

The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. Academic Journal of Economic Studies

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ABSTRACT

This study aims to determine the effect of work motivation and rewards on employee performance with job satisfaction as a mediating variable (case study of the East Kutai Regency Secretariat, Protocol and Leadership Communication Division). The sample size used was 54 respondents selected using Non-Probability Sampling using a census technique filled out by all ASN in the East Kutai Regency Secretariat, Protocol and Leadership Communication Division. The data analysis used in this study was quantitative descriptive, using multiple linear regression analysis and path analysis. The results of this study are as follows: $Z = 1.994 + 0.730 X1 + 0.858 X2$ and $Y = 16.560 + 0.360 X1 + 0.652 X2 + 0.045 Z$. The results of the t test show that work motivation and rewards have an effect on job satisfaction. Work motivation and job satisfaction do not have an effect on employee performance. While rewards have an effect on employee performance. The indirect effect between work motivation and rewards does not have an effect on employee performance through job satisfaction. The first coefficient of determination obtained from the independent variables ($X1$ & $X2$ against Z) in this study is 89.4 percent and the second coefficient of determination obtained from the independent variables ($X1$, $X2$ & Z against Y) in this study is 64.1 percent.

Keyword Work Motivation, Rewards, Job Satisfaction & Employee Performance

Introduction

Improving employee performance is a key focus for organizations in achieving their stated goals. In this highly competitive era, every organization must optimize the potential of its human resources (HR) to carry out their duties and functions effectively and efficiently. Employee performance is significantly influenced by various factors, one of which is work motivation. Work motivation plays a crucial role in shaping employee attitudes and behaviors in the workplace, which in turn impacts the quality of their performance.

The awarding of rewards is based on the principle of fairness. Appreciation for work achievements will certainly improve employee performance, thus encouraging them to perform their duties to the best of their ability. This coincides with the reward system implemented by

the East Kutai Regency government (Septian, 2013:2).

Employee performance is a key indicator in assessing the effectiveness and efficiency of an organization, particularly in the government sector. In the East Kutai Regency Secretariat, particularly in the Protocol and Leadership Communications Section, employee performance plays a crucial role because it directly impacts the smooth communication between regional leaders and the public, as well as the smooth implementation of protocol tasks that support the running of government. The primary duties of this section include organizing formal events, coordinating with external parties, and managing communications that support district government programs.

Furthermore, an unsupportive work environment and a suboptimal reward system can hinder optimal performance. Therefore, it is crucial to identify and analyze the factors affecting employee performance in this department to find appropriate solutions to improve their performance. Amidst demands for faster, more accurate, and more transparent public services, improving employee performance at the East Kutai Regency Secretariat is crucial.

Based on the description of the background of the problem above, the formulation of the problem in this research is:

1. Does Work Motivation Influence Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
2. Does Rewards Influence Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
3. Does Work Motivation Influence Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
4. Does Rewards Influence Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
5. Does Job Satisfaction Influence Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
6. Does Work Motivation Influence Employee Performance, as moderated by Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?
7. Does Rewards Influence Employee Performance, as moderated by Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat?

Based on the problem formulation outlined above, the research objectives to be determined are:

1. To determine and analyze the influence of Work Motivation on Job Satisfaction in the East Kutai Regency Secretariat, Protocol and Leadership Communication Section.
2. To determine and analyze the influence of Rewards on Job Satisfaction in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.
3. To determine and analyze the influence of Work Motivation on Employee Performance in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.
4. To determine and analyze the influence of Rewards on Employee Performance in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.
5. To determine and analyze the influence of Job Satisfaction on Employee Performance in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.
6. To determine and analyze the influence of Work Motivation on Employee Performance, moderated by Job Satisfaction in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.
7. To determine and analyze the influence of Rewards on Employee Performance, moderated by Job Satisfaction in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.

