

Organizational Justice and Motivation on Employee Performance: Moderating Role of Commitment in the Public Health Sector

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ABSTRACT

This study examines the effect of organizational justice perception and work motivation on employee performance, with organizational commitment as a moderating variable, at the Health Office of South Bolaang Mongondow Regency, Indonesia. A quantitative survey was conducted among 162 employees selected through proportional stratified random sampling from a population of 270, and the data were analyzed using partial least square structural equation modeling (PLS-SEM) with SmartPLS 3.0. The model explains 48.5% of the variance in employee performance ($R^2 = 0.485$). Organizational justice perception ($\beta = 0.415$; $t = 5.324$; $p = 0.000$; $f^2 = 0.188$) and work motivation ($\beta = 0.193$; $t = 2.655$; $p = 0.008$; $f^2 = 0.034$) both have significant positive effects on performance, and organizational commitment also has a direct positive effect ($\beta = 0.254$; $t = 3.163$; $p = 0.002$; $f^2 = 0.045$). Organizational commitment significantly moderates the justice-performance relationship in a weakening rather than strengthening direction ($\beta = -0.161$; $t = 1.992$; $p = 0.046$; $f^2 = 0.022$), while its moderating role on the motivation-performance relationship is not significant ($\beta = 0.054$; $t = 0.803$; $p = 0.422$; $f^2 = 0.003$). These findings extend the literature by showing that the moderating role of organizational commitment is contingent on its dominant dimension and organizational context, offering practical direction for improving distributive justice in performance-based allowance schemes.

ABSTRAK

Penelitian ini menganalisis pengaruh Persepsi Keadilan Organisasi dan Motivasi Kerja terhadap Kinerja Pegawai, dengan Komitmen Organisasi sebagai variabel moderasi, pada Dinas Kesehatan Kabupaten Bolaang Mongondow Selatan. Penelitian menggunakan pendekatan kuantitatif dengan metode survei terhadap 162 pegawai yang ditentukan melalui proportional stratified random sampling dari populasi 270 pegawai, dianalisis menggunakan Partial Least Square-Structural Equation Modeling (PLS-SEM) berbantuan SmartPLS 3.0. Model penelitian mampu menjelaskan 48,5% variasi Kinerja Pegawai ($R^2 = 0.485$). Persepsi Keadilan Organisasi ($\beta = 0,415$; $t = 5,324$; $p = 0,000$; $f^2 = 0.188$) dan Motivasi Kerja ($\beta = 0,193$; $t = 2,655$; $p = 0,008$; $f^2 = 0.034$) berpengaruh positif signifikan terhadap Kinerja, dan Komitmen Organisasi juga berpengaruh langsung positif signifikan ($\beta = 0,254$; $t = 3,163$; $p = 0,002$; $f^2 = 0.045$). Komitmen Organisasi terbukti memoderasi pengaruh Keadilan Organisasi terhadap Kinerja secara signifikan, namun dengan arah memperlemah, bukan memperkuat ($\beta = -0,161$; $t = 1,992$; $p = 0,046$; $f^2 = 0.022$), sedangkan moderasi terhadap pengaruh Motivasi Kerja tidak signifikan ($\beta = 0,054$; $t = 0,803$; $p = 0,422$; $f^2 = 0.003$). Temuan ini memperkaya literatur dengan menunjukkan bahwa peran moderasi komitmen organisasi bergantung pada dimensi dominan dan konteks organisasi, serta memberikan arah praktis bagi perbaikan keadilan distributif dalam skema tunjangan berbasis kinerja.

1. INTRODUCTION

Human resources are a strategic asset that determines the success of public sector organizations in achieving their goals and delivering high-quality public services. Unlike profit-oriented business organizations, public sector organizations focus on public interest through effective, efficient, and accountable service delivery. Consequently, organizational performance in this domain is heavily driven by employee competence, motivation, public service ethos, and professional commitment within a regulated bureaucratic structure (Pooja et al., 2023). In the public health sector, the urgency of employee performance becomes even more critical because it is directly related to the quality of people's lives,

particularly in newly established regencies that face the double burden of geographic constraints and the post-pandemic recovery of primary healthcare systems.

