

The influence of distributive, procedural, and interactional justice on motivation: Job satisfaction as a mediating variable

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ABSTRACT

Organizational justice is one of the important factors in increasing job satisfaction and encouraging employee motivation. The purpose of this study was to see how the influence of distributive justice, procedural justice, and interactional justice on work motivation and job satisfaction as mediating variables. The sampling technique used a census involving all employees of the Regional Revenue Agency of West Kalimantan Province, namely 43 respondents. Data analysis used Structural Equation Modeling (SEM) with SmartPLS 4. The results showed that distributive and interactional justice had a positive and significant effect on job satisfaction and motivation. However, procedural justice only had a positive effect on job satisfaction and had no effect on motivation. On the other hand, job satisfaction was shown to mediate the influence of distributive justice, procedural justice and interactional justice on motivation. The practical implications of these findings can help organizations improve justice management and job satisfaction to support overall employee motivation.

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1. Introduction

In a dynamic and efficient work environment, the main challenge for organizations is to ensure that employees feel appreciated, cared for, and motivated to give their best contribution (Ananda & Nazmah, 2023). Employees who are motivated and feel appreciated tend to involve themselves in making more contributions in achieving the vision, mission, and goals of the organization (Siregar, 2019). Motivation can be influenced by various factors, one of which is organizational justice (Herdiyanti et al., 2022). This is because justice is considered to have significance in fulfilling their psychological needs such as self-esteem, responsibility, and validation so that employees care about the perception of justice in their work environment.

Fairness refers to employees' views on the level of fairness or fair treatment received in their work environment related to how resources are distributed, how procedures and decision-making are implemented, and how the relationship between superiors and co-workers is (Fauziah & Rachmawati, 2020). Fairness can provide a sense of security and comfort for employees because employees do not feel threatened that they will be treated unfairly, thus helping them to work without excessive pressure and creating a stable work environment. When employees feel fairness in the organization, this can encourage employees to be motivated in their work which then has a significant impact on their performance (Andi Wardana et al., 2023). Conversely, when employees feel unfairness in the organization, there will be obstacles in fulfilling basic needs which have a negative impact on employee welfare (Ashraf et al., 2020), so that it can reduce work motivation and employees tend not to show additional work attitudes (Baskoro et al., 2021).

Therefore, organizational justice plays an important role in helping to motivate employees (Lansart et al., 2019). Organizational justice is divided into three aspects, namely distributive justice, procedural justice, and interactional justice (Herdiyanti et al., 2022). These three aspects of justice complement each other and together form employees' views in assessing the level of justice within an organization. There is another factor that is influenced by justice, namely job satisfaction. A person compares the work done with the results received to measure their satisfaction (Jasmine & Edalmen, 2020). When the results felt are equivalent to the work that has been done, a person will feel satisfied; conversely, if the comparison is considered unequal, they will generally feel disappointed which leads to dissatisfaction (Nurwati, 2021).

When someone feels satisfied with something, it will encourage a sense of happiness so that they tend to be more motivated to work well (Saputra et al., 2023). This is supported by research by Aznan et al (2019) which shows that employees tend to be more motivated when they feel satisfied with their work. Other studies also show that when there is a positive interaction between coworkers, it can increase job satisfaction which then also increases employee motivation (Karsim et al., 2023).

