
**INTRINSIC MOTIVATION MEDIATES ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL
CITIZENSHIP BEHAVIOR**
(Study on PDAM Tirta Anom Kota Banjar Employees)

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Abstract: The purpose of this study is to determine the effect of procedural justice, interactional justice and intrinsic motivation, on OCB. The respondents in this study were employees of PDAM Tirta Anom Kota Banjar. The number of respondents in this study was determined based on the Slovin method, and was determined by 73 respondents. Based on the results of research and data analysis using multiple regression, it can be concluded that: (1) procedural justice has no effect on intrinsic motivation, (2) interactional justice has no effect on intrinsic motivation, (3) procedural justice has a positive effect on OCB, (4) interactional justice has no effect on OCB, (5) intrinsic motivation does not mediate the relationship between procedural justice and OCB, (6) intrinsic motivation does not mediate the relationship between interactional justice and OCB. Considering these results, there needs to be an improvement in treating employee fairness. This justice can be procedural or interactional. This will increase the perception of fairness in employees and encourage employees to behave positively. In addition, the company also needs to create a conducive work environment such as good working conditions and mutual support between employees in order to improve positive employee behavior that can support company performance

Keywords : Procedural Justice, Interactional Justice, Intrinsic Motivation, Organizational Citizenship Behavior.

INTRODUCTION

Every individual in an organization or in a company certainly wants to get fair treatment (Wijaya, 2022). When a person feels treated fairly, it is likely that he will feel comfortable with the environment he is in (Prakoso, 2014). Organizations that fail to provide fair treatment will receive negative reactions from their workers (Darham et al., 2017a). Perceptions of fairness have an impact on employee attitudes within an organization, making organizational justice a concept that reflects employees' perceptions of how fairly they are treated in the organization and how these perceptions affect organizational outcomes such as commitment and satisfaction (Darham et al., 2017b). Organizational justice actually refers to the fair and ethical treatment of individuals in an organization, therefore this concept can indicate the parameters of fairness in organizations that arise through work focused on the field of psychology about understanding aspects of justice in social interactions (Herman, 2013).

Leaders who do not consider fairness in their decision-making are at risk of causing negative changes in employee commitment, turnover rates, absenteeism levels, job satisfaction, and employee performance (Yunita, 2015). Leaders are expected to apply justice in the workplace because organizational justice can be reflected in the behavior of leaders who are considered fair by workers, besides that every member of the organization has a strong sensitivity to justice, so leaders need to consider the principle of justice when making decisions, because each of these decisions will affect the fairness felt by workers. While Luthans (2011: 172) considers this theory important because it functions as a reference to see the fairness felt by employees, so that this theory of justice can explain conditions when a decision is considered a fair or unfair outcome, for example salary levels, salary increases and promotions. Eberlin and Tatum (2002) consider organizational fairness important, as it is related to variables such as organizational commitment, *organizational citizenship*, performance, and job satisfaction.

Justice theory then identifies three dimensions: distributive justice, procedural justice and interactional justice (Albertus et al., 2019). Distributive justice pertains to an individual's perception of outcomes, in other words, it is the perception of employees regarding the fairness of benefits and resources within the organization (Della et al., 2021). This dimension of justice is focused on the level of distribution of rewards and punishments, including employees' perceptions of the distribution of organizational resources (Qustolani, 2017). Procedural justice reflects the perception of fairness regarding the processes or procedures used in determining the amount of rewards received by employees (Triana, 2014). Individuals not only react to the results they get, but also pay attention to the processes by which they get those results (Lismaya, 2019). Interpersonal justice is related to the perception of fairness regarding the quality of treatment or the relationships used when implementing a specific rule or procedure within the organization (Pratikna, 2015).

Intrinsic Motivation Mediates Organizational Justice and Organizational Citizenship Behavior (Study on PDAM Tirta Anom Kota Banjar Employees)

Previous research has positioned that intrinsic motivation can mediate the relationship between procedural justice and interpersonal justice with performance as the ultimate consequence (Suryani & FoEh, 2018). The research indicates results in line with justice theory, where justice can influence the work motivation of employees. This is because fairness or balance is obtained when employees perceive the effort they make to work will produce appropriate rewards, and also the amount of effort made by their colleagues will produce results that are in accordance with the efforts made by their colleagues. When these two things are not fulfilled, motivation decreases, so it can be said that the perception of the effort made and the results received as well as the perception of the effort and results received by colleagues is the main key in this motivation concept.

