thus, the application of organizational justice principles not only has an impact on individual satisfaction, but also contributes to the overall performance of the organization. Based on the pre-survey, overall organizational justice is good with an average value of 3.77 ($3.67 > 3.41$). However, there are still indicators that are lacking, where there are still employees who are still less confident that the organization is fair in implementing policies for each employee, with 16 people answering that they disagree.

Functional Position Inpassing in the Kemenag Banda Aceh Office allegedly plays an important role in improving employee performance, especially when this process is mediated by an Islamic work culture and job satisfaction. When employees are moved to positions that are more in line with their competencies and qualifications, they feel more appreciated and motivated to give their best. An Islamic work culture, which emphasizes values such as honesty, responsibility, and mutual respect, creates an environment that supports employees to contribute optimally. In this context, inpassing not only improves job suitability but also strengthens employee commitment to organizational values. In addition, Islamic work culture serves as a link that strengthens the relationship between functional position inpassing and employee performance. When employees feel that they are working in an environment that is in accordance with Islamic principles, they tend to be more enthusiastic and productive. This creates synergy between the right job placement and the values adopted, thus encouraging employees to achieve better performance.

Furthermore, Islamic work culture also allegedly has a significant mediation impact on organizational justice on employee performance at the Kemenag Banda Aceh Office. When employees perceive that policies and practices within the organization are implemented fairly, they tend to feel more valued and respected, creating an environment that supports employees to work with enthusiasm and dedication. In this context, employees who feel treated fairly will be more committed to achieving organizational goals, thereby improving overall performance.

In addition, organizational justice combined with Islamic work culture can strengthen relationships between employees and create a harmonious work atmosphere. When employees feel that they are treated fairly, they are more likely to support each other and work together as a team. An Islamic work culture that emphasizes the values of collaboration and solidarity will encourage employees to share knowledge and experience, which in turn can increase productivity and innovation. Job satisfaction also allegedly has a significant mediation influence on organizational justice effect on employee performance at the Kemenag Banda Aceh Office. When employees feel that the policies and practices implemented in the organization are fair, they tend to feel more appreciated and recognized. Fairness in the distribution of resources, such as rewards and recognition, and procedural justice in decision-making, can increase employee job satisfaction. With high job satisfaction, employees will be more motivated to contribute optimally, which in turn improves their performance. In addition, job satisfaction obtained from organizational justice also serves as a driver to create a positive work environment. When employees feel satisfied, they are more likely to collaborate with coworkers and actively participate in organizational activities. This creates good synergy among employees, which can increase productivity and work efficiency. Thus, organizational justice not only contributes to job satisfaction but also allegedly has a direct influence on employee performance at the the Kemenag Banda Aceh Office.

2. Literature

2.1. Employee Performance

This performance includes how well an individual performs the employee's duties and responsibilities, as well as the employee's contribution to the organization's goals and objectives (Martins et al., 2023). Various factors can affect employee performance, including skills and competencies, motivation, work environment, and support from management. Employees who have the right skills and feel motivated tend to perform better, which in turn can increase the overall productivity and efficiency of the organization. In addition, employee performance can also be measured through various indicators, such as target achievement, quality of work, and customer satisfaction levels. Organizations that implement an effective performance appraisal system can in employee development through training and skills development become very important to improve performance (Sarwary et al., 2023). A positive work environment and supportive organizational culture also contribute to improving employee performance, creating a conducive atmosphere for innovation and collaboration. According to (Trivellas et al., 2015), the indicators of employee performance are : quality, quantity, productivity, achievement of individual goals, available working hours, decision-making, suggestions for improvement, and overall ability to perform the job.