As one of the government organizations, the Regional Revenue Agency of West Kalimantan Province has the authority to optimize West Kalimantan regional tax revenues, so that employee work motivation is an important factor that can affect the effectiveness and efficiency of public services. High work motivation in Regional Revenue Agency employees has a direct impact on the effectiveness of public services. Motivated employees will be more focused and results-oriented, so they are able to complete tasks quickly and accurately. This will increase public satisfaction as service recipients, because their needs can be accommodated better and more responsively (Khafid et al., 2023). Therefore, organizational justice is considered important in meeting job satisfaction and increasing employee motivation which can indirectly help in driving effectiveness and improving public services. However, often without realizing it, problems related to job satisfaction and employee motivation arise due to injustice in the division of tasks that are not comparable to the results received, the decision-making process, and interactions in the work environment. Where this can reduce motivation so that it hinders the performance and productivity of the organization as a whole. Based on the results of observations and interviews at Regional Revenue Agency of West Kalimantan Province, the author found problems related to the low level of employee satisfaction and work motivation. This is observed by the lack of enthusiasm in the workplace as well as some employees showing a lack of satisfaction with the work environment and the compensation received. This is related to the division of tasks that are felt to be unbalanced with the results received, procedures that are often less in accordance with real conditions in the work environment, and less than optimal interaction between employees. Imbalances in the division of tasks and incompatibility of work procedures can have a negative impact because they give rise to feelings of dissatisfaction and injustice among employees. In addition, less than optimal interaction between employees can hinder teamwork and effective communication. This imbalance can create feelings of injustice and hinder employee work motivation, which leads to decreased productivity and organizational performance.

Research conducted by Komari & Sulistiowati (2020) stated that work shifts, workload, salary, compensation, and responsibilities received fairly and in accordance with employee expectations significantly affect the level of job satisfaction. Other studies also show that when employees feel fairness in the allocation of resources which is influenced by the socio-economic factors of the employee and the implementation of proper procedures, this will fulfill psychological needs and increase overall satisfaction which will have an impact on increasing employee motivation and performance (Leto & Dautbegović, 2023).

Based on the background and phenomena above, the author is interested in conducting a study on "The influence of distributive, procedural, and interactional justice on motivation: Job satisfaction as a mediating variable". Different from many studies that examine organizational justice in private companies, this study will explore how employees perceive justice in government agencies, namely Regional Revenue Agency of West Kalimantan Province. In addition, this study uses job satisfaction as a mediating variable between organizational justice and motivation because job satisfaction reflects the impact of other factors such as work environment, relationship with superiors, compensation, and development opportunities and allows this variable to unify the influence of other factors that influence motivation. In examining the influence of reward distribution, decision-making processes, and interactions in the workplace on their level of motivation and how job satisfaction mediates the relationship between justice and motivation variables, so that by understanding these dynamics, organizations can develop effective strategies in analyzing and implementing justice that influences employee motivation and ensures the creation of a fair and supportive work environment.

2. Research Method

Conceptual framework

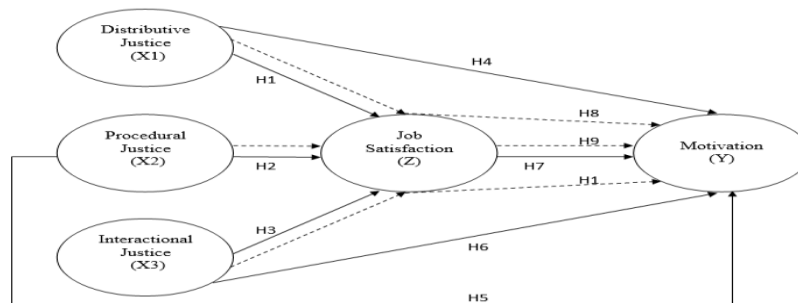


Figure 1. Conceptual framework

Based on the conceptual framework above, the research hypothesis that the researcher will develop is as follows:

- H₁ : Distributive justice has a positive effect on job satisfaction.
- H₂ : Procedural justice has a positive effect on job satisfaction.
- H₃ : Interactional justice has a positive effect on job satisfaction.
- H₄ : Distributive justice has a positive effect on motivation.
- H₅ : Procedural justice has a positive effect on motivation.
- H₆ : Interactional justice has a positive effect on motivation.
- H₇ : Job satisfaction has a positive effect on motivation
- H₈ : Job satisfaction mediates the effect of distributive justice on motivation.
- H₉ : Job satisfaction mediates the effect of procedural justice on motivation.
- H₁₀ : Job satisfaction mediates the effect of interactional justice on motivation.