Preliminary observation at the Health Office of South Bolaang Mongondow Regency indicates that service performance has not been optimal. Monitoring and evaluation data on Performance-Based Capitation (K BK) from the Tondano branch of BPJS Kesehatan in February 2024 recorded several primary health centers (Puskesmas) with a 0% Controlled Prolanis Participant Ratio (RPPT), indicating that not a single chronic-disease patient was successfully managed under a controlled regimen. Official regency documents also acknowledge that a number of deliveries are still being assisted by non-health personnel, as one of the inhibiting factors in reducing stunting, while tuberculosis case-finding data show an increasing trend from 121 cases (2020) to 166 cases (2022). These phenomena indicate that the performance problem is rooted more in human resource management than in the availability of facilities and infrastructure, which is relatively adequate.

This performance problem is presumed to be related to the perception of organizational justice following the enactment of the Employee Additional Income (TPP) policy based on the e-Kinerja application, which applies a strict daily activity-based performance assessment scheme to measure employee performance. Several employees at remote Puskesmas with heavy field workloads feel that the daily activity assessment system equates their workload with that of administrative staff at the district office, giving rise to perceptions of distributive and procedural injustice. On the other hand, attendance data indicate a fluctuation in work motivation that is still dominated by extrinsic motives (avoiding allowance deductions) rather than the intrinsic motives of public service.

The empirical literature on organizational justice, work motivation, and employee performance in the public sector reveals persistent result gaps. While several studies report positive performance impacts (Agustine, 2022; Saputra & Riana, 2021), others find non-significant relationships when unbuffered by contextual or psychological conditions (Pratama, 2023). Beyond this result gap, a distinct model gap exists: existing public administration research overwhelmingly models organizational commitment as a mediating variable (Niati et al., 2021). Conceptually, civil servants' commitment develops cumulatively through institutional tenure and professional socialization as health practitioners; it acts as a relatively stable psychological attribute rather than a transient reaction to new policies. Thus, positioning commitment as a moderating factor—a psychological filter determining how external justice perceptions and motivation translate into actual performance—offers greater causal coherence in public health bureaucracy.

However, the directional role of organizational commitment as a moderator involves competing perspectives. On the one hand, drawing on Social Exchange Theory (Blau, 1964) and motivational synergy frameworks, high organizational commitment is posited to act as a performance multiplier (strengthening effect). From this perspective, committed civil servants possess the emotional readiness to reciprocate fair organizational treatment and intrinsic drive, thereby amplifying the positive effects of organizational justice and work motivation on performance. In contrast, the Conservation of Resources (COR) theory (Hobfoll, 1989) offers a buffering perspective (weakening effect). COR theory suggests that organizational commitment serves as an internal psychological resource and stabilizing anchor. Healthcare workers with strong normative commitment and professional loyalty tend to maintain stable patient care performance out of moral duty, even when experiencing distributive injustice from rigid TPP policies or fluctuating extrinsic motivation. Consequently, strong commitment may buffer employees, making their core work performance less sensitive to perceived injustice or motivational swings, thereby weakening the statistical strength of these relationships.

Based on the foregoing, this study aims to analyze the effect of organizational justice perception and work motivation on employee performance and examine the moderating role of organizational commitment on both relationships at the Health Office of South Bolaang Mongondow Regency. The novelty of this study lies in positioning organizational commitment as a moderating (rather than mediating) variable in the context of a newly established regional health bureaucracy following the implementation of strict performance-based TPP regulations, thereby offering a theoretical contribution regarding the contextual nature of organizational commitment's moderating role, as well as practical recommendations for human resource management in the public health sector.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

The grand theory underlying this study is the Social Exchange Theory (Blau, 1964), which explains that employment relationships are built on the principle of reciprocity: employees who are treated fairly by the organization will reciprocate through increased dedication and performance. Equity Theory (Adams, 1965) clarifies this mechanism through a comparison of input-outcome ratios, while Expectancy Theory (Vroom, 1964) explains that the strength of motivation depends on an individual's expectancy, instrumentality, and valence toward work outcomes.