2.2. Islamic Work Culture

(Nur et al., 2020) argue that Islamic work culture refers to the values and principles adopted in a work environment based on Islamic teachings. This concept emphasizes the importance of integrity, honesty, and ethics in every aspect of work. In an Islamic work culture, every individual is expected to carry out their duties and responsibilities with full awareness of accountability to Allah, and strive to give their best in their work (Udin et al., 2022) s. This includes mutual respect between coworkers, good collaboration, and a commitment to achieving common goals in a manner that is in accordance with Sharia principles. In addition, Islamic work culture also emphasizes the balance between worldly life and the hereafter

(Usmani, 2024). Employees are expected to not only focus on material achievements, but also pay attention to the spiritual and social aspects of their work. This means that in carrying out their duties, they must consider the social and environmental impacts of their actions. Thus, Islamic work culture is not only oriented towards results, but also on ethical and responsible processes, creating a harmonious and productive work environment. (Usmani, 2024) stated that Islamic work culture has the following indicators: 1) Piety, trustworthiness, honesty and hard work; 2) Devotion; 3) Belief; 4) Social responsibility, and; 5) Equality and diversity.

2.3 Job Satisfaction

According to (Huang et al., 2017) satisfaction is the extent to which individuals feel satisfied with the tasks they perform, the responsibilities they carry, and the overall working conditions. Job satisfaction is not only related to salary or financial rewards, but also includes non-material aspects such as recognition, opportunities for development, and balance between work and personal life. Job satisfaction has a significant impact on employee productivity and performance. Satisfied employees tend to be more motivated, committed, and loyal to the company, which in turn can improve efficiency and work results. Conversely, job dissatisfaction can lead to decreased morale, increased absenteeism, and even high turnover. Therefore, it is important for management to understand the factors that influence job satisfaction and create a supportive environment so that employees feel appreciated and motivated in carrying out their duties. According to (Bezdrob & Šunje, 2021), the indicators of job satisfaction are: wages, career development, work environment, and supervision.

2.4. Functional Position Inpassing

For the functional position inpassing variable, this study used the career change theory. It is the process by which an employee is moved from one position or title to another within an organization, often taking into account their experience, skills, and qualifications (Nugroho & Tanuwijaya, 2022). This process aims to match the employee's position with their competencies, so as to increase productivity and job satisfaction. Inpassing can also occur as part of career development, where employees are given the opportunity to fill higher or different positions, according to their potential and aspirations. Career change (through inpassing) benefits not only employees, but also the organization as a whole. By leveraging existing talents and skills, companies can create more efficient and innovative teams. In addition, inpassing can help reduce employee turnover rates, as individuals feel valued and have the opportunity to grow in their careers. This process also reflects the organization's commitment to human resource development, which in turn can increase employee loyalty and motivation. According to (Jufrizen & Kandhita, 2021), the indicators of job inpassing are : change of task, change of position, and job change.

2.5. Organizational Justice

According to (Hidayanti et al., 2020), organizational justice refers to employee perceptions of the extent to which policies, procedures, and practices within an organization are implemented fairly and consistently. This concept encompasses various aspects, including distributive justice, which relates to the distribution of resources and rewards; procedural justice, which emphasizes the process used to make decisions; and interactional justice, which focuses on how employees are treated in everyday interactions (T. Akram et al., 2020). Organizational justice is very important because it can affect employee motivation, job satisfaction, and

commitment to the organization. The perception of fairness in an organization can have a significant impact on performance and work culture. Conversely, unfairness can lead to dissatisfaction, decreased productivity, and even increased turnover rates. Therefore, effective management must pay attention to the aspect of organizational fairness to create a harmonious and productive work environment. According to (T. Akram et al., 2020), the indicators of organizational justice are : distributive, procedural, interactional, temporal, and spatial.