Person's perception of justice will affect all actions which in turn will determine his motivation, especially intrinsic motivation, which among others is seen in the level of performance achievement (Sinaga, 2020). Intrinsic motivation is positioned as mediation because it is a source of motivation that grows from within oneself without being influenced by others (Nikmah, 2018). An employee who works and has intrinsic motivation is less likely to be influenced by others, so his enthusiasm for work is strong (SAFITRI, 2022). Previous research has consistently shown that intrinsically motivated individuals have better concentration, learning ability, memory, cognitive, and creativity than extrinsically motivated individuals (Deci and Ryan, 2000). In the field of psychology, it is stated that intrinsic motivation can lead to an increase in activities, concentration, initiative, resilience, and flexibility, all of which can enhance employee performance (Riniwati, 2016). This study aims to test that intrinsic motivation not only mediates the relationship between procedural justice and interactional justice with performance alone, but intrinsic motivation can also mediate procedural justice and interactional justice with *Organizational Citizenship Behavior* (OCB). Organizational Citizenship Behavior (OCB) refers to discretionary behaviors that are not part of a formal job description but contribute to the effective functioning of the organization (Prihatsanti & Dewi, 2017). *Organizational Citizenship Behavior* is important for the progress of a company because the positive attitude of employees will have a positive impact also on the company, it is in accordance with the opinion of Robbins and his colleagues who have difficulty in the situation at hand both regarding tasks in the organization and personal problems of others. *Conscientiousness* is behavior shown by trying to exceed what the company expects. *Sportsmanship* is behavior that tolerates less-than-ideal circumstances in the organization without raising objections. *Courtesy* is to maintain good relationships with colleagues to avoid interpersonal problems, someone who has this dimension is a person who values and cares for others. *Civic virtue* is behavior that indicates responsibility for the life of the organization.

In this study, the sample used was employees at the Regional Drinking Water Company (PDAM) Tirta Anom Banjar City. PDAM was established because of the large need for clean water and healthy drinking water to meet the needs of the community.

Population growth in an area will encourage the government to help provide clean water supply services and distribution of drinking water, to be able to achieve this goal, quality human resources are certainly needed.

Referring to the Banjar City Regional Regulation in 2004, PDAM Tirta Anom was officially established after previously being a branch of PDAM Tirta Galuh Ciamis, it was due to regional expansion in the eastern priangan region. Regional expansion certainly has an impact on agencies owned by local governments, with the transition process there will be adaptations made by companies, especially those related to a policy or regulation applied.

Each individual will perceive the justice they receive in the workplace, which will subsequently impact their work motivation. Therefore, the application of the concept of justice is also necessary in a Public Water Utility (PDAM), as when employees' work motivation increases, it enhances their job performance and can lead to Organizational Citizenship Behavior (OCB) among the employees. PDAM Tirta Anom at the beginning of its establishment took most of the employees of PDAM Tirta Galuh who were domiciled in the Banjar City area, then added new employees by conducting a recruitment process. Until now, the number of employees of PDAM Tirta Anom has reached 90 people consisting of permanent employees and contract employees. All existing employees consist of various educational backgrounds, ages, genders, years of service and positions.

METHOD

This type of research is quantitative research using survey methods on employees of PDAM Tirta Anom Kota Banjar. The subjects of this study were employees at PDAM Tirta Anom Kota Banjar, with 90 employees. The object of his research is the factors that influence employee OCB, namely variables of procedural fairness, interactional justice, and intrinsic motivation. The population of this study is 90 employees of PDAM Tirta Anom Kota Banjar.

Data collection method using questionnaires and literature studies. In social research, questionnaires or questionnaires are the most popular data collection method. Data collection obtained by reading and studying references or similar research results that have been done by others. Data Analysis Techniques in this study using multiple regression analysis

The source of this research data comes from primary data and secondary data, primary data is obtained from respondents' answers through questionnaires on the effect of procedural justice and interactional justice on OCB with intrinsic motivation as mediation in PDAM Tirta Anom Kota Banjar, in this study secondary data was obtained by reviewing literature that can support the research.

RESULTS AND DISCUSSION

Result

A. Data Analysis

1. Distribution of Respondents' Answers to Research Variables Answers to questions from indicators of procedural fairness, interactional justice, intrinsic motivation, and OCB, were measured using the Likert scale using scores 1 to 5. Score 1 states very insetu, score 2 states disagree, score 3 states undecided or neutral, score 4 states agree, and score 5 states strongly agree.