Methods

This study uses a correlational research type. According to Arsyam & Tahir (2021) correlational research aims to study how one variable relates to variations in other variables. This study also uses a quantitative approach method that concentrates on statistical analysis to evaluate the relationship between variables. According to Hair et al (2021), population refers to all individual entities, objects, or entities that are relevant to the variables being studied which include specific criteria used to determine what and who is included in the object of research. In this study, the population analyzed was employees of the West Kalimantan Regional Revenue Agency. The selection of samples taken using census samples with all West Kalimantan Regional Revenue Agency employees as samples, so that the total sample obtained was 43 respondents. The research data sources were collected using a questionnaire method. The indicators of this variable were measured using a Likert scale. The Likert scale with a range of 1 to 5 provides simple enough response options for respondents to understand the difference between levels of agreement or disagreement without being too complex so that it will be easier for respondents to understand. A Likert scale is used with categories: (1) strongly disagree; (2) disagree; (3) quite agree; (4) agree; and (5) strongly agree.

Question items in the questionnaire come from indicators of each variable. Distributive justice uses 3 indicators developed by Cropanzano et al (2017), namely appropriateness of results, equality, and fulfillment of needs. Procedural justice uses 4 indicators developed by Fauziah & Rachmawati (2020), namely accuracy, ethics, bias suppression, and ability to improve. The interactional justice variable uses 2 indicators developed by Colquitt (2001), namely interpersonal justice and fair information. The job satisfaction variable is measured based on the value theory developed by Locke (1976) in (Fatimah, 2022) using 4 indicators, namely compensation, working conditions, quality of supervisors/superiors, and interpersonal relations. And the motivation variable is measured based on the ERG theory developed by Alderfer (1969) in (Manalu, 2021) using 3 indicators, namely existence, relationship, and growth.

In order to facilitate testing, testing of question items was carried out by involving a small group of respondents representing the research population to fill out the questionnaire in order to find out whether there were any questions that were unclear, difficult to understand, or ambiguous. 1a) how to handle respondents who did not fill out the questionnaire honestly. In addition, challenges are often found in the

form of respondents who did not fill out the questionnaire honestly. This can be caused by various factors, such as lack of understanding of the questions, concerns about data confidentiality, or lack of seriousness in answering. To overcome this, researchers designed a clear and structured questionnaire, with closed questions that were easy to understand. In addition, researchers explained the purpose of filling out the questionnaire and guaranteed the confidentiality of the data provided. By using neutral language, respondents will feel more comfortable and encouraged to answer honestly.

After the data is collected, the next step is data testing analysis. Data testing analysis is carried out with validity and reliability tests to measure the accuracy of the data and test the consistency of the data results obtained. The data results are then analyzed with descriptive analysis to describe the basic characteristics of the variables studied. Furthermore, a linear analysis is carried out to determine whether there is a significant relationship between the variables tested. The findings obtained from the data analysis at the Regional Revenue Agency of West Kalimantan Province can be generalized to government organizations. However, considering that each government organization has different characteristics and tasks, it is necessary to test the similarity of relevant basic principles, such as the effectiveness of data collection and transparency and involving stakeholders to ensure that the findings can be adapted well according to the objectives and context of each organization. Thus, the findings from the Regional Revenue Agency can be a useful reference for improving performance in various government organizations.

3. Result and Discussion

Respondent Characteristics

Table 1. Demographics

Identity	Category	Total	Percentage
Gender	Woman	24	55.81%
	Man	19	44.19%
Position	Archivist	2	4.65%
	Government Facilitator	3	6.98%
	Technical Implementer of Policy	8	18.60%
	Data and Information Manager	11	25.58%
	Administrative Staff	3	6.98%
Age	Staff	16	37.21%
	20 - 30 years	7	16.28%
	31 - 40 years	24	55.81%
	41 - 50 years	10	23.26%
	Over 50 years	2	4.65%
Last Education	High School / Senior High School	1	2.33%
	D1/D2/D3/D4	9	20.93%
	Bachelor degree	27	62.79%
	Postgraduate (S2/S3)	6	13.95%
Years of service	15 years	4	9.30%
	6 - 10 years	20	46.51%
	11 - 15 years	10	23.26%
	16 - 20 years	4	9.30%
	Over 20 years	5	11.63%