3. Method

In this study, the entire population consists of government apparatus employees (ASN) recommended for promotion at the Kemenag Banda Aceh Office in 2024, totaling 106 individuals. The sample size is therefore 106 people. The data analysis in this research employed the Partial Least Squares (PLS) technique (F. Hair Jr et al., 2014). The hypotheses being tested are as follows:

H1: significantly functional position inpassing affects Islamic work culture

H2: significantly organizational justice affects Islamic work culture

H3: significantly functional position inpassing affects job satisfaction

H4: significantly organizational justice affects job satisfaction

H5: significantly functional position inpassing on employee performance

H6: significantly organizational justice affects employee performance

H7: significantly islamic work culture affects employee performance

H8: significantly job satisfaction affects employee performance

H9: significantly Islamic work culture mediates functional position inpassing effect on employee performance

H10: significantly Islamic work culture mediates organizational justice effect on employee performance

H11: significantly job satisfaction mediates functional position inpassing effect on employee performance

H12: significantly job satisfaction mediates organizational justice effect on employee performance mediated by job satisfaction

4. Result

4.1. Direct Effect Hypothesis Testing

Results of the Direct Effect Hypothesis testing are presented in Table 1 below, along with explanations based on the significance value ($p < 0.05$ is significant, $p > 0.05$ is insignificant).

Table 1. Path Coefficient

Variables	Original Sample	Sample Mean	Standard Deviation	T- statistics	P-values
X1→Y1	0.379	0.374	0.101	3,753	0.000
X2→Y1	0.527	0.524	0.098	5.396	0.000
X1→Y2	0.487	0.483	0.076	6.373	0.000
X2→Y2	0.448	0.448	0.080	5,589	0.000
X1→Z	-0.013	-0.017	0.108	0.121	0.904
X2→Z	-0.147	-0.128	0.190	0.772	0.441

Y1→Z	0.473	0.456	0.112	4.244	0.000
Y2→Z	0.490	0.467	0.134	3,644	0.000

Source: Processed Primary Data, (2024)

H1 Test: Functional Position Inpassing on Islamic Work Culture

Research has indicated that Functional Position Inpassing positively and significantly impacts Islamic work culture. This inpassing process enables employees to align their roles with their competencies and qualifications, ultimately enhancing individual motivation and performance. When employees feel that they are positioned according to their abilities, it can reinforce their sense of responsibility and commitment to the tasks at hand. In the context of Islamic work culture, this appropriate placement encourages employees to carry out their duties better, in accordance with the ethical and moral principles taught in Islam. In addition, inpassing functional positions also contributes to strengthening the values of collaboration and mutual respect among employees. With fair and transparent job adjustments, employees feel appreciated and their contributions recognized, which in turn creates a harmonious work atmosphere (Adekiya, 2024). An Islamic work culture that emphasizes justice, mutual respect, and cooperation will be increasingly realized when employees feel that they have equal opportunities to develop and contribute (Idrus et al., 2023). Therefore, inpassing functional positions not only has an impact on improving individual performance, but also on strengthening a positive Islamic work culture at the Kemenag Banda Aceh Office

H2 Test: Organizational Justice on Islamic Work Culture

Research indicates that organizational justice positively and significantly impacts Islamic work culture. When employees perceive that the organization's policies and practices are fair and transparent, their trust and loyalty toward the institution increase. In the context of an Islamic work culture, where the values of honesty, justice, and mutual respect are highly respected, organizational justice can strengthen employee commitment to carry out their duties with integrity (Sari & Nugraheni, 2019). Justice in decision-making, distribution of resources, and treatment of employees will create a harmonious and productive work environment, in accordance with Islamic principles.

H3 Test: Functional Position Inpassing on Job Satisfaction

It was found that Functional Position Inpassing positively and significantly impacts Job Satisfaction. This inpassing process allows employees to get a position that is more in accordance with their competencies and qualifications, so that they feel more appreciated and motivated in carrying out their duties. When employees are placed in the right position, they tend to feel more confident and enthusiastic in working. With the right job adjustment, employees can feel progress in their careers, which contributes to increased job satisfaction. When employees feel satisfied with their positions and responsibilities, this will contribute to the stability and sustainability of the organization, as well as create a more positive work culture in the Kemenag Banda Aceh Office.

