

Organizational Justice and Employee Performance in Banking: Mediating Roles of Intrinsic Motivation and Job Satisfaction

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ABSTRACT

This study employs a quantitative explanatory approach to examine the causal relationships among organizational justice, extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance. The research was conducted at PT. Southeast Sulawesi Regional Development Bank (BPD Sulawesi). The population consisted of 1,002 permanent employees, and a sample of 285 respondents was determined using the Slovin formula with a 5 percent error level and selected through proportional random sampling. Data were collected using a five-point Likert scale questionnaire. The analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS software. The results indicate that organizational justice has a positive and significant effect on extrinsic motivation, intrinsic motivation, and job satisfaction. Job satisfaction also has a significant positive effect on employee performance. In addition, extrinsic motivation and intrinsic motivation partially mediate the relationship between organizational justice and job satisfaction. These findings show that employee performance is influenced by both organizational factors and individual psychological factors. Organizational justice encourages employees to feel motivated and satisfied with their work, which in turn enhances performance.

Keywords: Organizational Justice, Job Satisfaction, Employee Performance

INTRODUCTION

Organizational Justice is one of the important aspects of human resource management that is increasingly receiving attention in the study of organizational behavior, because organizations that are able to implement a justice system transparently in performance appraisal, workload distribution, and organizational communication tend to produce employees with superior performance (Herminingsih and Magfuroh, 2024). The urgency of organizational justice is increasingly evident in the banking sector which is faced with high work pressure, strict performance targets, and complex regulations, so that employees' perception of justice is a crucial factor that affects the stability of work emotions, motivation, and the quality of relationships between individuals. Work motivation plays an important role as an important mechanism that bridges organizational conditions with individual performance, where extrinsic motivation has been proven to be able to increase work productivity (Untari and Rani, 2021), while intrinsic motivation derived from job satisfaction and meaning encourages employee dedication and creativity in a sustainable manner (Xu et al., 2022). Therefore, strengthening organizational justice accompanied by managing work motivation is seen as a strategic strategy to improve employee performance, especially in the financial services sector such as developing regional banks.

A high level of job satisfaction will encourage employees to stay longer in the organization, commit to company goals, and improve work efficiency. Job satisfaction is closely related to employee performance in providing services, especially in the service sector (Platis et al., 2015). Various previous studies have confirmed that organizational justice has an influence on employee performance. However, most studies have only examined the direct relationship between organizational justice and performance without paying attention to mediating factors that can strengthen or clarify these pathways of influence. Organizational justice has a direct impact on performance through job satisfaction (Setiawati and Ariani 2020). This difference in results indicates an empirical gap in the relationship between variables, especially in the context of regional financial sector organizations.

The research model developed in this study integrates organizational justice, work motivation (extrinsic and intrinsic), job satisfaction, and employee performance as a unified work behavior system. The mediation approach was used to test whether motivation and job satisfaction act as psychological mechanisms that bridge the influence of organizational justice on performance, thus being able to overcome the limitations of previous models that only emphasized direct relationships. By including two types of motivation at once, this study provides a more comprehensive understanding of how perceptions of justice translate into productive work behaviors through employee internal processes. The context of the research is focused on PT. Bank Pembangunan Daerah Sulawesi Tenggara (Bank Sultra), a regional financial institution that faces typical challenges such as high workloads, strict performance targets, and operational system limitations, which have an impact on the emergence of efficiency problems, work errors, and suboptimal performance achievements. This phenomenon indicates that there are problems in human resource management, especially related to the perception of justice, motivation, and job satisfaction of employees, thus making Bank Sulawesi a relevant context to test the validity of this conceptual model in order to support the development of more fair, effective, and performance-oriented human resource management.

This study aims to test and analyze the influence of organizational justice on extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance at PT. BPD Sulawesi, at the same time, identified the role of work motivation and job satisfaction as mediating variables in the relationship between organizational justice and performance. In addition, this research is directed to build a comprehensive conceptual model to explain how organizational justice affects work outcomes through complex internal psychological processes. The contribution of this research is theoretical and practical, where it theoretically enriches the literature on human resource management through the integration of organizational justice theory and motivation theory in one structural model, while practically the research results are expected to be the basis for the formulation of policies to improve the performance management system at PT. BPD Sulawesi, especially in building a fairer assessment and reward system, increasing motivation and job satisfaction, and encouraging the improvement of employee performance and the quality of service to customers.