2.1 Organizational Justice Perception

Organizational justice perception refers to employees' subjective perception of the fairness of organizational treatment, which is multidimensional and encompasses distributive justice (fairness of outcomes/rewards), procedural justice (fairness of decision-making processes), interactional justice (fairness of interpersonal treatment by supervisors), and informational justice (transparency of information) (Colquitt et al., 2021).

2.2 Work Motivation

Work motivation is defined as the process that explains the intensity, direction, and persistence of an individual's effort toward attaining a goal (Pooja et al., 2023).. In this study, it was measured through motivator dimensions (responsibility, achievement, recognition, and the work itself) and hygiene dimensions (policy, working conditions, and compensation), consistent with Herzberg's Two-Factor Theory.

2.3 Organizational Commitment

Organizational commitment is defined as a psychological state that characterizes an employee's relationship with the organization and has implications for the decision to continue membership (Meyer & Allen, 1997). While Meyer and Allen's (1997) foundational framework conceptualizes commitment as a three-component model comprising affective, normative, and continuance commitment, this study focuses specifically on the affective (emotional attachment and identification) and normative (moral obligation and duty) dimensions. In the context of the Indonesian local public health sector, civil servants (Aparatur Sipil Negara) operate under a rigid statutory employment framework, where job security is legally guaranteed by federal civil service laws, making involuntary turnover extremely low compared to the private sector. Furthermore, in public administration research within developing regional bureaucracies, employee performance behaviors—especially discretionary in-role and extra-role performance in public health delivery—are predominantly driven by social-exchange and normative service ethos rather than continuance-based calculative motives (Meyer et al., 2002). While continuance commitment—rooted in perceived sacrifices and lock-in effects associated with regional performance allowances (TPP) or limited alternative regional employment—remains a meaningful dimension of the broader commitment construct, its operational exclusion in this study is grounded in a focus on the socio-emotional and moral pathways through which commitment conditions the justice-performance relationship. Nevertheless, to ensure theoretical rigor, we acknowledge that focusing exclusively on affective and normative dimensions captures a specific functional orientation of organizational commitment, the structural implications of which are explicitly addressed in the research limitations.

2.4 Employee Performance

Employee performance is defined as the actual work output of employees, measured based on quality, quantity, timeliness, effectiveness, independence, service speed, and initiative, in reference to Government Regulation No. 30 of 2019 on Civil Servant Performance Appraisal.

As a moderating variable, organizational commitment is assumed to have both buffering and strengthening functions in the relationship between the independent and dependent variables (Baron & Kenny, 1986; Hayes, 2013). Based on the theoretical review and empirical evidence above, the hypotheses of this study are formulated as follows:

H1. Organizational justice perception has a positive and significant effect on employee performance.

H2. Work motivation has a positive and significant effect on employee performance.

H3. Organizational commitment has a positive and significant effect on employee performance.

H4. Organizational commitment moderates (strengthens) the effect of organizational justice perception on employee performance.

H5. Organizational commitment moderates (strengthens) the effect of work motivation on employee performance.

The five hypotheses are converted into the following structural equation:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3(X_1*Z) + b_4(X_2*Z) + e$$

where X_1 = organizational justice perception, X_2 = work motivation, Z = organizational commitment, Y = employee performance, and e = error term. The conceptual framework of this study is shown in Figure 1.