H4 Test: Organizational Justice on Job Satisfaction

Results prove that Organizational Justice positively and significantly impacts Job Satisfaction. When employees believe that the organization's policies and procedures are fair, they tend to feel more appreciated and valued. This sense of equity boosts morale and engagement,

ultimately contributing to the organization's success. (Chetty & Neeraja, 2017). Fairness in the distribution of resources, such as rewards and recognition, and procedural justice in decision-making, can increase employee satisfaction with their jobs (Maryati et al., 2019). In addition, organizational justice also contributes to improving employee relations at the Kemenag Banda Aceh Office. When employees feel that they are treated fairly, this can strengthen mutual trust and collaboration among them. A fair and transparent work environment encourages better communication and reduces conflict, thus creating a harmonious work atmosphere (Jufrizen & Hamdani, 2023). Thus, organizational justice not only increases individual job satisfaction but also contributes to overall team performance, which is very important in achieving organizational goals.

H5 Test: Functional Position Inpassing on Employee Performance

Result reveals that Functional Position Inpassing does not have a positive and significant effect on Employee Performance because the significance value is > 0.05 . This process allows employees to be transferred to positions that are more in line with their competencies and qualifications. In addition, inpassing also serves as a tool to improve employee professional development. With the right placement, employees can develop skills and knowledge that are relevant to their positions, which in turn can improve work efficiency and effectiveness. When employees feel that they have the opportunity to develop and contribute significantly, this will have a positive impact on the overall performance of the organization. Thus, inpassing functional positions not only improves individual performance, but also contributes to the achievement of the strategic goals of the Kemenag Banda Aceh Office.

H6 Test: Organizational Justice on Employee Performance

It was found that Organizational Justice does not have a positive and significant effect on Employee Performance because the significance value is > 0.05 . When employees feel that the policies and practices implemented in the organization are fair, they tend to feel more motivated and committed to their work. Fairness in the distribution of resources, such as rewards and recognition, and procedural justice in decision-making, can increase employee job satisfaction (Maryati et al., 2019). This creates a positive work environment, where employees feel appreciated and recognized, thus encouraging them to give their best performance (HO, 2025). In addition, organizational justice also contributes to improving employee relations at the Kemenag Banda Aceh Office. When employees feel that they are treated fairly, this can strengthen mutual trust and collaboration among them. A fair and transparent work environment encourages employees to work together to achieve organizational goals, which in turn can increase productivity and efficiency (Imamoglu et al., 2019). Thus, the application of organizational justice principles not only has an impact on individual satisfaction, but also contributes to the overall performance of the organization.

H7 Test: Islamic Work Culture on Employee Performance

Result proves that Islamic Work Culture positively and significantly impacts Employee Performance. By implementing Islamic values such as honesty, responsibility, and mutual respect, employees feel more motivated to carry out their duties well. A work environment that supports Islamic principles creates a positive atmosphere, where employees feel appreciated and their contributions are recognized (Subiyanto & Machbub, 2016). This contributes to increased productivity and work quality, as employees strive to give their best in every aspect

of their work. In addition, Islamic work culture also encourages collaboration and cooperation among employees (Subiyanto & Machbub, 2016). By emphasizing the importance of Ukhuwah (brotherhood) and helping each other, employees tend to be more open to sharing knowledge and experiences, which in turn increases team effectiveness. When employees feel connected to each other and have a common goal, they are more likely to work synergistically, which has a positive impact on the overall performance of the organization. Thus, the implementation of Islamic work culture not only improves individual performance, but also strengthens collective performance at the Kemenag Banda Aceh Office

H8 Test: Job Satisfaction on Employee Performance

Result explains that Job Satisfaction positively and significantly impacts Employee Performance. When employees feel satisfied, they carry out their duties and responsibilities, resulting in good performance (Nugroho & Tanuwijaya, 2022). In addition, job satisfaction also contributes to reducing employee turnover rates. Satisfied employees tend to be more loyal and reluctant to leave the organization, which means that the Kemenag Banda Aceh Office can retain valuable experience and skills in their team (Khan et al., 2019). Thus, creating a supportive and fulfilling work environment for employees not only increases job satisfaction but also has positive implications for the overall performance of the organization (Luz et al., 2018).