- a. Distribution of Procedural Fairness Variable Answers (X1)

There are 5 indicators of procedural justice, the distribution of answers to procedural justice variables is as follows:

Table : 5 Distribution of procedural justice variable answers

Indicators	Answer					Sum
	1	2	3	4	5	
KP_1	0	0	9	35	29	73
KP_2	0	0	6	52	15	73
KP_3	0	1	7	50	15	73
KP_4	0	2	7	46	18	73
KP_5	0	0	14	40	19	73
Sum	0	3	43	223	96	365
Percent	-	0,82	11,78	61,10	26,30	100,00

Based on the data above, it can be seen that most respondents gave affirmative answers to statement items on procedural fairness variables with a percentage of 61.10%. This shows that respondents have a good perception of procedural fairness in the company. It can be seen from the respondents' answers that they agree that procedural fairness has worked well, and then it becomes a good perception for employees as well.

- b. Distribution of Answers to Interactional Justice Variables (X2)

Interactional justice variables there are 6 statement indicators, the distribution of answers to these variables is as follows:

Table : 6 Distribution of answers to interactional justice variables

Indicators	Answer					Sum
	1	2	3	4	5	
KI_1	0	0	14	42	17	73
KP_2	0	0	18	36	19	73
KP_4	0	0	18	44	11	73

KP_5	0	3	17	40	13	73
KP_6	0	2	22	40	9	73
KP_8	0	0	12	49	12	73
Sum	0	5	101	251	81	438
Percent	-	1,14	23,06	57,31	18,49	100,00

Based on the data above, it can be seen that most respondents gave affirmative answers to statement items on the interactional justice variable with a percentage of 57.31%. This shows that respondents have a good perception of interactional fairness in the company. It can be seen from the respondents' answers that they agree that interactional justice has worked well, and then it becomes a good perception for employees as well.

c. Answer Distribution of Intrinsic Motivation Variable (Z)

There are 6 statement indicators, the distribution of answers to intrinsic motivation variables is as follows:

Table : 7 Distribution of answers to intrinsic motivation variables

Indicators	Answer					Sum
	1	2	3	4	5	
MI_1	0	0	8	44	21	73
MI_2	0	0	5	29	39	73
MI_3	0	1	10	28	34	73
MI_4	7	9	42	15	0	73
MI_5	3	9	31	27	3	73
MI_6	0	4	26	35	8	73
Sum	10	23	122	178	105	438
Percent	2,28	5,25	27,85	40,64	23,97	100,00

Based on the data above, it can be seen that most respondents gave affirmative answers to statement items on intrinsic motivation variables with a percentage of 40.64%. This shows that respondents have intrinsic motivation that can be a driving force when working. It can be seen from the respondents' answers that they agree that company conditions can increase intrinsic motivation in employees.

d. Distribution of *Answers to Variables Organizational Citizenship Behavior (Y)*

OCB variables have 20 statement indicators, the distribution of answers for OCB variables is as follows:

Intrinsic Motivation Mediates Organizational Justice and Organizational Citizenship Behavior (Study on PDAM Tirta Anom Kota Banjar Employees)

Table : 8 Distribution of OCB variable answers

Indicators	Answer					Sum
	1	2	3	4	5	
OCB_1	0	1	10	47	15	73
OCB_2	0	1	9	45	18	73
OCB_3	0	0	10	44	19	73
OCB_4	0	3	9	45	16	73
OCB_5	0	1	7	49	16	73
OCB_6	0	0	4	38	31	73
OCB_7	0	1	3	48	21	73
OCB_8	0	0	12	41	20	73
OCB_9	0	2	5	46	20	73
OCB_10	0	3	2	40	28	73
OCB_11	0	1	13	44	15	73
OCB_12	15	43	13	1	1	73
OCB_13	0	1	15	41	16	73
OCB_14	0	1	17	42	13	73
OCB_15	0	0	15	43	15	73
OCB_16	0	0	9	48	16	73
OCB_17	0	1	14	43	15	73
OCB_18	0	1	6	50	16	73
OCB_19	0	0	11	49	13	73
OCB_20	0	0	11	47	15	73
Sum	15	60	195	851	339	1460
Percent	1,03	4,11	13,36	58,29	23,22	100,00

Based on the data above, it can be seen that most respondents gave affirmative answers to statement items on the OCB variable with a percentage of 58.29%. This shows that respondents have a perception they have implemented OCB while in a corporate environment. It can be seen from the respondents' answers that they mostly expressed agreement.