HYPOTHESIS DEVELOPMENT AND RESEARCH FRAMEWORK

Organizational Justice on Extrinsic Motivation, Intrinsic Motivation and Job Satisfaction

Organizational justice that includes procedural, distributive, and interactional dimensions has a central role in shaping employee perceptions, attitudes, and motivations, because fair decisions, proportionate sharing of results, and respectful treatment will foster trust in the organization. This trust creates a work environment conducive to the growth of extrinsic motivation, where employees respond positively to various forms of rewards, recognition, and incentives given in a transparent and fair manner (Ugaddan and Park, 2019; Younas et al., 2015). In addition, the perception of justice also encourages the formation of intrinsic motivation and job satisfaction, because employees feel valued, have a sense of belonging to their work, and obtain satisfaction and meaning from the tasks carried out, which ultimately increases comfort and satisfaction at work (Melhem 2019). Therefore, the hypothesis proposed is:

H1: Organizational Justice has a positive effect on employee extrinsic motivation

H2: Organizational Justice has a positive effect on employee Intrinsic Motivation

H3: Organizational Justice has a positive effect on employee job satisfaction

Extrinsic Motivation for Job Satisfaction

Extrinsic motivation refers to the impulse or need that comes from external factors, such as rewards, salaries, incentives, or recognition of achievements. This type of motivation is often associated with the results or rewards given by employees to achieve certain goals (Nujjoo and Meyer 2012). In the context of job satisfaction, extrinsic motivation serves as an external factor that can influence how employees feel about their work, both in terms of the rewards received and the recognition gained from the organization. Extrinsic motivation has a significant effect on employee job satisfaction (Mafini and Dlodlo 2014). Therefore, in this context the hypothesis is proposed:

H4: Extrinsic motivation has a positive and significant effect on employee job satisfaction

Intrinsic Motivation to Job Satisfaction

Intrinsic motivation is an impulse that comes from within the individual, where job satisfaction is obtained from pleasure, meaning, and personal achievement in carrying out tasks, not solely from external rewards (Hasmi et al., 2020). Employees who have high intrinsic motivation tend to enjoy their work, view tasks as valuable, and feel autonomy and control at work, thus building stronger emotional and psychological involvement with work (Kim et al., 2009). This condition encourages increased job satisfaction because work is seen as a means of self-actualization and expression of potential, although it is not always accompanied by great external rewards. Especially when supported by a work environment that provides autonomy and empowerment (Choi et al., 2016). So, the hypothesis proposed is as follows:

H5: Intrinsic Motivation has a Positive Effect on Employee Job Satisfaction

Job Satisfaction with Employee Performance

Job satisfaction reflects the extent to which employees feel satisfied with various aspects of the work environment, such as rewards, interpersonal relationships, workload, and the physical and psychological conditions of the workplace, which ultimately form a positive attitude, loyalty, and commitment to the organization (Noah and Steve 2012). Employees who feel their work matches personal expectations and values tend to show higher morale and strive to provide the best performance, while job dissatisfaction has the potential to lower motivation, increase attendance, and hinder productivity. Various empirical studies show that job satisfaction contributes significantly to improving employee performance, both directly and as a mediating variable that connects organizational factors with performance (Hendri 2019), so that a work environment that is able to create satisfaction through fair rewards, harmonious working relationships, and meaningful tasks will result in more productive, dedicated, and high-performing employees. Based on this, the hypothesis proposed is:

H6: Job Satisfaction has a Positive Effect on Employee Performance

Organizational Justice Towards Job Satisfaction Through Extrinsic Motivation

Organizational justice plays a crucial role in shaping employees' perceptions of the work environment, which ultimately affects job satisfaction levels (Rasheed et al., 2020). When employees feel justice in decision-making (procedural justice), in the distribution of rewards (distributive justice), and in daily interactions (interactional justice), they tend to feel more valued and recognized for their contributions by the organization. This creates a positive and supportive work environment, which can indirectly increase employee extrinsic motivation the urge to work harder in order to obtain external rewards such as bonuses, promotions, or recognition. Extrinsic motivation that increases due to the perception of justice then contributes to increased job satisfaction (Goetz et al., 2012). Employees who feel that the awards and recognition they receive are the result of a fair process will tend to have a higher commitment and feel satisfied with their work. Therefore, it can be concluded that Organizational Justice affects employee job satisfaction, both directly and through increasing extrinsic motivation. Therefore, the hypothesis proposed is:

H7: Organizational Justice has a positive and significant effect on Job Satisfaction through Extrinsic Motivation of employees

Organizational Justice Towards Job Satisfaction Through Intrinsic Motivation

Organizational justice not only affects job satisfaction directly, but also affects indirectly through increased intrinsic motivation (Lee and 2023). Employees who feel procedural, distributive, and interactional justice tend to feel valued, heard, and recognized by the organization, thus forming a positive psychological state that encourages internal motivation to work optimally because work is seen as meaningful, challenging, and in harmony with personal values. Intrinsic motivation that grows from fair organizational treatment makes employees more engaged in their work without dependence on external rewards (Cho and Perry 2012), as well as increasing job satisfaction through a sense of achievement, meaning, and opportunities to develop. In line with that, empirical research shows that procedural and distributive justice have a significant effect on intrinsic motivation which further increases job satisfaction, so that intrinsic motivation plays an important role as a mediator in the relationship between organizational justice and job satisfaction (Younas et al., 2015; Dewi et al., 2024). Based on these findings, the hypothesis proposed is:

H8: Organizational Justice has a positive and significant effect on Job Satisfaction through Intrinsic Motivation of employees of PT. BPD Sulawesi

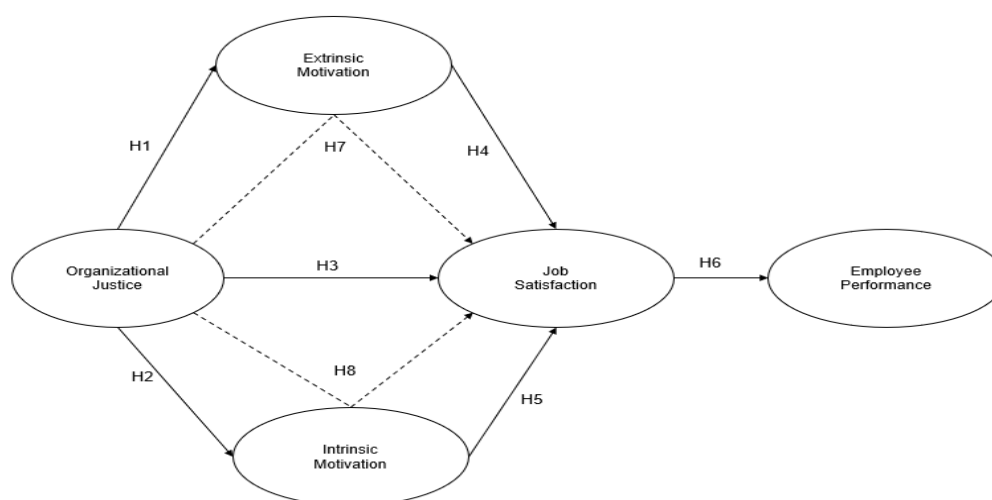


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

This study uses a quantitative approach with an explanatory research type that aims to explain the causal relationship between organizational justice, extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance. The research was carried out at PT. Southeast Sulawesi Regional Development Bank (BPD Sulawesi) for two months, with a population of 1,002 permanent employees. The sample was determined using the Slovin formula with an error rate of 5 percent so that 285 respondents were obtained, which were then distributed proportionally random sampling based on work units so that the samples represented the characteristics of the population in a balanced manner. The data used is in the form of quantitative data sourced from primary data through the distribution of questionnaires and secondary data that supports organizational information.

