



## THE EFFECT OF ORGANIZATIONAL JUSTICE ON EXTRINSIC MOTIVATION, INTRINSIC MOTIVATION, JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN THE BANKING SECTOR

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<p><b>Info Article</b></p> <p>Received : 02 Oktober 2025</p> <p>Revised : 03 November 2025</p> <p>Accepted : 01 Desember 2025</p> <p>Publication : 30 Desember 2025</p> <p><b>Keywords:</b> Organizational Justice, Job Satisfaction, Employee Performance</p> <p><b>Kata Kunci:</b> Keadilan Organisasi, Kepuasan Kerja, Kinerja Karyawan</p> <p><i>Licensed Under a Creative Commons Attribution 4.0 International License</i></p> 	<p><b>Abstract:</b> <i>This study employs a quantitative approach with an explanatory research design to analyze the direct effect of organizational justice on extrinsic motivation, intrinsic motivation, job satisfaction, and employee performance in the banking sector. Data were collected through questionnaires using a five-point Likert scale and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The results indicate that organizational justice has a positive and significant effect on extrinsic motivation, intrinsic motivation, and job satisfaction. Furthermore, both extrinsic and intrinsic motivation have a positive and significant influence on job satisfaction. Job satisfaction also shows a significant effect on employee performance. These findings highlight the importance of implementing organizational justice to enhance employee motivation, job satisfaction, and performance. In the competitive banking industry, fair organizational practices are essential for fostering positive work attitudes and improving overall organizational effectiveness and employee productivity.</i></p> <p><b>Abstrak:</b> Penelitian ini menggunakan pendekatan kuantitatif dengan jenis <i>explanatory research</i> untuk menganalisis pengaruh langsung keadilan organisasi terhadap motivasi ekstrinsik, motivasi intrinsik, kepuasan kerja, dan kinerja karyawan pada sektor perbankan. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada responden dengan menggunakan skala Likert lima poin. Data yang diperoleh kemudian dianalisis menggunakan metode Structural Equation Modeling berbasis Partial Least Squares (SEM-PLS) dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa keadilan organisasi berpengaruh positif dan signifikan terhadap motivasi ekstrinsik, motivasi intrinsik, serta kepuasan kerja karyawan. Selain itu, motivasi ekstrinsik dan motivasi intrinsik juga terbukti memiliki pengaruh positif dan signifikan terhadap kepuasan kerja. Selanjutnya, kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan. Temuan ini menegaskan bahwa penerapan keadilan organisasi yang baik berperan penting dalam meningkatkan motivasi, kepuasan kerja, serta kinerja karyawan, khususnya di lingkungan perbankan yang menuntut profesionalisme dan kinerja tinggi.</p>
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## 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.