4.2. Mediation Effect Hypothesis Testing

Table 2 below shows the test results of the mediating effect in the study model, along with explanations based on the significance value ($p < 0.05$ is considered significant, while $p > 0.05$ is considered insignificant).

Table 2. Mediation Test

Variables	Original Sample	Standard Deviation	T- statistics	P-values
X1→Y1→Z	0.179	0.066	2,706	0.007
X2→Y1→Z	0.249	0.071	3,518	0.000
X1→Y2→Z	0.239	0.081	2,944	0.003
X2→Y2→Z	0.220	0.068	3.233	0.001

H9 Test: Islamic Work Culture Mediation on Functional Position Inpassing Effect on Employee Performance

The results indicate that Functional Position Inpassing significantly influences Employee Performance through the lens of Islamic Work Culture. Conversely, it does not have a direct effect on employee performance (H5), suggesting that Islamic Work Culture serves as a full mediator in this study model (H9). When employees are assigned to positions that align better with their competencies and qualifications, they feel more valued and motivated to perform at their best. Islamic work culture, which emphasizes values such as honesty, responsibility, and mutual respect, creates an environment that supports employees to contribute optimally. In this context, inpassing not only improves job suitability but also strengthens employee commitment to organizational values (Ali et al., 2019). In addition, Islamic work culture serves as a link that strengthens the relationship between functional position inpassing and employee performance.

When employees feel that they are working in an environment that is in accordance with Islamic principles, they tend to be more enthusiastic and productive. This creates synergy between the right job placement and the values adopted (Fahmi, 2020).

H10 Test: Islamic Work Culture Mediation on Organizational Justice Effect on Employee Performance

The results indicate that Organizational Justice significantly influences Employee Performance via Islamic Work Culture. However, it was found that Organizational Justice does not have a significant direct impact on employee performance (H6). Therefore, in this study model (H10), Islamic Work Culture serves as a complete mediator. By emphasizing values such as honesty, fairness, and mutual respect, Islamic Work Culture fosters an environment that encourages employees to engage in their work with enthusiasm and dedication. (Wahby et al., 2022) In this context, employees who feel treated fairly will be more committed to achieving organizational goals, thereby improving overall performance. In addition, organizational justice combined with Islamic work culture can strengthen relationships between employees and create a harmonious work atmosphere. When employees perceive fair treatment, they are more likely to support one another and collaborate effectively as a team. An Islamic work culture that emphasizes the values of collaboration and solidarity will encourage employees to share knowledge and experience, which in turn can increase productivity and innovation. Thus, organizational justice integrated with Islamic work culture not only increases job satisfaction, but also contributes to improving employee performance at the Kemenag Banda Aceh Office.

H11 Test: Job Satisfaction Mediation on Functional Position Inpassing Effect on Employee Performance

The results indicate that Functional Position Inpassing significantly influences Employee Performance through Job Satisfaction. Conversely, Functional Position Inpassing does not have a direct impact on employee performance (H5), which means that in this study model (H11), Job Satisfaction acts as a full mediator. Practically, the Job Satisfaction resulting from Functional Position Inpassing fosters a positive work environment at the Kemenag Banda Aceh Office. Thus, effective functional position inpassing, which focuses on increasing job satisfaction, can be a key strategy for improving employee performance in the Kemenag Banda Aceh Office (Wahby et al., 2022).

H12 Test: Job Satisfaction Mediation on Organizational Justice effect on Employee Performance

The findings indicate that Organizational Justice significantly influences Employee Performance through Job Satisfaction. Conversely, Organizational Justice does not exert a direct significant influence on employee performance, which suggests that Job Satisfaction serves as a complete mediator in this H12 study model. Ensuring fairness in resource distribution, such as rewards and recognition, as well as maintaining procedural justice in decision-making processes, can enhance employee job satisfaction (Sarwary et al., 2023). With high job satisfaction, employees will be more motivated to contribute optimally, which in turn improves their performance (Jufrizen & Kandhita, 2021). In addition, job satisfaction obtained from organizational justice also serves as a driver to create a positive work environment. When employees feel satisfied, they are more likely to collaborate with coworkers and actively participate in organizational activities (Martins et al., 2023). This creates good synergy among