Theoretical Framework

Motivation is one of the factors that influences human behavior. Motivation is also known as the driving force of desires, supports, or needs that can energize and motivate a person to reduce and fulfill their own impulses, thereby enabling them to act and act in certain ways that will lead to optimal outcomes.

According to Wibowo (2013:195), indicators of work motivation are as follows:

1. The need for achievement:
 - a. Work targets
 - b. Work quality
 - c. Responsibility
 - d. Risk
2. The need to expand social circles:
 - a. Communication
 - b. Friendship
3. The need to master a job:

- a. Leadership
- b. Company ambassador
- c. Role model

Rewards are essential in any organization or company and are commonly offered to employees who have significantly contributed to improving their operations.

According to Mortesen (2015:231), indicators of rewards include:

1. Recognition

People not only want to know how well they've performed or achieved their goals, but they also want to know how much the organization values their performance. Praise is a powerful motivator, especially in the form of recognition.

1. Praise

People need affection to satisfy a sense of belonging, and we need praise to feel valued in the workplace and in our own minds. When an employee completes the work requested by the company, they will consistently perform well. A person's self-confidence will grow even though they receive praise in the form of being listened to and accepting ideas and suggestions.

2. Needs

These needs are met through financial means, such as incentives, benefits, wages and salaries.

According to Hasibuan (2017:47), performance is the result of work achieved by a person in carrying out their duties based on skill, effort, and opportunity.

According to Mangkunegara (2010:94), the indicators of employee performance are as follows:

1. Work Quality

How well an employee does what is supposed to be done.

2. Work Quantity

How long an employee works in a day. This work quantity can be seen from the work speed of each employee.

3. Responsibility

Awareness of the obligation to perform work accurately and without errors.

4. Cooperation

An employee's willingness to participate with other employees vertically and horizontally, both inside and outside of work, so that work will be better.

5. Initiative

The existence of internal initiative within the organization to carry out work and resolve problems without waiting for orders.

Job satisfaction is an affective or emotional response to various aspects of work. It is a set of employee feelings about whether their work is enjoyable or not. It is a general attitude toward one's job that reflects the difference between the amount of rewards workers receive and the amount they believe they should receive. Afandi (2018:73).

According to Afandi (2018:82) the indicators of job satisfaction are as follows:

1. Job

Does the content of a person's work contain satisfying elements?

2. Wages

Does the amount of pay a person receives as a result of performing their work align with perceived fairness and needs?

3. Promotion

The possibility of a person's development through promotion.