2. Descriptive Analysis

This descriptive statistical analysis is performed to see a general picture of the characteristics regarding minimum values, maximum values, averages, and standard deviations. So that it can be known the general characteristics of procedural fairness, interactional fairness, intrinsic motivation, and employee OCB based on average value, and standard deviation. If the average value < 3 then it is said to be low, 3-4 is said to be moderate, and > 4 is said to be high. The following are the results of descriptive statistical analysis that describes research variables.

Table : 9 Descriptive Analysis

	N	Mean	Std. Deviation	Correlation			
				X1	X2	Z	Y
Procedural Fairness (X1)	73	3.95	0.467	0	0.529	-.062	0.425
Interactional Justice (X2)	73	3.84	0.309	0.529	0	-.199	0.364
Intrinsic Motivation (Z)	73	3.77	0.621	-.062	-.199	0	0.246
OCB(Y)	73	3.98	0.468	0.425	0.364	0.246	0

Based on the results of table 9 of descriptive statistical tests, it can be concluded that in procedural justice variables with an average value of 3.95, interactional justice variables with an average value of 3.84, intrinsic motivation variables with an average value of 3.77, and OCB variables with an average value of 3.98 so that they can be interpreted as moderate. This indicates that the average score of respondents' answers is neither high nor low.

3. Test Questionnaire Validity

Testing the validity of the questionnaire in this study used factor analysis. The questionnaire validity test included variables procedural fairness (X1), interactional fairness (X2), intrinsic motivation (Z) and OCB (Y).

- a. Procedural and Interactional Fairness Validity Test Table 10 : Procedural and interactional fairness validity test

	Component			
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
KP_1	-,092	,612	-,496	,129
KP_2	,085	,749	-,037	,341
KP_3	,296	,682	-,014	,256
KP_4	,457	,623	,098	-,141
KP_5	,252	,744	,177	-,019
KP_6	-,002	,019	,842	,031
KI_1	,564	,158	-,576	,238
KI_2	,672	,357	-,075	,180
KI_3	,300	,154	,078	,140
KI_4	,689	,264	,094	,179
KI_5	,661	,208	,049	,381
KI_6	,758	-,111	,099	,244
KI_7	,288	,171	-,034	,651
KI_8	,703	,255	,097	-,095
<u>KI_9</u>	<u>,088</u>	<u>,079</u>	<u>,056</u>	<u>,727</u>

Based on the *output* in table 10, it can be seen that the rotated component matrix shows the loading factor value of each indicator of procedural justice (KP) and

Intrinsic Motivation Mediates Organizational Justice and Organizational Citizenship Behavior (Study on PDAM Tirta Anom Kota Banjar Employees)

interactional justice (IP) statements. The *factor loading* value of procedural justice statements that fit the criteria groups in component two, while for interactional justice it groups in component one. So it can be concluded for procedural fairness the statements that are considered valid are statements 2, 3, and 5. As for interactional justice are statements 2, 4, 5, 6 and 8.

b. Test the validity of intrinsic motivation

Table 11: Test of validity of intrinsic motivation

	Component	
	1	2
MI_1	,585	,373
MI_2	,828	-,029
MI_3	,767	,245
MI_4	,125	,796
MI_5	-,071	,922
MI_6	,514	-,212

Based on the *output* in table 11, it can be seen that the *rotated component matrix* shows the *loading factor* value of each intrinsic motivation statement (MI) indicator. The *factor loading* value of the intrinsic motivation statement that fits the criterion clusters on component one. However, for the validity of the intrinsic motivation statement that is considered valid only statement 1, it is because the statement has the validity of the content that best fits the definition of the variable. Statements 2 and 3, although grouped into component 1, are considered to be incompatible with the definition of intrinsic motivation and therefore considered invalid.

c. *Organizational Citizenship Behavior* Validity Test

Table 12: Test the validity of *organizational citizenship behavior*

	Component					
	1	2	3	4	5	6
OCB_1	,662	-,148	,144	,552	,044	,043
OCB_2	,693	,417	,103	,104	,225	-,089
OCB_3	,481	,037	,346	,629	,180	-,051
OCB_4	,531	,509	,188	,109	-,192	,203
OCB_5	,092	,823	,007	,103	-,163	,050
OCB_6	-,053	-,055	-,029	,681	,383	,141
OCB_7	,094	,124	,005	,052	-,046	,895
OCB_8	-,208	,640	-,144	,137	,238	,467