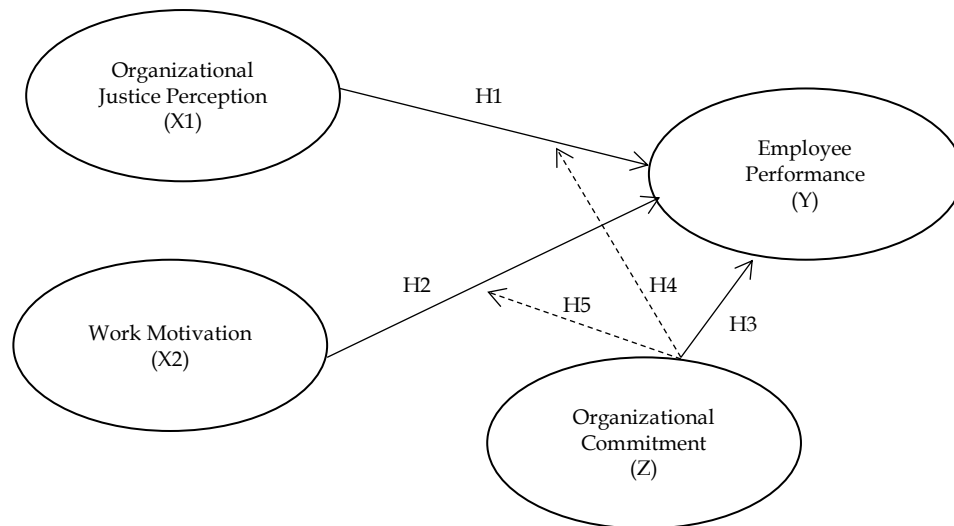


Figure 1. Conceptual Framework

3. RESEARCH METHOD

3.1 Research Design

This study uses a quantitative approach with a causal-explanatory design, aiming to test the effect of organizational justice perception (X_1) and work motivation (X_2) as independent variables on employee performance (Y) as the dependent variable, with organizational commitment (Z) as the moderating variable. The study was conducted at the Health Office of South Bolaang Mongondow Regency, North Sulawesi, from March to May 2026.

3.2 Population, Sample, and Sampling Technique

The population comprised 270 employees spread across the Secretariat, three technical divisions, and nine local technical implementation units (UPTD Puskesmas). The sample size was determined using the Slovin formula with a 5% margin of error, yielding a sample of 162 employees drawn through proportional stratified random sampling by work unit so that each unit obtained a representative sample proportion. All 162 distributed questionnaires were returned and eligible for analysis (100% response rate).

3.3 Data Collection Technique

Primary data were collected through a 1–5 Likert-scale questionnaire (strongly disagree–strongly agree), supported by observations and interviews. X_1 was measured using 22 items across four justice dimensions (Colquitt & Wesson, 2021), X_2 using 20 items across two motivation dimensions (Al-Zu'bi, 2021), Z using 12 items across two commitment dimensions (Meyer & Allen, 1997), and Y using 20 items across seven task performance dimensions (Government Regulation No. 30 of 2019).

3.4 Data Analysis Technique

Data were analyzed using partial least squares structural equation modeling (PLS-SEM) with SmartPLS 3.0. The evaluation of the measurement model (outer model) followed standard guidelines (Hair et al., 2019): convergent validity (outer loadings > 0.70 ideally, or > 0.50 for exploratory research, with AVE > 0.50), internal consistency reliability (Cronbach's Alpha and composite reliability > 0.70), and discriminant validity via the Fornell–Larcker Criterion, cross-loadings, and Heterotrait–Monotrait Ratio (HTMT < 0.90). During indicator refinement, any indicator removal due to low loadings was rigorously evaluated alongside cross-loading patterns to ensure that construct domain coverage was fully preserved across all theoretical sub-dimensions. Furthermore, to address potential common method bias (CMB) inherent in single-source cross-sectional survey data, a full collinearity test was conducted as recommended by Kock (2015). In PLS-SEM, full collinearity VIF values for all constructs (both endogenous and exogenous) were computed; VIF values equal to or lower than 3.3 indicate that the model is free from common method bias and inflation artifacts (Kock, 2015; Podsakoff et al., 2003).