Source: Primary data process 2024

Based on data collection of 43 respondents in Table 1 shows that the majority of respondents are female, with 24 females (55.81%) and 19 males (44.19%). In terms of position, it is dominated by staff as many as 16 people (37.21%). According to age distribution, the age range of employees is 31 to 40 years (55.81%), which is then followed by 41-50 years (23.26%), 20-30 years (16.28%), and above 50 years (4.65%). In terms of education, the majority of respondents have a Bachelor's degree (S1) of 27 people (62.79%), followed by Diploma (20.93%), Postgraduate (S2/S3) of (13.95%), and high school/high school level (2.33%). In addition, the results show that the majority of respondents have worked for 6-10 years, as many as 20 people (46.51%), followed by 11-15 years (23.26%), above 20 years (11.63%), 1-5 years (9.30%) and 16-20 years (9.30%).

Outer Model Analysis

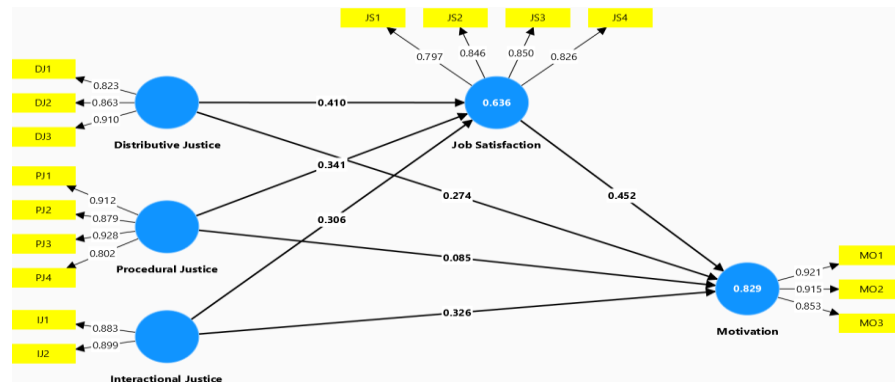


Figure 2. Outer model analysis

In analyzing the influence between variables, researchers apply the Structural Equation Modeling (SEM) analysis technique in testing the relationship between variables to obtain a complete picture of the overall *outer* and *inner model values* (Fahr, 2008). Researchers use SmartPLS 4 in applying SEM analysis.

Validity Test

Table 2. Validity test

Variables	Indicator	Items	Outer Loading	AVE	Results
Distributive Justice	Conformity of Results	DJ1: I feel that the rewards I receive (salary, bonuses, and promotions) are commensurate with my contributions at work.	0.823	0.750	Valid
	Equality	DJ2: I feel that the results I receive are comparable to colleagues who have the same responsibilities and performance.	0.863		Valid
	Fulfillment of Needs	DJ3: I feel that the agency takes employee needs into account when determining additional benefits or support.	0.910		Valid
Procedural Justice	Accuracy	PJ1: I feel that the decisions taken by the leadership in the agency are implemented based on the existing situation.	0.912	0.777	Valid
	Ethics	PJ2: I feel that the decision-making process in this agency always adheres to moral and ethical principles.	0.879		Valid
	Bias Suppression	PJ3: I feel that decisions taken in this agency are free from personal influence or certain interests.	0.928		Valid
	Ability to Repair	PJ4: I feel there is a clear mechanism to correct decisions that are deemed unfair or inappropriate.	0.802		Valid
Interactional Justice	Interpersonal Justice	IJ1: I feel that my boss and coworkers treat me fairly as well as others.	0.883	0.793	Valid
	Fair Information	IJ2: I feel that my superiors and colleagues are honest and open in providing information regarding work and decisions made.	0.899		Valid
Job satisfaction	Compensation	JS1: I am satisfied with the compensation and results I receive.	0.797	0.689	Valid
	Working Conditions	JS2: I am satisfied with the policies and rules implemented in this agency because they are fair and easy to understand.	0.846		Valid
	Supervisor Quality/ Superior	JS3: I get good support and direction from my superior in carrying out my work.	0.850		Valid
	Interpersonal Relationships	JS4: I feel that my superiors and coworkers pay attention to and care about my situation and needs while working.	0.826		Valid
Motivation	Existence	MO1: I feel that the results I receive are sufficient to meet my physiological and safety needs.	0.921	0.804	Valid
	Relationship	MO2: I feel happy because my relationship with my coworkers is going very well.	0.915		Valid
	Growth	MO3: I feel there are opportunities to grow and improve my skills at work.	0.853		Valid