employees, which can increase productivity and work efficiency. Thus, organizational justice not only contributes to job satisfaction, but also directly affects employee performance at the Kemenag Banda Aceh Office. Improving organizational performance can help utilize available resources to achieve set goals. Achieving optimal performance can be done by measuring work results that are compared with standard settings. Performance appraisal or employment appraisal in State Civil Apparatus is useful for evaluating employees. This will have an impact on employees who will be more motivated to become more productive employees for the institution and become important capital for the company by always helping the performance of each employee (Khan et al., 2019). Performance appraisal provides an opportunity to provide feedback to employees regularly and in a structured manner. With this feedback, employees can find out their position against the targets set and how to improve them.

5. Conclusion

The results concluded that functional position in passing and organizational justice affect Islamic work culture and job satisfaction but don't affect employee performance, Islamic work culture and job satisfaction affect employee performance, and functional position in passing and organizational justice affect employee performance through Islamic work culture and job satisfaction. Islamic work culture and job satisfaction both function as full mediators here. The findings indicate that the performance improvement model at the Kemenag Banda Aceh Office is influenced by the alignment of Functional Positions and the enhancement of organizational justice. Additionally, the implementation of Islamic culture and the elevation of employee job satisfaction play significant roles. In this study, both Islamic culture and job satisfaction are demonstrated to act as partial mediators. These results provide a foundational premise that can inform future research related to the variables involved, serving as a basis for supporting theory. Furthermore, several recommendations were derived from the survey findings, as outlined below.

1. The Kemenag Banda Aceh Office needs to strengthen the in passing process of functional positions by ensuring that employee placement is based on objective competence and performance. This can be done through periodic evaluations and relevant training to improve employee skills. Thus, employees will feel more appreciated and motivated to improve their performance.
2. It is important for organizations to create a fair and transparent work environment. This includes ensuring that all employees receive equal treatment in terms of promotion, compensation, and career development opportunities. By increasing the perception of organizational fairness, it is expected that employee job satisfaction will also increase, which in turn will have a positive impact on performance.
3. Given the context of the Kemenag Banda Aceh Office, it is important to integrate Islamic work culture values into every aspect of management. This can be done by holding training and workshops that emphasize work ethics, collaboration, and mutual respect among employees. By prioritizing Islamic work culture, it is hoped that it can create a harmonious and productive work atmosphere.
4. The Kemenag Banda Aceh Office should conduct regular monitoring and evaluation of the implementation of job in passing and organizational justice. By conducting regular employee satisfaction and performance surveys, management can identify areas that need improvement and take appropriate steps to improve overall employee performance.

5. Improving the Inpassing Process: It is recommended that the management of the Kemenag Banda Aceh Office evaluate and improve the inpassing process for functional positions. This can be done by providing better training and socialization regarding the inpassing procedure, so that employees clearly understand the benefits and process.
6. Improving Organizational Justice: Management needs to ensure that all employees experience fairness in decision-making and resource distribution. This can be done by implementing transparent and fair policies and involving employees in the decision-making process that affects them.
7. Strengthening Islamic Work Culture: to improve employee performance, it is recommended that the Kemenag Banda Aceh Office further integrate Islamic work culture values into every operational aspect. This can be done through training, seminars, and activities that emphasize the importance of work ethics and Islamic values in the work environment.
8. Improving Job Satisfaction: Management should focus on improving employee job satisfaction by creating a conducive work environment. This includes rewarding good performance, providing adequate facilities, and listening to employee input for improvement.
9. Employee Development Program: It is advisable to implement a continuous employee development program, including training and skills development. This program can help employees improve their competencies, which in turn can improve their performance.
10. Periodic Monitoring and Evaluation: The Kemenag Banda Aceh Office needs to conduct periodic monitoring and evaluation of the effects of functional position inpassing and organizational justice on employee performance. By conducting regular evaluations, management can identify areas that need improvement and adjust existing policies to achieve better results.

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