4. DATA ANALYSIS AND DISCUSSION

4.1 Data Analysis

The respondents of this study were predominantly female employees (85.2%), aged 31–40 years (67.9%), holding a bachelor's degree/Diploma IV (59.9%), and with 6–10 years of tenure (32.7%), reflecting the composition of health and administrative personnel typical of a newly established regency's Health Office.

The initial outer loading estimation showed five indicators with loading values below 0.50 (X1.18, X1.21, X2.11, X2.12, and X2.14), which were removed. These indicators were dropped and the model was re-estimated. After elimination, all remaining indicators had outer loadings ranging from 0.545 to 0.853 (Table 1), and the average variance extracted (AVE) of the four constructs ranged from 0.522 to 0.600, all above the 0.50 threshold. Thus, convergent validity was confirmed.

Table 1. Outer Loading Results (After Indicator Elimination)

Construct	Outer Loading Range	Number of Indicators	Remark
X1 - Organizational Justice Perception	0.545 – 0.812	18 (of 22)	Valid
X2 - Work Motivation	0.574 – 0.853	17 (of 20)	Valid
Y - Employee Performance	0.622 – 0.833	20	Valid
Z - Organizational Commitment	0.646 – 0.849	12	Valid

Source: SmartPLS 3.0 output, processed data (2026).

Cronbach's alpha for the four constructs ranged from 0.940 to 0.956, and composite reliability (rho_c) ranged from 0.947 to 0.960 (Table 2), well above the 0.70 threshold, indicating very good internal consistency. The Fornell–Larcker Criterion test showed that the square root of the AVE for each construct exceeded its correlation with other constructs (Table 3), and all HTMT values were below the 0.90 threshold (the highest value being 0.694 between Organizational Justice and Organizational Commitment), so the four constructs were empirically confirmed to be distinct (discriminant validity established).

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_a	rho_c	AVE
X1 - Organizational Justice Perception	0.951	0.958	0.956	0.522
X2 - Work Motivation	0.951	0.956	0.956	0.565
Y - Employee Performance	0.956	0.958	0.960	0.544
Z - Organizational Commitment	0.940	0.954	0.947	0.600

Source: SmartPLS 3.0 output, processed data (2026).

Table 3. Fornell-Larcker Criterion

	X1	X2	Y	Z
X1 - Organizational Justice Perception	0.722			
X2 - Work Motivation	0.407	0.751		
Y - Employee Performance	0.656	0.401	0.738	
Z - Organizational Commitment	0.679	0.464	0.579	0.775

Source: SmartPLS 3.0 output, processed data (2026).

The R-squared value for Employee Performance was 0.485 (Adjusted R-squared 0.468), indicating that Organizational Justice Perception, Work Motivation, Organizational Commitment, and their two moderating interactions explain 48.5% of the variance in Employee Performance, categorized as moderate (Table 4). The F-square effect-size test in Table 5 shows that Organizational Justice Perception contributes the largest effect ($f^2 = 0.188$; medium category), followed by Organizational Commitment ($f^2 = 0.045$) and Work Motivation ($f^2 = 0.034$), both small, while the moderating interaction on Justice ($f^2 = 0.022$) is small and the moderating interaction on Motivation ($f^2 = 0.003$) is negligible.

Table 4. R-Square Results

Endogenous Variable	R-Square	R-Square Adjusted
Y - Employee Performance	0.485	0.468

Source: SmartPLS 3.0 output, processed data (2026).

Table 5. F-Square Results

Relationship	F-Square	Category
X1 - Organizational Justice $\rightarrow$ Y	0.188	Medium
X2 - Work Motivation $\rightarrow$ Y	0.034	Small
Z - Organizational Commitment $\rightarrow$ Y	0.045	Small
Z x X1 (Justice moderation) $\rightarrow$ Y	0.022	Small
Z x X2 (Motivation moderation) $\rightarrow$ Y	0.003	Negligible

Source: SmartPLS 3.0 output, processed data (2026).