## METHOD

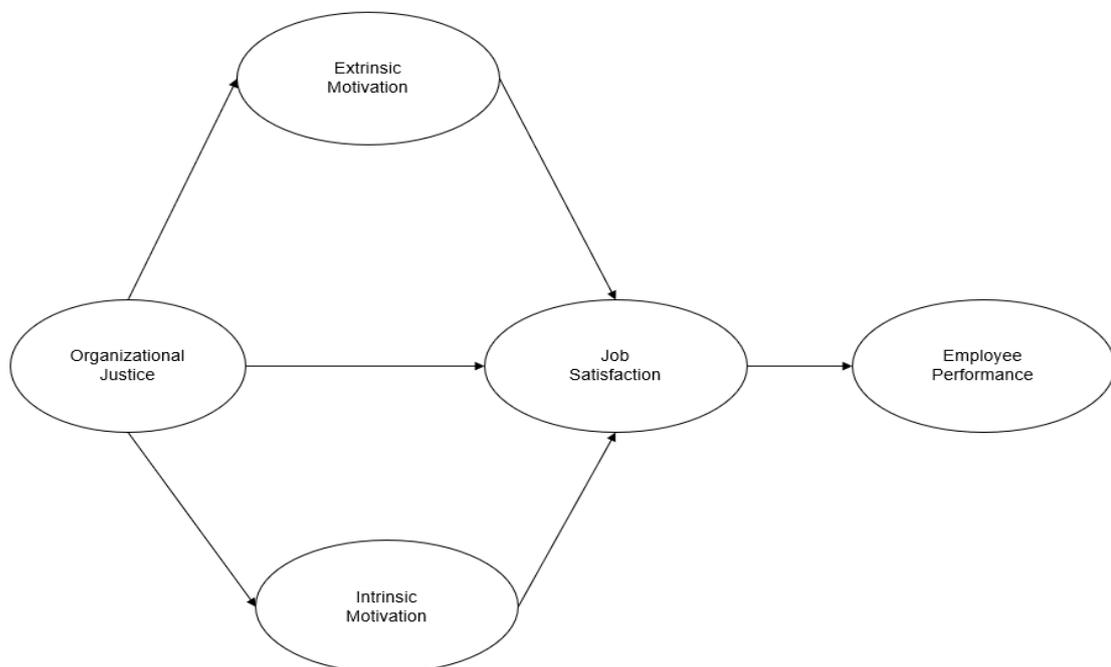


Figure: Conceptual Framework

## RESULTS AND DISCUSSION

### Results

**Table 1. Measurement items and Constructs**

Variables	Item	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Corporate Image	M_1	0,933	0,953	0,959	0,842
	M_2	0,909			
	M_3	0,931			
	M_4	0,886			
	M_5	0,927			
Emotional Value	X_1	0,942	0,961	0,961	0,865
	X_2	0,935			
	X_3	0,915			
	X_4	0,933			
	X_5	0,925			
Customer Loyalty	Y_1	0,934	0,965	0,966	0,876
	Y_2	0,931			
	Y_3	0,914			
	Y_4	0,952			
	Y_5	0,948			
Customer Satisfaction	Z_1	0,925	0,968	0,969	0,885
	Z_2	0,944			
	Z_3	0,955			
	Z_4	0,933			
	Z_5	0,946			

Table 1 presents measurement items and constructs consisting of four main variables: Corporate Image, Emotional Value, Customer Loyalty, and Customer Satisfaction. Each variable showed a high loading factor value (above 0.88), which indicates that the validity of the indicator against its construct is very strong. Cronbach's alpha values range from 0.953 to 0.968 and Composite Reliability (CR) values range from 0.959 to 0.969, indicating the excellent internal consistency of each construct. In addition, the Average Variance Extracted (AVE) value of all variables above 0.84, indicates that more than 84% of the indicator's variance is explained by the construct in question, thus meeting the criteria of convergent validity. Overall, all constructs in the table show excellent reliability and validity for use in advanced analysis.

**Table 2. HTMT result**

	1	2	3	4
Corporate_Image (1)				
Customer_Loyalty (2)	0,306			
Customer_Satisfaction (3)	0,418	0,815		
Emotional Value (4)	0,413	0,748	0,827	

Table 2 shows the results of the **Heterotrait-Monotrait Ratio (HTMT)** analysis used to assess the validity of discrimination between constructs in the research model, namely *Corporate Image*, *Customer Loyalty*, *Customer Satisfaction*, and *Emotional*

*Value*. Based on the HTMT results, all the values of the ratio between constructs were below the recommended threshold, which was 0.90 (or 0.85 for more stringent criteria), which indicates that each construct had adequate discriminant validity. The highest HTMT value was recorded between *Customer Satisfaction* and *Emotional Value* of 0.827, which is still within acceptable limits. In addition, the correlation between *Corporate Image* and other constructs showed lower values, namely 0.306 with *Customer Loyalty*, 0.418 with *Customer Satisfaction*, and 0.413 with *Emotional Value*, reinforcing the evidence that *Corporate Image* is a stand-alone construct and has no significant overlap with other constructs. Overall, these results support that each variable in the model has a unique identity and does not obscure each other, so that the structural model can be further analyzed with confidence in the validity of its constructs.

**Table 3. R Square and Q<sup>2</sup>**

	R-square	Q <sup>2</sup> predict
Customer_Loyalty	0,662	0,505
Customer Satisfaction	0,651	0,634

Table 3 shows the R-square and Q<sup>2</sup> predict values for the Customer Loyalty and Customer Satisfaction variables, illustrating the predictive power and explanatory ability of the model against the endogenous variables. The R-square values of 0.662 for Customer Loyalty and 0.651 for Customer Satisfaction indicate that approximately 66.2% and 65.1% of the variance of each variable can be explained by independent constructs in the model, which fall into the strong category. Meanwhile, the Q<sup>2</sup> predict values of 0.505 and 0.634, respectively, indicate that the model is not only capable of explaining, but also has good predictive capabilities. A Q<sup>2</sup> value above zero, especially if it exceeds 0.5, indicates substantial predictive quality. Thus, this model shows good performance both in terms of explanation of variance and predictive ability, making it suitable for further analysis.