OCB_9	,293	,135	,453	,074	,471	,430
OCB_10	,241	,058	,056	,172	,844	-,051
OCB_12	-,670	-,309	-,284	-,172	-,004	-,216
OCB_13	,779	,093	,082	-,004	,218	-,003
OCB_14	,492	,595	,062	-,128	,096	,274
OCB_15	,305	,766	,119	,068	,202	-,006
OCB_16	,147	,289	,294	,698	-,116	,015
OCB_17	,056	,588	,570	-,298	,050	-,052
OCB_18	,394	-,217	,537	,120	,308	,188
OCB_19	,325	,006	,758	,140	-,160	,046
OCB_20	-,025	,154	,747	,274	,151	-,091

Based on the output in table 12, it can be seen in the *rotated component matrix* column showing the *loading factor* value of each organizational citizenship behavior (OCB) statement indicator. The *loading factor* value of the OCB statement that matches the criteria is grouped on component one. So it can be concluded for OCB the statements that are considered valid are statements 1, 2, 12, and 13.

4. Reliability Test

Reliability testing of questionnaires or questions in this study using the *Cronbach Alpha* formula. The results of the questionnaire reliability testing can be seen in Table 13.

Table 13: Reliability test results

Variable	<i>Cronbach Alpha</i> coefficient	<i>r</i> table	Information
Procedural Fairness	0,742	0,230	Reliable
Interactional Justice	0,818	0,230	Reliable
OCB	0,748	0,230	Reliable

Based on the data in table 13, it can be seen that the value of the reliability coefficient of the variables procedural justice, interactional justice and OCB are each greater than r table = 0.230. It can be concluded that all statement items for procedural fairness, interactional justice and OCB variables in this study are declared reliable and can be used as data collection tools.

Discussion

1. The Effect of Procedural Fairness on Intrinsic Motivation

The results of this study prove that procedural fairness does not have a significant effect on intrinsic motivation in PDAM Tirta Anom Kota Banjar employees. The relationship between the two variables suggests that an increase or decrease in procedural

fairness has no effect on intrinsic motivation. This can be because procedural fairness is the perception of fairness felt by employees on the basis of how a rule is applied in the company, while intrinsic motivation is a source of encouragement that comes from within an employee. So it can be said that the procedural justice felt by PDAM Tirta Anom Kota Banjar employees is a source of justice that they get from beyond their control, in contrast to the intrinsic motivation that does come from within themselves so that they can be controlled by themselves.

2. The Effect of Interactional Justice on Intrinsic Motivation

The results of this study prove that interactional justice does not have a significant effect on intrinsic motivation in PDAM Tirta Anom Kota Banjar employees. The relationship between the two variables suggests that an increase or decrease in interactional fairness has no effect on intrinsic motivation. This research is in accordance with the results of the research of Phelan *et al.* (2008) which says employees generally do not make the interactional fairness of superiors as a reason that can increase motivation towards their work, especially intrinsic motivation at work. That's because intrinsic motivation is usually inherent in oneself and is not influenced by things like social rewards and others. This also happened in a study conducted at PDAM Tirta Anom Kota Banjar, where the intrinsic motivation of employees was not affected by the interaction process or by the social rewards given. Employees assume that their intrinsic motivation really comes from within them and is not affected by social rewards shown by their superiors.

3. Effects of Procedural Fairness on OCB

The results of this study prove that procedural fairness has a significant positive effect on OCB in PDAM Tirta Anom Kota Banjar employees. This shows that the better the procedural fairness, the more OCB will increase in employees.

Theoretically, according to Cropanzano *et al.* (2002) Procedural fairness is related to the theory of social exchange where the exchange can lead to trust in management, satisfaction with the job appraisal system and satisfaction with work, when employees feel treated with good procedural fairness, then they will retaliate by forming a more positive attitude. In the theory of social exchange, an organization or company is one of the places where social transactions occur, these transactions occur between companies and employees. An employee who feels the organization's processes and outcomes are fair, trust will develop, and when employees trust the company, they will be more willing to voluntarily engage in behaviors that exceed the demands of formal work (Robbins, 2008).

Empirically, the findings of this study are in line with research conducted by Buluc (2015) which states that procedural justice has a positive and significant effect on OCB. This can be due to good procedures, which are then implemented appropriately by PDAM Tirta Anom Kota Banjar so as to foster a perception of justice in employees. When an employee feels justice, the employee voluntarily reciprocates with positive behavior, one of which is OCB behavior.