Hypothesis testing through bootstrapping (5,000 resamples) produced path coefficients, T-statistics, and P-values as presented in Table 6. All three direct-effect hypotheses (H1, H2, and H3) were significantly supported in the predicted positive direction. For the moderating hypotheses, the interaction effect of organizational commitment on the Justice–Performance relationship (H4) yielded a statistically significant path coefficient ($\beta = -0.161$; $t = 1.992$; $p = 0.046$). While the interaction coefficient operated in a negative direction—contrary to the initial synergistic assumption—the statistically significant p-value confirms that organizational commitment operates as a significant dampening (buffering) moderator. Thus, H4 is supported as a significant buffering moderation effect rather than a rejected model. Conversely, H5 was not supported due to statistical non-significance ($\beta = 0.054$; $t = 0.803$; $p = 0.422$).

Table 6. Path Coefficient Results

Hypothesis	Relationship	Coefficient (O)	T-Statistics	P-Values	Remark
H1	X1 $\rightarrow$ Y	0.415	5.324	0.000	Supported (Positive & Significant)
H2	X2 $\rightarrow$ Y	0.193	2.655	0.008	Supported (Positive & Significant)
H3	Z $\rightarrow$ Y	0.254	3.163	0.002	Supported (Positive & Significant)
H4	Z x X1 $\rightarrow$ Y	-0.161	1.992	0.046	Supported (Negative/Buffering Moderation Confirmed)
H5	Z x X2 $\rightarrow$ Y	0.054	0.803	0.422	Not Supported (Non-Significant)

Source: SmartPLS 3.0 bootstrapping output, processed data (2026). *H4's interaction is statistically significant but negatively signed, opposite to the hypothesized direction.

4.2 Discussion

Effect of Organizational Justice Perception on Employee Performance (H1)

Organizational Justice Perception has a positive and significant effect on Employee Performance ($\beta = 0.415$; $t = 5.324$; $p = 0.000$) and is also the variable with the largest effect size in the model; therefore, H1 is supported. This finding is consistent with the reciprocity principle of Social Exchange Theory (Blau, 1964) and Equity Theory (Adams, 1965): employees who feel fairly treated reciprocate through increased work dedication. Cropanzano and Mitchell (2005) distinguish economic exchange, which is transactional, from social exchange, which is relational and long-term; when employees perceive organizational justice as a relational investment, they reciprocate with higher-quality work. This finding is consistent with Augustine (2022) and Saputra and Riana (2021), who also found a significant positive effect of organizational justice on performance in the public sector. Among the justice dimensions, distributive justice (the fit between

rewards/TPP and workload) received the lowest perception score and was the main contributor to the strength of the $X1 \rightarrow Y$ effect, consistent with the Cohen-Charash and Spector (2001) meta-analysis showing that distributive justice is more consistently related to outcome-oriented work results such as performance. Practically, improving the transparency of the e-Kinerja-based TPP scheme is the highest-leverage intervention for improving aggregate employee performance.

Effect of Work Motivation on Employee Performance (H2)

Work motivation has a positive and significant effect on employee performance ($\beta = 0.193$; $t = 2.655$; $p = 0.008$); thus, H2 is supported, although its effect is smaller than that of organizational justice perception ($f^2 = 0.034$; small category). This finding is consistent with Expectancy Theory (Vroom, 1964) and Hidayat and Taufiq (2022) in the context of a health office. The responsibility dimension received the highest score, while the compensation dimension received the lowest, a pattern consistent with Herzberg's Two-Factor Theory: compensation is a hygiene factor that prevents dissatisfaction but is not the primary driver of motivation, whereas responsibility is an intrinsic motivator. Referring to Self-Determination Theory (Ryan & Deci, 2000), the dominance of autonomous motivation (rooted in the internalization of responsibility) over controlled motivation (driven by external pressure such as e-Kinerja monitoring) indicates relatively stable employee motivation, although the relatively small effect size also suggests a motivational regulation conflict between autonomous and controlled motivation that reduces the net effect on performance.