Source: Primary data process 2024

Based on Table 2 above, all indicators have a loading factor greater than 0.7 (> 0.70), and the AVE value for all variables is above 0.5 (>0.5). Therefore, the validity test results have been met and declared valid (Hair et al, 2021).

Reliability Test

Table 3. Reliability test

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Distributive Justice	0.834	0.858	0.900
Procedural Justice	0.906	0.929	0.933
Interactional Justice	0.740	0.743	0.885
Job satisfaction	0.849	0.850	0.899
Motivation	0.878	0.880	0.925

Source: Primary data process 2024

Reliability refers to the consistency or stability of the measuring instrument used. A measuring instrument is considered reliable if it produces consistent results when retested under the same conditions with reliability values above 0.70. Based on Table 3, all tested variables have Cronbach's Alpha and Composite Reliability values above 0.70, so it can be said that all variables are reliable (Hair et al, 2021).

R Square (R²)

Table 4. Square (R²) results

	R Square	R Square Adjusted
Job satisfaction	0.636	0.608
Motivation	0.829	0.811

Source: Primary data process 2024

R-square is a model that describes how much influence the independent variable has on the dependent variable. The R-square value is divided into strong measures with a value range above 0.75, moderate with a value range above 0.50, and weak with a value range above 0.25. Based on Table 4 above, the job satisfaction variable has an R2 influence of 0.636 so that the job satisfaction variable has a moderate influence as a dependent variable. The motivation variable is shown to have an R2 influence of 0.829 so it is concluded that it has a strong influence as a dependent variable (Hair et al, 2021).

Inner Model Analysis

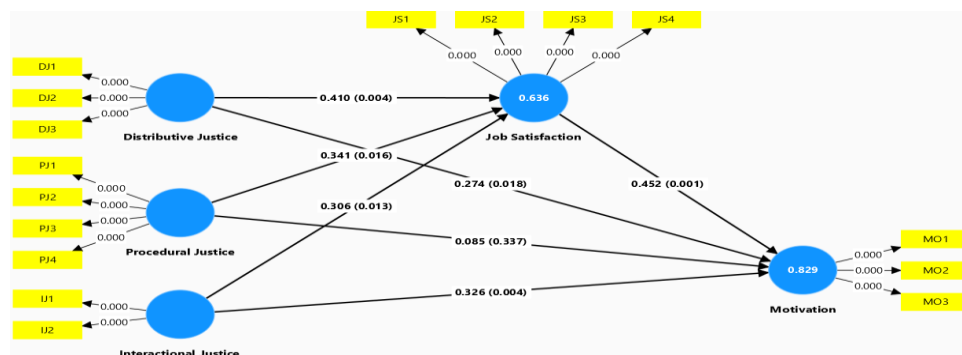


Figure 3. Inner model analysis

Hypothesis Results

Table 5. Results of direct influence testing

Hypothesis	Original sample (O)	Tstatistics	P values	Results
Distributive Justice -> Job satisfaction	0.410	2.678	0.004	Significant
Procedural Justice -> Job satisfaction	0.341	2.145	0.016	Significant
Interactional Justice -> Job satisfaction	0.306	2.230	0.013	Significant
Distributive Justice -> Motivation	0.274	2.107	0.018	Significant

Hypothesis	Original sample (O)	Tstatistics	P values	Results
Motivation Procedural Justice ->	0.085	0.419	0.337	Not Significant
Motivation Interactional Justice ->	0.326	2,647	0.004	Significant
Motivation Job satisfaction ->	0.452	3.202	0.001	Significant

Source: Primary data process 2024

Based on the test results from Table 5, the results of this data test provide several important findings related to the influence of distributive, procedural, and interactional justice on job satisfaction and motivation.