4. The Effect of Interactional Justice on OCB

The results of this study prove that interactional justice does not have a significant effect on OCB in PDAM Tirta Anom Kota Banjar employees. The relationship between the two variables suggests that an increase or decrease in interactional fairness does not provide

5. influence on OCB

According to Karriker and Williams (2009), employees' perceptions of perceived interactional fairness are the impact of procedural fairness. The results of this study prove that only procedural justice has a positive impact on OCB, while interactional justice does not. This is because PDAM Tirta Anom Banjar City employees consider interactional justice to be the impact of procedures or SOPs that have been implemented well, and are also in accordance with the character of Indonesians who are known to be friendly, so that interactions that occur within PDAM Tirta Anom Banjar City are indeed considered normal and have no impact on OCB.

6. Intrinsic Motivation as Procedural Justice Mediates to OCB

The results of this study prove that intrinsic motivation does not mediate the effect of procedural justice on OCB on PDAM Tirta Anom Kota Banjar employees. This suggests that procedural fairness has not been able to improve employee OCB through intrinsic motivation as a mediating variable. This is because in this study there was no positive effect of procedural fairness on intrinsic motivation. Procedural justice in PDAM Tirta Anom Kota Banjar has indeed worked well but has no effect on the intrinsic motivation of employees, where the motivation comes from within itself. The results of the study also prove that although in PDAM Tirta Anom Kota Banjar the perception of procedural justice is good so that it can have an impact on the growth of OCB behavior on employees, intrinsic motivation has not been able to mediate the influence of procedural justice on OCB, because indeed intrinsic motivation comes from within itself and not from outside.

7. Intrinsic Motivation as Mediating Interactional Justice to OCB The results of this study prove that intrinsic motivation is not

mediating the effect of interactional justice on OCB on PDAM Tirta Anom Kota Banjar employees. This suggests that interactional justice has not been able to improve employee OCB through intrinsic motivation as a mediating variable. This is because in this study there was no positive effect of either interactional justice on intrinsic motivation or interactional justice on OCB. In line with the results of the study of Phelan *et al.* (2008) which says employees generally do not make the interactional fairness of superiors as a reason that can increase motivation towards their work, especially intrinsic motivation at work. That's because intrinsic motivation is usually inherent in one's own heart and is not influenced by things like social rewards and others. Then according to Karriker and Williams (2009) employee perceptions related to interactional fairness that they feel are the impact of procedural fairness.

Intrinsic Motivation Mediates Organizational Justice and Organizational Citizenship Behavior (Study on PDAM Tirta Anom Kota Banjar Employees)

The perception of interactional justice in PDAM Tirta Anom Kota Banjar employees is good, but this does not make it affect intrinsic motivation, where the motivation comes from within itself and is not influenced by social appreciation received by employees. PDAM Tirta Anom Banjar City employees also consider the interaction that occurs as part of the implementation of good procedures coupled with the character of Indonesians who are happy to interact and help each other so that the existing OCB behavior is more based on this. So the research in this study proved that intrinsic motivation does not mediate the relationship between interactional justice and OCB.

CONCLUSION

Procedural justice does not have a positive effect on the intrinsic motivation of PDAM Tirta Anom Kota Banjar. This means that the lower the procedural fairness or external influence on each individual, the lower the level of intrinsic motivation in PDAM Tirta Anom Kota Banjar employees.

Interactional justice does not have a positive effect on the intrinsic motivation of PDAM Tirta Anom Kota Banjar. This means that the lower the procedural fairness or external influence on each individual, the lower the level of intrinsic motivation in PDAM Tirta Anom Kota Banjar employees.

Prosedual justice has a positive effect on the OCB of PDAM Tirta Anom Banjar City. This means that the stronger the procedural fairness experienced by employees, the OCB of PDAM Tirta Anom Kota Banjar employees.

Interactional justice does not have a positive effect on the OCB of PDAM Tirta Anom Kota Banjar employees. This means that the lower the procedural fairness or outside influence on each individual, the lower the OCB level for PDAM Tirta Anom Kota Banjar employees.

Intrinsic motivation does not mediate the relationship between procedural fairness to OCB of PDAM Tirta Anom Kota Banjar employees. This means that intrinsic motivation has not been able to improve procedural fairness to OCB in PDAM Tirta Anom Kota Banjar employees.

Intrinsic motivation does not mediate the relationship between interactional justice and OCB of PDAM Tirta Anom Kota Banjar employees. This means that intrinsic motivation has not been able to improve interactional justice towards OCB in PDAM Tirta Anom Kota Banjar employees.

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