

# The Influence of Organizational Justice, and Teamwork towards the Employee Performance with Intrinsic Motivation as an Intervening Variable

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## Abstract

Previous research has discussed a lot about the effect of organizational justice on performance. However, there are still inconsistencies and substantial differences between constructions. For this reason, this research goals to determine the impact of organizational justice and teamwork on employee performance with intrinsic motivation as an intermediary variable. This research was conducted at an agrochemical company in Merak, Banten, with a total of 98 respondents. This type of research is explanatory research in which the relationship between variables is explained by testing the hypothesis. Data from the questionnaires collected were then analyzed using SmartPLS 4 software. The results of the analysis showed that (1) organizational justice has a positive and significant impact on performance, (2) teamwork has a positive and significant impact on performance, (3) intrinsic motivation has a positive and significant impact on performance, (4) organizational justice has no significant impact on intrinsic motivation, (5) teamwork has a positive and significant effect on intrinsic motivation, (6) intrinsic motivation positively and significantly mediates teamwork and performance, (7) intrinsic motivation does not significantly mediate organizational justice and performance. The results of this study can be implemented by organizations to focus more on developing variables that have a significant impact on employee performance.

**Keywords:** *Organizational Justice, Teamwork, Intrinsic Motivation, Performance.*

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## A. INTRODUCTION

In a world that is increasingly being volatile, uncertain, complex, and often ambiguous better known as VUCA, it is very important to maintain optimal employee performance. For this reason, it is necessary to further explore factors that can improve performance.

Employees' sense of fairness in terms of organizational outcomes, protocols, contacts with supervisors, and information availability is known as organizational justice. Distributive, procedural, interactional, and information justice are the terms used to describe these four components, in that order. (Colquitt, 2001). It has been discovered that employee attitudes and behavior, including performance, are positively impacted by perceived fairness. (Mylona dan Mihail, 2019; Rahmawati dan Priyono, 2022; Subra dan Santosh, 2022). It was discovered that a significant factor influencing employee attitudes, behavior, and performance at work is organizational justice. (Ohana & Meyer, 2016). Employees who feel fair treatment within the organization will provide their best performance (Fiaz, et al., 2021).

This is consistent with other studies' findings that workers respond to the conditions of perceived justice they encounter at work by adopting attitudes and behaviors that are advantageous to their employers. (Colquitt, Scott, Rodell, Long, Zapata, & Conlon, 2013).

Performance is a complex concept that has many determinants that need to be considered and evaluated to achieve the desired goals (Jeevan & Maneesha, 2015). Performance can also be seen from the work results that have been achieved by employees both individually and in groups to achieve company goals at predetermined times (Tai et al., 2012).

Employee performance can only be achieved at its best if all elements of the organization work together. Teamwork has been considered one of the most desirable attributes desired by employers in modern organizations (West, 2012). Sheeba dan Layal (2022) in their research concluded that there is a notable influence of teamwork on performance.

This is also in accordance with the results of the meta-analysis carried out by Schmutz, et al. (2019) which concludes that teamwork has a positive influence on performance. Moderator analysis illustrated that teamwork is related to performance, whatever the characteristics of the team or task.

The body of research on performance indicates that one of the most important elements in raising performance is employee motivation (Pinder, 2011) in Zhang et al (2016). An urge that results from the desire to satisfy unmet needs is known as intrinsic motivation (Silalahi & Mifka, 2015). A person experiences intrinsic motivation when they are engaged in a task that brings them pleasure because the work is fascinating and enjoyable in and of itself, with self-determined task goals. Other factors that contribute to intrinsic motivation include the work environment, the caliber of coworkers, and the freedom and creativity to fulfill personal desires. (Wirawan, 2013). Employees who have high intrinsic motivation have a positive and significant correlation with high performance (Andika & Darmanto, 2020).

Motivated employees are enthusiastic and put their best effort into their work. They are the people most desired by organizations and consistently demonstrate innovation and commitment (Tejaswi Bhuvanaiah and R. P. Raya, 2015).