The Influence of Distributive Justice on Job Satisfaction

Distributive justice has a positive and significant effect on job satisfaction with a *P-value* of 0.004 and a *path coefficient* of 0.410, so H1 is accepted. This finding is in line with the research of Dalimunthe et al (2023) and Versteegt et al (2022) which states that distributive justice has a positive effect on job satisfaction where this is related to the distribution of needs such as the salary received is proportional to the effort expended, thereby increasing job satisfaction.

The Influence of Procedural Justice on Job Satisfaction

Procedural justice has a positive and significant effect on job satisfaction with a *P-value* of 0.016 and a *path coefficient* of 0.341, so H2 is accepted. This finding is in line with the research of Syahbana & Septyarini (2021) where this is related to the implementation of appropriate procedures in the organization can increase job satisfaction.

The Influence of Interactional Justice on Job Satisfaction

Interactional justice has a positive and significant effect on job satisfaction with a *P-value* of 0.013 and a *path coefficient* of 0.306, so H3 is accepted. This finding is in line with research by Versteegt et al (2022) and Montañez-Juan et al (2019) where positive and fair interactions between superiors and coworkers can increase job satisfaction for employees.

The Influence of Distributive Justice on Motivation

Distributive justice has a positive and significant effect on motivation with a *P-value* of 0.018 and a *path coefficient* of 0.274, so H4 is accepted. This finding is in line with research by Alvi (2023), Wijaya (2021) and Scheel et al (2019) where when the distribution of results received is equivalent to the effort expended and equivalent to coworkers who have the same responsibilities, this can increase employee motivation.

The Influence of Procedural Justice on Motivation

Procedural justice has a positive but insignificant effect on motivation with a *P-value* of 0.004 and a *path coefficient* of 0.410, so H5 is rejected. This finding is in line with the research of Lee & Rhee (2023) where a person tends to be more motivated by distributive and social relationships so that it is possible that procedural justice does not always motivate employees.

The Influence of Interactional Justice and Motivation

Interactional justice has a positive and significant effect on motivation with a *P-value* of 0.004 and a *path coefficient* of 0.326, so H6 is accepted. This finding is in line with research by Wardana et al (2023) and Retnowati & Darmawan (2022) where when employees feel that there are mutual support efforts and positive interaction relationships, this can encourage employee motivation.

The Influence of Job Satisfaction and Motivation

The results of the study found a positive and significant influence between job satisfaction and motivation with a *P-value* of 0.001 and a *path coefficient* of 0.452, so H7 is accepted. This finding is in line with research (Chen et al., 2023; Karsim et al., 2023; Aznan et al., 2019; Yusuf & Suwardana, 2023) where when employees feel satisfied with their work, they tend to feel appreciated and have clear goals so that this can encourage motivation.

Table 6. Results of mediation effect testing

Hypothesis	Original sample (O)	Tstatistics	P values	Results
Distributive Justice	0.185	1,979	0.024	Significant

-> Job Satisfaction -> Motivation Procedural Justice	0.154	1,804	0.036	Significant
-> Job Satisfaction -> Motivation Interactional Justice	0.138	1,805	0.036	Significant
-> Job Satisfaction -> Motivation				

Source: Primary data process 2024

Based on table 6, the researcher also tested the role of job satisfaction in mediating the relationship between organizational justice and motivation.

The Mediating Role of Job Satisfaction between Distributive Justice and Motivation

The results of the study found a positive and significant influence between distributive justice and motivation through job satisfaction as a mediator with a *P-value* of 0.024 and a *path coefficient* of 0.185, so H8 was accepted. This states that distributive justice not only has a direct effect on motivation but also a mediating effect through job satisfaction. This finding is in line with Jameel et al (2020), which states that distributive justice affects employee motivation, both directly and indirectly through increased job satisfaction.