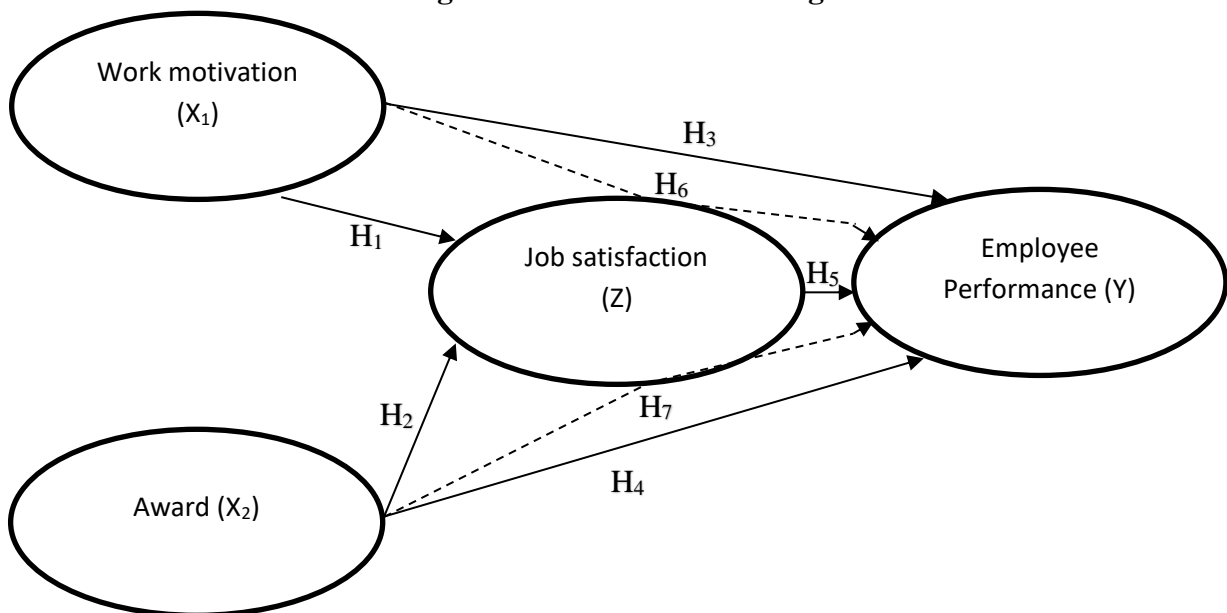
4. Supervisor

Someone who consistently gives orders or instructions in carrying out work.

5. Coworkers

Coworkers who help each other complete work.

Figure 1 Framework of Thought
Figure 1 Framework of Thought



Source: Researcher 2026

Information:

X1, X2, Z on Y : Direct Effect

X1 on Y through Z : No Direct Effect

X2 on Y through Z : No Direct Effect

A hypothesis is a tentative statement or assumption that is most likely and needs to be verified, as a basis for formulating a problem that aims to direct and provide guidance on the main problem and research objectives. Based on the problem background, problem formulation, and theoretical basis above, the following tentative hypotheses are produced in this study:

1. H0: It is suspected that Work Motivation does not affect Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
H1: It is suspected that Work Motivation affects Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
2. H0: It is suspected that Awards do not affect Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
H1: It is suspected that Awards affect Job Satisfaction in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
3. H0: It is suspected that Work Motivation does not affect Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
H1: It is suspected that Work Motivation affects Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
4. H0: It is suspected that Awards do not affect Employee Performance in the Protocol and Leadership Communications Division of the East Kutai Regency Secretariat.
H1: It is suspected that Awards affect Employee Performance in East Kutai Regency Secretariat, Protocol and Leadership Communications Division
5. H0: Job satisfaction is suspected to have no effect on employee performance in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division.
H1: Job satisfaction is suspected to have an effect on employee performance in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division.
6. H0: Work motivation is suspected to have no indirect effect on employee performance through job satisfaction in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division.
H1: Work motivation is suspected to have an indirect effect on employee performance through job satisfaction in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division.
7. H0: Rewards are suspected to have an indirect effect on employee performance through job satisfaction in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division.
H1: Rewards are suspected to have an indirect effect on employee performance through

job satisfaction in the East Kutai Regency Secretariat, Protocol and Leadership Communications Division

Methods

1. Time and Place of the Research

This research was conducted from November 2025 to February 2026 in Sangatta, East Kutai Regency. The research location was the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.

2. Population, Sample, and Sampling Technique

A population is a generalized area consisting of objects/subjects with certain qualities and characteristics determined by the researcher, then studied and conclusions drawn (Sugiono, 2011:80). The population in this study was all employees at the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat, with a total of 54 employees. According to Sugiyono (2014:116), the definition of a sample is as follows: "A sample is a portion of the total number and characteristics of a population." Furthermore, it should be noted that the selected sample must demonstrate all population characteristics so that they are reflected in the sample. In other words, the sample must be able to depict the actual state of the population or be representative. According to Sugiyono (2014:116), sampling technique is a sampling technique. Various sampling techniques are used to determine the sample to be used in research.

Saturated sampling technique is a sampling technique where all members of the population are used as samples. Therefore, the author chose to use saturated sampling technique due to the relatively small population size. Therefore, the sample used in this study totaled 54 respondents.