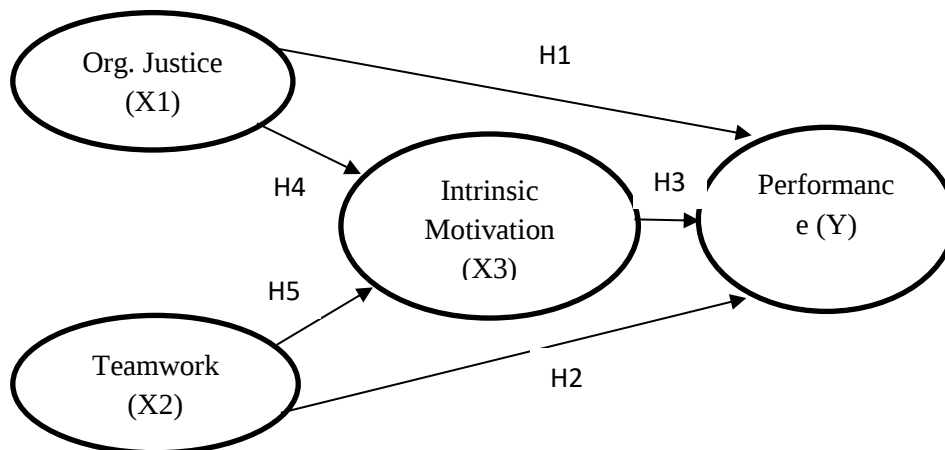
The success of an organization is not determined by individual work but by teamwork. In teamwork, they can help each other solve problems through cooperation and good communication. This will ultimately increase productivity and work performance. Based on several studies, working in a team is more productive than working individually (Jones, Richard, Paul, Sloane, & Peter, 2017; Jalal & Putri, 2015; Alarafat 2021).

Perhaps to sustain their positive affective states, people in positive moods stayed on tasks longer than people in negative moods. In summary, we suggest that heightened intrinsic drive could be a possible response to organizational justice compliance. (Zapata et al., 2009).

Working together in a cohesive group (teamwork) helping each other and sharing knowledge and skills will increase intrinsic motivation (Carr & Walton, 2014).

Despite the fact that these concepts have been the subject of numerous research, none of them are thorough enough to look at every construct at once. Consequently, a thorough investigation is required to remove the ambiguity surrounding the implications of these ideas and provide a basic framework that explains how they relate to one another. This work seeks to address these issues and add to the body of literature..

The following is the development of the research framework and hypothesis:



**Figure 1. Research Framework**

H1 = Organizational justice has a positive effect on performance.

H2 = Teamwork has a positive effect on performance.

H3 = Intrinsic motivation has a positive effect on performance.

H4 = Organizational justice has a positive effect on intrinsic motivation.

H5 = Teamwork has a positive effect on intrinsic motivation.

H6 = Organizational justice has a positive effect on performance through MI.

H7 = Teamwork has a positive effect on performance through MI.

## B. METHODS

Methods of quantitative description are used in this study. This research model describes or illustrates the obtained data in its original form to examine it. The objective is to characterize the impact of cooperation and organizational justice determinants on performance, using intrinsic motivation as a mediating variable.