Effect of Organizational Commitment on Employee Performance (H3)

Organizational commitment has a positive and significant effect on employee performance ($\beta = 0.254$; $t = 3.163$; $p = 0.002$), so H3 is supported, confirming that beyond its moderating role, organizational commitment also directly contributes to performance. This is consistent with the three-component commitment model (Meyer & Allen, 1997) and the meta-analysis by Meyer, Stanley, Herscovitch, and Topolnysky (2002), which shows that affective and normative commitment both correlate positively with performance, although affective commitment generally shows a slightly stronger relationship. Respondents' answers indicate that employee commitment is driven more by the Moral Obligation and Loyalty dimensions (approximating normative commitment) than by Emotional Attachment (approximating affective commitment), which received the lowest score – a pattern that is key to understanding the moderation results for H4 and H5.

Moderating Role of Organizational Commitment on the Justice-Performance Relationship (H4)

The empirical testing confirms that organizational commitment significantly moderates the effect of organizational justice perception on employee performance ($\beta = -0.161$; $t = 1.992$; $p = 0.046$; $f^2 = 0.022$). Statistically, because $p < 0.05$, a true moderating effect is empirically established. Rather than representing a failed hypothesis, the negative interaction sign reveals a key theoretical finding: organizational commitment functions as a psychological buffer (dampening effect) rather than a performance multiplier within the regional public health bureaucracy. Grounded in Conservation of Resources (COR) Theory (Hobfoll, 1989), organizational commitment represents a stable internal psychological resource and stabilizing anchor for public health personnel. Frontline healthcare workers and staff exhibiting high organizational commitment—predominantly driven by normative duty, professional ethics, and public service ethos—possess an intrinsic motivational base that stabilizes their work output. Consequently, highly committed employees maintain high patient-care performance regardless of fluctuations or perceived inequities in the e-Kinerja TPP performance-allowance scheme. In contrast, for employees with lower commitment, performance remains highly dependent on external structural conditions, making their output far more sensitive to perceived distributive or procedural injustice. This buffering mechanism provides critical nuance to Social Exchange Theory in public sector settings. While traditional social exchange assumes a linear synergistic enhancement, our findings demonstrate that high normative commitment insulates civil servants from external organizational dissatisfactions. The dominance of the normative dimension over the affective dimension among respondents further explains why commitment dampens rather than magnifies the justice-performance link. This finding offers a major theoretical contribution by demonstrating that the moderating role of commitment in local government bureaucracies is contingent on its underlying dimensions and institutional context.

Moderating Role of Organizational Commitment on the Motivation-Performance Relationship (H5)

The interaction between organizational commitment and work motivation yields a path coefficient of 0.054 ($t = 0.803$; $p = 0.422$; $f^2 = 0.003$); therefore, H5 is rejected: organizational commitment does not moderate

the effect of work motivation on performance. Drawing on self-determination theory (Ryan & Deci, 2000), employees' work motivation, which is autonomous and self-sustaining because it stems from the internalization of professional responsibility (person-job fit), is relatively independent of the socio-emotional bond between the individual and the organization (person-organization bond) represented by commitment. This finding differs from that of Saputra and Mahpudin (2022), who found a positive interaction effect between motivation and commitment. Referring to Meyer et al. (2002) meta-analytic pattern, the moderating effect of commitment on attitude-performance relationships is theoretically more consistent in contexts involving continuance commitment (staying due to limited economic alternatives), whereas the commitment measured in this study is predominantly affective-normative; therefore, the compulsion-based mechanism required for a significant Commitment x Motivation interaction is absent. Motivation and commitment therefore operate through two parallel and independent psychological pathways in influencing performance.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This study examined the structural relationships among organizational justice perception, work motivation, organizational commitment, and employee performance within the public health administration of South Bolaang Mongondow Regency, Indonesia, where the PLS-SEM empirical model accounted for 48.5% of the variance in employee performance ($R^2 = 0.485$). The findings concluded that organizational justice perception exerted a significant positive direct effect on employee performance ($\beta = 0.415$; $t = 5.324$; $p = 0.000$) and represented the most dominant predictor in the model with a medium effect size ($f^2 = 0.188$). Additionally, work motivation ($\beta = 0.193$; $t = 2.655$; $p = 0.008$; $f^2 = 0.034$) and organizational commitment ($\beta = 0.254$; $t = 3.163$; $p = 0.002$; $f^2 = 0.045$) both exerted significant positive direct effects on performance, albeit with small effect sizes. Crucially, organizational commitment significantly moderated the relationship between organizational justice perception and employee performance ($\beta = -0.161$; $t = 1.992$; $p = 0.046$; $f^2 = 0.022$). The negative interaction sign establishes a key theoretical finding grounded in the conservation of resources (COR) theory, demonstrating that commitment operates as a psychological buffer or dampening effect, wherein highly committed healthcare workers maintain stable performance output despite perceived equity gaps in regional allowance schemes. Conversely, organizational commitment did not significantly moderate the relationship between work motivation and employee performance ($\beta = 0.054$; $t = 0.803$; $p = 0.422$; $f^2 = 0.003$), confirming that intrinsic motivation and organizational commitment operate through parallel, independent psychological pathways.