Data collection was carried out using a five-point Likert scale questionnaire, ranging from strongly disagree to strongly agree, to measure respondents' perception of all research variables. Data analysis was carried out through two stages, namely descriptive analysis to describe the characteristics and perceptions of respondents, and inferential analysis using the Structural Equation Modeling method based on Partial Least Square (SEM-PLS) with the help of SmartPLS software. The SEM-PLS method is used because it is able to test causal relationships simultaneously, including direct and indirect influences (mediation), and does not require normal distribution and large sample sizes. Model evaluation was carried out through testing the outer model (convergent validity, discriminant validity, and construct reliability) as well as the inner model by looking at the R-square and Q-square values to assess the predictive strength and feasibility of the structural model.

RESEARCH RESULTS AND DISCUSSION

a. Research Results

Table 1. Demographic characteristics of respondents

Characteristic	Category	N	Percentage
Gender	Women	178	62,46
	Male	107	37,54
Age	≤ 38 years old	171	60
	> 38 years old	114	40
Education	SMA/D3	35	12,28
	S1/S2	250	87,72
Tenure	≤ 11 Years	139	48,77
	> 11 Years	146	51,23
Marital Status	Unmarried	88	30,88
	Married	197	69,12

The demographic characteristics of the respondents showed that most of the employees were female (62.46%), while men amounted to 37.54%. By age, the majority of respondents were ≤ 38 years old (60%), while 40% were over 38 years old, indicating that the workforce is dominated by the productive age group. In terms of education

level, most of the respondents have an S1/S2 educational background (87.72%), while the other 12.28% have a high school/D3 education. Viewed from the service period, respondents with a service period of more than 11 years (51.23%) slightly more compared to those with \leq service period of 11 years (48.77%), showing a balance between experienced and relatively new employees. Meanwhile, based on marital status, the majority of respondents are married (69.12%), while 30.88% are unmarried, which reflects the relatively stable personal condition of employees.

Table 2. Results of the Measurement Model

Variables	Items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Organizational Justice	X.1	0,928	0,918	0,918	0,859
	X.2	0,920			
	X.3	0,933			
Extrinsic Motivation	Y1.1	0,897	0,903	0,904	0,838
	Y1.2	0,927			
	Y1.3	0,922			
Intrinsic Motivation	Y2.1	0,918	0,925	0,926	0,817
	Y2.2	0,917			
	Y2.3	0,893			
	Y2.4	0,888			
Job Satisfaction	Y3.1	0,899	0,936	0,944	0,797
	Y3.2	0,921			
	Y3.3	0,910			
	Y3.4	0,928			
Employee Performance	Y4.1	0,911	0,927	0,928	0,821
	Y4.2	0,908			
	Y4.3	0,920			
	Y4.4	0,885			

Table 3. Discriminant validity (Fornell–Larcker Criterion)

No		1	2	3	4	5
1	Organizational Justice	0,927				
2	Job Satisfaction	0,578	0,893			
3	Employee Performance	0,550	0,610	0,906		
4	Extrinsic Motivation	0,540	0,623	0,570	0,915	
5	Intrinsic Motivation	0,581	0,630	0,627	0,608	0,904

The results of the discriminant validity test using the Fornell–Larcker Criterion showed that the total square root value of the Average Variance Extracted (AVE) on the main diagonal of each construct was higher than the correlation value between other constructs. The root values of AVE for Organizational Justice (0.927), Job Satisfaction (0.893), Employee Performance (0.906), Extrinsic Motivation (0.915), and Intrinsic Motivation (0.904) consistently surpass their highest correlation with other constructs, which are in the range of 0.540 to 0.630. These findings indicate that each construct in the research model has a good discriminating ability, where each latent variable is able to explain its indicators more strongly than its relation to other constructs. Thus, it can be concluded that the measurement model has adequately met the criteria of discriminant validity, so that there is no overlap of concepts between variables and the entire construct is suitable for use in the subsequent structural relationship testing.