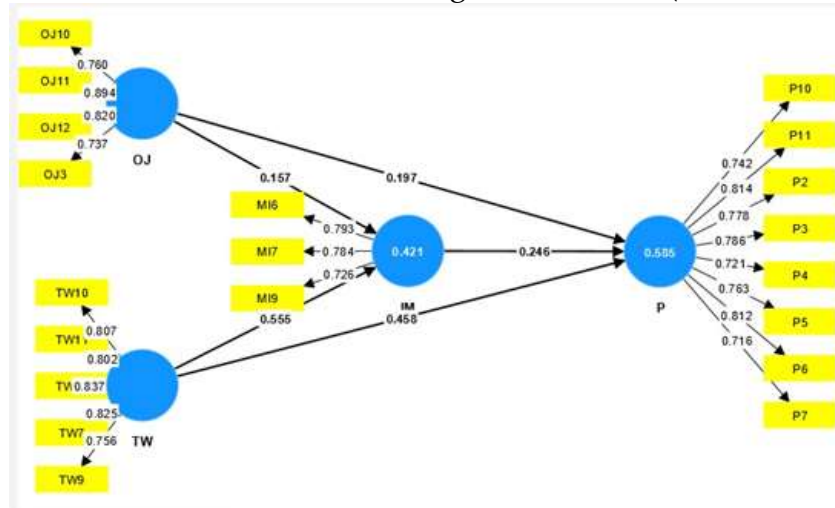
This research was conducted at an agrochemical company in Merak, Banten, with a population of 140 people. Based on the Slovin formula, the number of respondents was 98 people. To reduce errors in filling out the questionnaire, the number of respondents was increased to 98 people, representing all parts of the factory, such as production, QC & lab, maintenance, warehouse, GA and HSE & security.

Questionnaires were distributed to respondents who were called to the training room. Research variables are measured using a Likert scale on several indicators for each variable. The collected data was then analyzed using SmartPLS software.

### C. RESULTS AND DISCUSSION

The following is a description of the 98 respondents. The largest portion of respondents was in the 20-29 years age range (50%), 73% of respondents had a high school education, the number of male respondents was 73 (74%) and the total number of female respondents was 25 (26%).

All indicators with an outer loading greater than 0.7 are displayed in the results of testing the measurement model (outer model) in Figure 2. This shows that the related indicators are valid for measuring the construct (Hair et al., 2014).



**Figure 2. Analysis Results with SmartPLS**

**Table 1. Reliability Test Results**

|                        | Cronbach' Alpha | Composite Reliability | Average Variance Extracted (AVE) | Remarks |
|------------------------|-----------------|-----------------------|----------------------------------|---------|
| Intrinsic Motivation   | 0.652           | 0.653                 | 0.591                            | Satisfy |
| Organizational Justice | 0.819           | 0.847                 | 0.648                            | Satisfy |
| Performance            | 0.900           | 0.906                 | 0.589                            | Satisfy |
| Teamwork               | 0.865           | 0.871                 | 0.649                            | Satisfy |

Source: SmartPLS analysis results (2023)

It is clear from the output above that all valid indicators converge to form their respective variables because the AVE value for each variable is larger than 0.5. Apart from that, Cronbach's Alpha and CR values were also obtained which were greater than 0.6 for all variables. The conclusion is that all variables and items used in this research meet validity and reliability in measuring variables.

Next, an inner model evaluation is carried out as follows to find out whether the relationship between construct variables is consistent with theory:

**Table 2. R<sup>2</sup> Test**

|                      | R Square | R Square Adjusted |
|----------------------|----------|-------------------|
| Intrinsic Motivation | 0.421    | 0.409             |
| Performance          | 0.585    | 0.572             |

Source: SmartPLS analysis results (2023)

Based on the  $R^2$  test results, 58.5% of performance variability can be explained by organizational justice, teamwork, and intrinsic motivation factors. This figure lies between 33% - 67% and is considered moderate (Chin, 1998).

Hypothesis testing was carried out using the bootstrapping method in SmartPLS, and the following results were obtained:

**Table 3. Hypothesis Test Results**

| H | Construct Variables    |                      |                      | Direct | Indirect | P     |
|---|------------------------|----------------------|----------------------|--------|----------|-------|
|   | Independent            | Mediation            | Dependent            |        |          |       |
| 1 | Intrinsic motivation   |                      | Performance          | 0.246  |          | 0.007 |
| 2 | Organizational justice |                      | Intrinsic motivation | 0.157  |          | 0.226 |
| 3 | Organizational justice |                      | Performance          | 0.197  |          | 0.026 |
| 4 | Teamwork               |                      | Intrinsic motivation | 0.555  |          | 0.000 |
| 5 | Teamwork               |                      | Performance          | 0.458  |          | 0.000 |
| 6 | Teamwork               | Intrinsic motivation | Performance          |        | 0.136    | 0.017 |
| 7 | Organizational justice | Intrinsic motivation | Performance          |        | 0.039    | 0.293 |