3. Operational Definition

This study consists of two independent variables: Work Motivation (X1) and Rewards (X2), one mediating variable: Job Satisfaction (Z), and one dependent variable: Employee Performance (Y). Therefore, the operational definitions that need to be explained are:

Table 1. Definition of Work Motivation, Rewards, Job Satisfaction & Employee Performance

Variabel	Definition	Indicator	Scale
Work motivation (X1)	The drive or enthusiasm that arises from within a civil servant to work well and achieve organizational goals.	According to Wibowo (2013:195), the indicators of work motivation are: 1. The need for achievement 2. The need to expand one's social circle 3. The need to master a particular job	Likert 1/5

Award (X₂)	A form of appreciation and recognition for the performance, dedication and achievements that have been demonstrated in carrying out duties and obligations.	Mortesen (2015:231) defines appreciation indicators as: 1. Recognition 2. Praise 3. Needs	Likert 1/5
Job satisfaction (Z)	The positive or pleasant feelings felt by a civil servant towards his work, which reflects his attitude towards tasks, work environment and various other aspects of the job.	According to Afandi (2018:73), the indicators of job satisfaction are: 1. Work 2. Wages 3. Promotion 4. Supervisors 5. Coworkers	Likert 1/5
Employee Performance (Y)	The work results achieved by a civil servant in carrying out his duties and responsibilities, in accordance with established standards and within a certain time period.	According to Mangkunegara (2010:94), the indicators of employee performance are: 1. Work Quality 2. Work Quantity 3. Responsibility 4. Cooperation 5. Initiative	Likert 1/5

4. Data collection technique

This research used a questionnaire as the data collection technique. Respondents simply had to choose the appropriate answer to the question, such as:

- SS : Strongly Disagree (1)
- S : Agree (2)
- KS : Disagree (3)
- TS : Disagree (4)
- STS : Strongly Disagree (5)

5. Hypothesis Analysis and Testing Tools

Before being used in actual research, questionnaires must be tested. Instrument testing is conducted to determine the validity and reliability of an instrument. The classical assumption test is used so that the regression model used can be said to be free from classical assumptions, where it must have a normal or near-normal data distribution, free from multicollinearity tests, and heteroscedasticity tests.

The data processing method used in this study is path analysis. The path analysis model used in this study is as follows:

$$Z = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 Z_3 + \epsilon$$

Information :

Y : Employee Performance

Z : Job Satisfaction

α : Constant

β_1, β_2 : Regression Coefficients

X1 : Work Motivation

X2 : Rewards

ϵ : Error Term

Hypothesis Testing

The hypothesis testing conducted in this study included: the Coefficient of Determination (R²), the F-Statistical Test (Concurrent Test), and the t-Statistical Test (Simultaneous Test).

Result

The Validity Test results obtained by the Corrected Item-total correlation for each indicator were all greater than 0.279, meaning that all question indicators can be said to be valid. The results of the Validity Test are as follows:

Table 2. Validity Test Decision

Indicator Variables		Corrected Item – Number of Correlations	R Table	Decision
No	Indicator			
Work motivation (X₁)				
1.	The Need to Achieve	0.863	0.279	Valid
2.	The Need to Achieve	0.863	0.279	Valid
3.	The Need to Expand Social Networks	0.901	0.279	Valid
4.	The Need to Expand Social Networks	0.827	0.279	Valid
5.	The Need to Master a Job	0.905	0.279	Valid
6.	The Need to Master a Job	0.881	0.279	Valid
Award (X₂)				
1.	Confession	0.857	0.279	Valid
2.	Confession	0.825	0.279	Valid
3.	Praise	0.835	0.279	Valid
4.	Praise	0.785	0.279	Valid
5.	Need	0.844	0.279	Valid
6.	Need	0.832	0.279	Valid
Job satisfaction (Z)				
1.	Work	0.840	0.279	Valid
2.	Work	0.941	0.279	Valid