Table 4. R-square and Q²predict

	R-square	Q ² predict
Job Satisfaction	0,521	0,322
Employee Performance	0,372	0,257
Extrinsic Motivation	0,292	0,279
Intrinsic Motivation	0,338	0,323

The results of the R-square evaluation showed that the endogenous variable had a level of explainability that was in the moderate category. The highest R² value was found in Job Satisfaction (R² = 0.521), which indicates that 52.1% of the variation in job satisfaction can be explained by variables in the model, in particular organizational

justice and work motivation. Furthermore, Employee Performance has an R^2 value of 0.372, which indicates that 37.2% of performance variations can be explained by job satisfaction, while Intrinsic Motivation ($R^2 = 0.338$) and Extrinsic Motivation ($R^2 = 0.292$) suggest that organizational justice has a sufficient explanatory contribution to both types of motivation. Meanwhile, the results of the Q^2 Predict test showed that all endogenous variables had values above zero, ranging from 0.257 to 0.323, indicating that the model had good predictive relevance, with the highest predictive ability on Intrinsic Motivation ($Q^2 = 0.323$) and Job Satisfaction ($Q^2 = 0.322$). Thus, the structural model developed has sufficient predictive and explainable ability to explain the relationship between variables in this study.

b. Hypothesis Test Results

Table 5. Hypotheses Testing

	Original sample	P
		Values
Organizational Justice -> Extrinsic Motivation	0,540	0,000
Organizational Justice -> Intrinsic Motivation	0,581	0,000
Organizational Justice -> Job Satisfaction	0,233	0,002
Extrinsic Motivation -> Job Satisfaction	0,311	0,000
Intrinsic Motivation -> Job Satisfaction	0,305	0,000
Job Satisfaction -> Employee Performance	0,610	0,000
Organizational Justice -> Extrinsic Motivation -> Job Satisfaction	0,168	0,004
Organizational Justice -> Intrinsic Motivation -> Job Satisfaction	0,178	0,002

DISCUSSION

1. Organizational Justice on Extrinsic Motivation

Organizational justice has a positive and significant effect on the extrinsic motivation of PT. BPD Sulawesi, indicated by the line coefficient value of 0.540 with a p-value of 0.000. These findings show that the fairer the employee's perception of reward distribution, work procedures, and the treatment of leaders, the higher the work motivation that comes from rewards, recognition, and incentives. Employees who feel they are treated fairly tend to be motivated to improve performance because they believe that the effort given will get a decent return. The results of this study are in line with the findings of Colquitt et al. (2013), Ugaddan and Park (2019), and Younas et al. (2020) which prove that organizational justice has a significant effect on employee extrinsic motivation.

2. Organizational Justice on Intrinsic Motivation

Organizational justice has a positive and significant effect on the intrinsic motivation of PT. BPD Sulawesi, with a path coefficient value of 0.581 and a p-value of 0.000. These findings show that a good perception of justice promotes a sense of pride, personal satisfaction, and pleasure in doing work. Employees who feel a fair work environment tend to have an internal drive to work more consistently and optimally without always having to wait for immediate rewards. These results support the research of Cropanzano et al (1990) and Younas et al. (2015) who found that organizational justice has a significant influence on employee intrinsic motivation.

3. Organizational Justice on Job Satisfaction

Organizational justice has a positive and significant effect on the job satisfaction of employees of PT. BPD Sulawesi, with a line coefficient value of 0.233 and a p-value of 0.002. These findings show that employees who judge the organization to be fair feel more comfortable, safe, and at home at work. Fair perceptions of compensation, policies, and employment relationships shape an employee's positive assessment of his or her overall work. Siregar et al. (2020), Masrukin and Wijayanto (2018), and Tawainella et al. (2024) who stated that organizational justice has a significant effect on job satisfaction.

4. Extrinsic Motivation on Employee Satisfaction

Extrinsic motivation has a positive and significant effect on the job satisfaction of employees of PT. BPD Sulawesi, shown by the line coefficient value of 0.311 with a p-value of 0.000. These findings show that rewards for achievements, recognition of contributions, and appreciation for differences in performance increase employee satisfaction with their work. Employees who receive awards according to their achievements feel more valued and

tend to have a positive attitude towards work and the organization. Aji and Herawati (2022), Wibison (2022), and Aswara and Kurniawan (2023) who prove that extrinsic motivation has a significant effect on job satisfaction.