Source: SmartPLS analysis results (2023)

The results of hypothesis testing in Table 3 can be interpreted as follows: organizational justice has a positive path coefficient ( $M=0.197$ ) and has a significant effect on performance ( $P=0.026$ ). Consequently, the null hypothesis is rejected. So, it can be summed up that organizational justice has an important impact on performance and has a positive relationship. When employees have a positive perception of procedural, distributive, and interpersonal justice, this will encourage employees to voluntarily sacrifice all the resources they have to achieve organizational goals. So good organizational justice is the main driving factor for organizational performance. This is in line with the results of research on employees of PT Wahana Kasih Mulia Cilacap (Kurniawan & Nurohmah, 2022), and Diah et al., 2022 at the RSIA X.

Teamwork has a positive path coefficient ( $M=0.458$ ) and has a significant effect on performance ( $P=0.000$ ). Consequently, the null hypothesis is rejected. So, it can be summed up that teamwork has an important impact on performance and has a positive relationship. Good teamwork is the main driving factor for organizational performance. This is in line with research findings on employees of a bank in Muscat, Oman (Kahn & Al Mashiki, 2017).

Intrinsic motivation has a positive path coefficient ( $M=0.246$ ) and has a significant impact on performance ( $P=0.007$ ). So, the null hypothesis is rejected. So, it is concluded that intrinsic motivation has an important influence on performance and the relationship is positive. Previous studies have repeatedly demonstrated that people who are intrinsically motivated are more creative, focused, flexible, and have improved memory and learning than extrinsically motivated people, especially when extrinsic motivation is assumed to be in either an external or introjected form (Zapata-Phelan et al., 2009).

Organizational justice has a positive path coefficient ( $M=0.157$ ) but does not influence intrinsic motivation ( $P=0.226$ ). Consequently, the null hypothesis is accepted, so it is concluded that organizational justice does not affect intrinsic

motivation. This result is in contrast to previous research which stated that high employee perceptions of organizational justice will have a positive emotional impact which is closely related to intrinsic motivation (Zapata-Phelan et al., 2009).

Teamwork has a positive path coefficient ( $M=0.555$ ) and has a significant effect on intrinsic motivation ( $P=0.000$ ). Consequently, the null hypothesis is rejected. So, it can be summed up that teamwork has an important impact on intrinsic motivation and has a positive relationship. This means that teamwork is more constructive, sharing knowledge and skills will correlate with increasing positive attitudes of employees so that they are willing to work beyond standards. (Carr & Walton, 2014).

The analysis's findings show that, with regard to the indirect impact of collaboration on performance through intrinsic motivation, performance is significantly impacted by the path coefficient ( $P=0.017$ ) and is positive ( $M=0.136$ ). As a result, the null hypothesis is disproved, and it is clear that intrinsic motivation in teams significantly affects performance.

Meanwhile, the indirect effect of organizational justice on performance through intrinsic motivation shows a positive relationship ( $M=0.039$ ), but the indirect effect is not significant ( $P=0.293$ ). So, the null hypothesis is accepted, and the conclusion is that there is no indirect effect of organizational justice on performance through intrinsic motivation. These results are different from previous research (Zapata-Phelan et al., 2009). This may need to be researched further, considering that several types of justice need to be explored more deeply, for example, procedural justice, interpersonal justice, and distributive justice (Hannam & Narayan, 2015).

#### D. CONCLUSION

Through intrinsic motivation, teamwork has a direct or indirect beneficial and significant impact on performance. While intrinsic motivation acts as an intermediary and does not significantly affect performance, organizational justice does have a direct and considerable impact on performance. Performance benefits greatly and is directly impacted by intrinsic motivation.

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