3.	Wages	0.894	0.279	Valid
4.	Wages	0.915	0.279	Valid
5.	Promotion	0.729	0.279	Valid
6.	Promotion	0.831	0.279	Valid
7.	Supervisor	0.899	0.279	Valid
8.	Supervisor	0.878	0.279	Valid
9.	Work colleague	0.885	0.279	Valid
10.	Work colleague	0.842	0.279	Valid
Employee Performance (Y)				
1.	Quality of Work	0.788	0.279	Valid
2.	Quality of Work	0.783	0.279	Valid
3.	Quality of Work	0.831	0.279	Valid
4.	Quality of Work	0.630	0.279	Valid
5.	Responsibility	0.828	0.279	Valid
6.	Responsibility	0.823	0.279	Valid
7.	Cooperation	0.834	0.279	Valid
8.	Cooperation	0.849	0.279	Valid
9.	Initiative	0.778	0.279	Valid
10.	Initiative	0.867	0.279	Valid

Source: Primary data processed by SPSS 25

Table 3. Alpha Values for Reliability Tests Reliability Statistics

Cronbach's Alpha	N of Items
,987	32

Source: Primary data processed by SPSS 25

Based on the results of the reliability test processing, it shows that the alpha value if the item is deleted for each attribute in the analysis factor is smaller than the comparative alpha value, which is 0.987, so it can be concluded that all indicators in the study are reliable. The results of the reliability test are as follows:

Table 4. Results of the Factor Analysis Reliability Test

Indicator Variables		Cronbach's Alpha if Item Deleted	Cronbach's Alpha	Decision
Work motivation (X₁)				
No	Indicator			
1.	The Need to Achieve	0.986	0.987	Reliable
2.	The Need to Achieve	0.986	0.987	Reliable
3.	The Need to Expand Social Networks	0.986	0.987	Reliable
4.	The Need to Expand Social Networks	0.986	0.987	Reliable
5.	The Need to Master a Job	0.986	0.987	Reliable
6.	The Need to Master a Job	0.986	0.987	Reliable
Award (X₂)				
1.	Confession	0.986	0.987	Reliable
2.	Confession	0.986	0.987	Reliable
3.	Praise	0.986	0.987	Reliable
4.	Praise	0.942	0.987	Reliable

5.	Need	0.964	0.987	Reliable
6.	Need	0.975	0.987	Reliale
Job satisfaction (Z)				
1.	Work	0.943	0.987	Reliable
2.	Work	0.986	0.987	Reliable
3.	Wages	0.981	0.987	Reliable
4.	Wages	0.983	0.987	Reliable
5.	Promotion	0.983	0.987	Reliable
6.	Promotion	0.983	0.987	Reliable
7.	Supervisor	0.980	0.987	Reliable
8.	Supervisor	0.982	0.987	Reliable
9.	Work colleague	0.985	0.987	Reliable
10.	Work colleague	0.983	0.987	Reliable
Employee Performance (Y)				
1.	Quality of Work	0.983	0.987	Reliable
2.	Quality of Work	0.982	0.987	Reliable
3.	Work Quantity	0.982	0.987	Reliable
4.	Work Quantity	0.982	0.987	Reliable
5.	Responsibility	0.982	0.987	Reliable
6.	Responsibility	0.983	0.987	Reliable
7.	Cooperation	0.984	0.987	Reliable
8.	Cooperation	0.981	0.987	Reliable
9.	Initiative	0.983	0.987	Reliable
10.	Initiative	0.983	0.987	Reliable

Source: Primary data processed by SPSS 25

Multiple Regression Analysis was used to test the influence of Work Motivation (X1) and Rewards (X2) on Job Satisfaction (Z). This regression model was developed to test the hypotheses formulated in this study, namely as follows:

Table 5. Results of Multiple Regression Analysis (X1 and X2 against Z) Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,994	1,988		1,003	,321
	WORK MOTIVATION	,730	,120	,473	6,068	,000
	AWARD	,858	,129	,520	6,667	,000

a. Dependent Variable: Job Satisfaction

Source: Primary data processed by SPSS 25

From Table 5. above, it can be seen that the regression equation used in this study is:

$$Z = 1,994 + 0,730 X1 + 0,858 X2$$

The multiple linear regression equation model can be concluded as follows:

1. The regression coefficient for Work Motivation (X1) is 0.730, indicating that Work Motivation (X1) has a positive effect on Job Satisfaction (Z) in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.