**Table 4. Hypotheses relationship 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

The results of the hypothesis test showed that organizational justice had a positive and significant effect on extrinsic motivation, intrinsic motivation, and job satisfaction.

The greatest influence of organizational justice was seen in intrinsic motivation ( $\beta = 0.581$ ;  $p = 0.000$ ), followed by extrinsic motivation ( $\beta = 0.540$ ;  $p = 0.000$ ), which indicated that a good perception of justice was able to increase internal and external motivation of employees. In addition, organizational justice also had a positive effect on job satisfaction ( $\beta = 0.233$ ;  $p = 0.002$ ), although with a relatively smaller power of influence compared to motivation.

Furthermore, the results of the analysis showed that extrinsic motivation ( $\beta = 0.311$ ;  $p = 0.000$ ) and intrinsic motivation ( $\beta = 0.305$ ;  $p = 0.000$ ) had a positive and significant effect on job satisfaction. Job satisfaction was further shown to have the strongest influence on employee performance ( $\beta = 0.610$ ;  $p = 0.000$ ). These findings indicate that increasing job satisfaction is an important factor in encouraging more optimal employee performance in the banking sector.

## **Discussion**

The results of the study show that organizational justice has a positive and significant effect on extrinsic motivation and intrinsic motivation. The perception of justice in award distribution, work procedures, and leadership treatment encourages employees to increase motivation stemming from incentives and recognition, while strengthening internal motivations in the form of pride, personal satisfaction, and pleasure at work. These findings confirm that organizational justice plays an important role in shaping employee motivation, both external and internal, as supported by the findings of Colquitt et al. (2013), Ugaddan and Park (2019), and Cropanzano et al. (1990). In addition to influencing motivation, organizational justice also has a positive and significant effect on job satisfaction. Employees who rate an organization as fair tend to feel more comfortable, safe, and valued, thus forming a positive assessment of the job and the organization as a whole. In the context of banking that has high work pressure, justice in policies, compensation, and employment relations are important factors in maintaining employee job satisfaction. These findings are in line with the research of Siregar et al. (2020), Masrukin and Wijayanto (2018), and Tawainella et al. (2024).

Furthermore, the results of the study show that extrinsic motivation and intrinsic motivation have a positive and significant effect on job satisfaction. Rewards, recognition, and performance-appropriate rewards increase employee appreciation, while the pleasure of work and the meaning of work encourage emotional satisfaction. This shows that job satisfaction is shaped not only by material factors, but also by internal psychological impulses. These findings reinforce the results of previous research that stated that both

types of motivation are important determinants of employee job satisfaction. Finally, job satisfaction has been shown to have a positive and significant effect on employee performance. Employees who feel satisfied with their work tend to show better performance, both in terms of service quality, target achievement, and contribution to the internal work process. Job satisfaction encourages employees to work more optimally, responsibly, and consistently in carrying out their duties. These findings confirm that improving job satisfaction is an important strategy for banking organizations in improving employee performance in an ongoing manner.

## CONCLUSION

This study concludes that organizational justice has a positive and significant effect on extrinsic motivation, intrinsic motivation, and job satisfaction, as well as job satisfaction has a positive effect on employee performance in the banking sector. These findings suggest that the application of justice in managerial policies, procedures, and treatment is able to increase employee motivation and job satisfaction, ultimately driving improved performance. Practically, the results of this study imply the importance for banking management to implement a fair, transparent, and consistent human resource management system, both in performance appraisals, awards, and employee development, in order to create a conducive and performance-oriented work environment. However, this study has several limitations, including limitations on the research object that only covers one organizational sector and the use of cross-sectional data based on respondent perception. Therefore, further research is recommended to expand the scope of the research object to other sectors or organizations, using longitudinal design, and adding other variables such as organizational commitment, leadership, or work culture in order to provide a more comprehensive understanding of the factors that affect employee performance.

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