The Mediating Role of Job Satisfaction between Procedural Justice and Motivation

The results of the study found a positive and significant influence between procedural justice and motivation through job satisfaction as a mediator with a *P-value* of 0.036 and a *path coefficient* of 0.154, so H9 is accepted. This finding is in line with the research of Andriani et al (2023) which states that procedural justice has an influence in increasing employee motivation through job satisfaction.

The Mediating Role of Job Satisfaction between Interactional Justice and Motivation

The results of the study found a positive and significant influence between interactional justice and motivation through job satisfaction as a mediator with a *P-value* of 0.036 and a *path coefficient* of 0.138, so that H10 is accepted. This finding is in line with González et al (2024) where when employees feel well treated interpersonally by superiors or coworkers they will be more satisfied, and this satisfaction will motivate them to work better.

4. Conclusion

Based on the results of testing the relationship between organizational justice, job satisfaction and motivation, several relevant key findings were found. First, the results of the analysis show that fair distribution of rewards, such as salary and awards, is very important to increase job satisfaction, which then increases motivation. In addition, interactional justice which includes fair treatment in establishing interpersonal relationships both between superiors and subordinates and between coworkers, also influences job satisfaction and motivation because it helps in increasing employee job satisfaction, which ultimately encourages their motivation to perform better. However, on the other hand, procedural justice only affects job satisfaction but does not affect motivation. This shows that when employees feel that procedures are only applied fairly in the organization, the direct impact can only create a sense of satisfaction among employees but not on motivation. The results of this study indicate that its impact on employee motivation is relatively weak. This may be due to the greater role of procedural justice in the context of the level of satisfaction with organizational decisions compared to encouraging the emergence of employee motivation.

This is related to the differences in views between employees in higher positions and those in lower positions regarding organizational justice. Employees in higher positions tend to value procedural justice more, because they are more involved in decision-making and understand the importance of clear and structured procedures in the organization. They see procedural justice as an indicator of professionalism in the organization that supports stability and sustainability. In contrast, employees in lower positions place more emphasis on distributive and interactional justice, such as fair distribution of rewards and positive relationships with superiors and coworkers. These employees are more sensitive to how results and rewards are distributed and how they are treated in daily interactions.

The results of the analysis show that job satisfaction has a strong influence on employee motivation. Employees who are satisfied with their jobs tend to have more desire to perform well which then drives employee motivation. Job satisfaction has been shown to be an important mediating variable between interactional, distributive, and procedural justice on motivation. Employees who perceive fair organizational

behavior in the distribution of results, procedures and interpersonal interactions tend to feel more satisfied so that it indirectly motivates employees to provide better results.

Overall, these findings underscore the importance of justice, especially distributive and interactional justice, in shaping employee job satisfaction and motivation. Organizational justice has significant long-term effects on various aspects of employee performance and well-being including increased employee loyalty, motivation and performance, reduced conflict, and the development of a positive work culture in creating a more stable and productive work environment. In its application to organizations to increase motivation in the workplace, organizational management is advised to focus on implementing the principle of justice in reward distribution and improving the quality of interpersonal relationships, as these two aspects have a significant impact on employee motivation levels. This study also makes a theoretical contribution to the evolution of public policy by demonstrating the importance of applying justice principles in policy design. The findings that distributive, interactional, and procedural justice affect employee motivation and satisfaction can be applied to designing public policies that are fair and responsive to the needs of various social groups. For further research, it is recommended to expand the scope of factors that influence job satisfaction and employee motivation beyond the concept of justice in the organization. For example, coworker support, physical work environment, and other variables can be further studied to find out how each of these factors interact with justice and influence motivation. In addition, because this research was conducted at the Regional Revenue Agency, further studies can expand the context by conducting research in different types of organizations, such as private companies, educational institutions, or non-profit organizations. Comparisons between the public and private sectors, for example, can provide insight into the variation in the importance of procedural, distributive, and interactional justice in different environments.

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