2. The regression coefficient for Rewards (X2) is 0.858, indicating that Rewards (X2) have a positive effect on Job Satisfaction (Z) in the Protocol and Leadership Communications Section of the East Kutai Regency Secretariat.

The Coefficient of Determination (R² Test) can be used to measure how much the variables of Work Motivation (X1) and Rewards (X2), and Job Satisfaction (Z) have the ability to explain the variation of the dependent variable. A small R² value means that the ability of the independent variables to explain the variation of the dependent variable is very limited (Ghozali, 2011:45). If the value of the Coefficient of Determination approaches 1, then the independent variable will have a perfect influence on the mediating variable, namely as follows:

Table 6. Results of the Coefficient of Determination Test (R² Test) (X1 and X2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,946 ^a	,894	,890	2,961

a. Predictors: (Constant), X₂, X₁

b. Dependent Variable: Z

Source: Primary data processed by SPSS 25

Table 6 above shows that the R² (Coefficient of Determination) value is 0.894. This indicates that 89.4 percent of the Job Satisfaction (Z) variable can be explained by the Work Motivation (X1) and Rewards (X2) variables. The remaining 10.6 percent is explained by other variables not included in the research model.

The F-statistical test basically shows whether the Work Motivation (X1) and Reward (X2) variables included in the regression model have a simultaneous influence on the Job Satisfaction (Z) variable (Ghozali, 2011:56). If the significance value is <0.05, then this explains that the independent variables can simultaneously influence the mediating variables, namely as follows:

Mediation Effect of Job Satisfaction (Ha6 and Ha7 Rejected)

Job satisfaction was not proven to mediate the influence of distributive justice (T = 1.656; p = 0.098) or organizational commitment (T = 1.361; p = 0.174) on employee performance at a 5% alpha level. This is related to the insignificant path from job satisfaction to performance, which is an integral part of the mediation chain. Baron & Kenny (2019) explained that all mediation paths must be significant for a mediation effect to be proven. However, Ha6 showed T = 1.656, which exceeded the 10% alpha T-table, indicating a weak mediation effect at a 90% confidence level. The difference in results with Haryono (2019) and Alsafadi & Altahat (2021) who found significant mediation may be attributed to differences in organizational context and performance measurement systems.

Conclusions

Based on testing seven hypotheses using PLS-SEM, this study concludes: (1) distributive justice has a significant effect on employee job satisfaction (coefficient 0.459, the strongest predictor); (2) organizational commitment has a significant effect on employee job satisfaction (coefficient 0.244); (3-5) distributive justice, organizational commitment, and job satisfaction do not have a direct effect on employee performance at 5% alpha; and (6-7) job satisfaction does not significantly mediate the effect of distributive justice or organizational commitment on employee performance at a 95% confidence level.

These findings indicate that in the context of bureaucratic government agencies, performance improvement is not solely determined by distributive justice and organizational commitment, but is also influenced by structural and institutional factors such as supervisory systems, work procedures, leadership, and the availability of infrastructure.

Recommendations for the management of the East Kutai PUPR Service: (1) prioritize transparency in incentive distribution as the strongest predictor of job satisfaction; (2) maintain high organizational commitment through recognition and career development programs; (3) improve employee technical competence so that commitment and job satisfaction can be translated into optimal performance; (4) develop a performance feedback system based on real achievements. Further research is recommended to use a longitudinal design, add moderating variables such as transformational leadership, and use mixed methods.

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