5. Intrinsic Motivation on Employee Satisfaction

Intrinsic motivation has a positive and significant effect on the job satisfaction of employees of PT. BPD Sulawesi, with a line coefficient value of 0.305 and a p-value of 0.000. These findings show that a sense of accomplishment, pleasure at work, and an understanding that work has a meaning increases employee job satisfaction. Employees who enjoy their work and feel proud of their work show higher levels of satisfaction. Kurniasari (2020), Mariani and Yusuf (2022), Aji (2021), and Aswara and Kurniawan (2023) who stated that intrinsic motivation has a significant effect on job satisfaction.

6. Job Satisfaction on Performance of Employees

Job satisfaction has a positive and significant effect on the performance of employees of PT. BPD Sulawesi, indicated by the line coefficient value of 0.610 with a p-value of 0.000. These findings show that employees who are satisfied with their work are able to show better performance, both in terms of service quality, target achievement, and contribution to internal work processes. Job satisfaction encourages employees to work more optimally and responsibly. Widyaputra and Dewi (2017), Utami et al. (2023), Tyofyan (2020), and Rasyid et al. (2024) found that job satisfaction has a significant effect on employee performance.

7. Organizational Justice to Job Job Satisfaction through Extrinsic Motivation

Organizational justice has a significant effect on job satisfaction through extrinsic motivation, with an indirect influence value of 0.168 and a p-value of 0.004. These findings suggest that perceptions of justice increase employees' extrinsic motivation, which further strengthens job satisfaction. Fair awards and recognition make employees feel valued and increase job satisfaction. Ugaddan and Park (2019) and Efendi et al. (2022) who found that extrinsic motivation mediates the influence of organizational justice on job satisfaction.

8. Organizational Justice to Job Satisfaction through the Intrinsic Motivation of Employees

Organizational justice has a significant effect on job satisfaction through intrinsic motivation, with an indirect influence value of 0.178 and a p-value of 0.002. These findings suggest that organizational justice drives the emergence of internal impulses such as pride and personal satisfaction, which ultimately increases job satisfaction. Employees view their work as more meaningful when they feel they are treated fairly. Widyaputra and Dewi (2017) and Tyofyan (2020) who stated that intrinsic motivation plays a mediator in the relationship between organizational justice and job satisfaction.

CONCLUSION AND FUTURE RESEARCH

Conclusion

This study concludes that organizational justice plays a strategic role in shaping extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance of PT. BPD Sulawesi. organizational justice has been proven not only to have a direct effect on job satisfaction, but also to work through motivational mechanisms as a mediating variable. Extrinsic and intrinsic motivation strengthens the relationship between organizational justice and job satisfaction, which further has a significant impact on improving employee performance. These findings confirm that employee performance is the result of the interaction between organizational structural factors and individual psychological factors, so performance management approaches need to pay attention to justice, motivation, and job satisfaction simultaneously. Implicitly, these findings make a theoretical contribution by reinforcing the theory of organizational justice (Greenberg; Colquitt et al.), motivational theory (Deci and Ryan; Herzberg), as well as the organizational behavior literature that places job satisfaction as a determinant of performance. This research also expands on the previous empirical model by affirming the role of extrinsic and intrinsic motivation as an explanatory mechanism for the influence of organizational justice on satisfaction and performance. From the practical side, the results of the study confirm the importance for the management of PT. BPD Sulawesi to maintain justice in the compensation system, procedural transparency, and the quality of leader-employee interaction. These efforts need to be accompanied by the management of intrinsic motivation through meaningful assignments, talent utilization, and career development so that job satisfaction and employee performance can be maintained in a sustainable manner.

FUTURE RESEARCH

This study has limitations because it uses a cross-sectional design so that it has not been able to capture the dynamics of changes in employee perception over time, and is carried out in one organization so that the generalization of results is still limited. Therefore, further research is recommended to use longitudinal design to look more deeply at changes in the relationships between variables, expand the research objects on different sectors and organizations, and examine the indirect influence pathways between organizational justice and performance through extrinsic and intrinsic motivations simultaneously. The development of other variables such as organizational commitment, work engagement, or organizational culture can also provide a more comprehensive understanding of the psychological mechanisms that shape employee performance.

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