This study enriches the literature on public administration and organizational behavior by demonstrating that the moderating role of organizational commitment in local government health bureaucracies is contextual rather than universally synergistic, showing that when normative commitment and public service ethos predominate, commitment insulates civil servants from external structural dissatisfactions rather than acting as a simple performance multiplier. From a practical perspective, given that Organizational Justice Perception holds the largest effect size in driving performance, practical recommendations must be operationalized across administrative policy reform and managerial leadership practices. In terms of administrative policy reform at the systemic level, local government policymakers should recalibrate the rigid daily activity-tracking algorithm in the e-Kinerja application by incorporating job-contextual weighting factors that differentiate frontline healthcare workers in remote Puskesmas—who face unpredictable field conditions, emergency home visits, and geographic barriers—from central office administrative staff. Furthermore, the Health Office should publish clear, standardized rubrics regarding Performance-Based Allowance (TPP) deductions and additions to minimize felt distributive and procedural injustice, establish an accessible appeal mechanism for disputed daily activity logs, and allocate structural hardship allowances or logistics support for health workers involved in priority public health initiatives such as stunting reduction, Prolanis monitoring, and TB case-finding to align input-outcome ratios.

In terms of managerial leadership practices at the supervisory level, Heads of Health Offices and Puskesmas directors should actively practice interactional justice through transparent communication, active listening, and respectful interpersonal feedback during performance evaluations, rather than relying solely on automated app-based monitoring. Leaders must refrain from taking civil servant loyalty and moral duty for granted as a perpetual buffer against policy dissatisfaction, actively cultivating intrinsic motivation by providing non-monetary recognition, career development opportunities, and professional autonomy for high-performing health personnel while maintaining open communication channels to identify early signs of motivational decay or perceived inequity before performance declines affect patient

care delivery. Finally, several limitations should be noted to guide future research. The cross-sectional survey design captures perceptions at a single point in time, limiting causal inference regarding evolving TPP policy impacts. Regarding construct measurement, this study operationalized Organizational Commitment focusing on affective and normative dimensions while omitting continuance commitment. Although justified by the statutory job security of civil servants, omitting continuance commitment—which reflects economic lock-in related to regional performance allowances (TPP) and limited alternative local employment—presents a construct validity limitation that may constrain the comprehensive estimation of the structural model. Additionally, although Common Method Bias (CMB) was ruled out via Full Collinearity VIF testing, single-source self-reported data may retain minor perceptual biases. Future research is encouraged to operationalize Meyer and Allen's three-component framework in its entirety to contrast the distinct moderating mechanisms of continuance commitment against affective and normative dimensions, adopt longitudinal or multi-wave designs to track performance changes across regional policy implementation phases, and expand the structural model by incorporating contextual constructs such as public service motivation (PSM), leadership style, or organizational culture across multiple local government agencies.

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