



The Equity Theory Study in Increasing Job Satisfaction at the Banyumas Regency Environmental Service

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Abstract

The study demonstrates that organizational justice is a significant factor in enhancing employee job satisfaction within the public sector organizations. The findings reveal that employees are more likely to experience positive work attitudes when they perceive fairness in organizational outcomes, decision-making procedures, interpersonal treatment, and information sharing. These results confirm that organizational justice should be viewed as a multidimensional construct that collectively shapes employees' workplace experiences and satisfaction. The study strengthens the relevance of Equity Theory, Need Fulfillment Theory, and organizational justice literature by showing that fairness perceptions remain essential in contemporary public sector organizations organizations characterized by high performance expectations and regulatory demands. The findings also highlight that employee satisfaction is influenced not only by tangible rewards but also by the quality of organizational processes and interactions. From a practical perspective, public sector organizations should prioritize the development of fair compensation systems, transparent procedures, respectful supervisory practices, and effective communication mechanisms. Such initiatives can contribute to a more positive work environment and improve employee satisfaction. This study is limited by its cross-sectional design and geographical focus on selected public sector organizations in Central Java. Future research is encouraged to employ longitudinal approaches, include broader organizational settings, and examine additional variables such as organizational trust, employee engagement, or psychological safety to provide a deeper understanding of the relationship between organizational justice and employee outcomes

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Job Satisfaction, Public Sector Organizations

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INTRODUCTION

The global workforce is undergoing profound transformation driven by increasing demands for workplace fairness, transparency, and dignity. In the post-pandemic era, organizations worldwide are confronted with unprecedented challenges in retaining talent and sustaining employee productivity. The World Economic Forum (2023) reported that employee wellbeing and perceived fairness rank among the top five determinants of organizational sustainability across both developed and emerging economies. The discourse on organizational justice has thus escalated from a peripheral human resource concern to a central strategic imperative for organizations seeking competitive advantage in volatile, uncertain, complex, and ambiguous (VUCA) environments (Greenberg, 2022; Colquitt et al., 2023).

In the Indonesian public sector, Environmental Agencies (Dinas Lingkungan Hidup) play a strategic role in environmental protection, waste management, climate adaptation, pollution control, and sustainable development programs. Employees in these institutions frequently encounter complex administrative procedures, public accountability demands, inter-agency coordination, and

resource limitations. Under such circumstances, perceptions of organizational fairness become important determinants of employee attitudes and workplace satisfaction.

Organizational justice, as conceptualized by Greenberg (1987) and subsequently operationalized by Colquitt (2001), refers to employees' subjective perceptions of fairness across multiple dimensions of organizational functioning. Equity Theory, pioneered by Adams (1963), provides the foundational theoretical lens for understanding how employees evaluate the fairness of outcomes relative to their inputs and in comparison to relevant referent others. When perceived justice is high, employees are more likely to experience positive affective states that translate into higher job satisfaction, a state of positive emotional orientation toward one's work (Locke, 1976). However, the mechanisms through which specific dimensions of justice influence satisfaction remain contested in the literature, particularly in non-Western organizational contexts where cultural values such as power distance and collectivism moderate justice perceptions (Hofstede, 2010; Lam et al., 2023).

A substantial body of empirical research confirms the positive relationship between distributive justice and job satisfaction (Rismawati et al., 2023; Hassan & Jawaad, 2024; Yilmaz & Ceylan, 2023). However, contradictory findings persist: Thawil and Anwar (2021) and Mahmood et al. (2024) found non-significant or negligible relationships in specific organizational contexts, suggesting that industry type and national culture moderate the justice-satisfaction nexus. Similarly, while procedural justice is widely theorized as a stronger predictor of satisfaction than distributive justice owing to its long-term, system-level implications (Lind & Tyler, 1988), empirical support is inconsistent. Studies by Juwono (2023) and Pratama et al. (2024) confirm positive effects, while Aldaibat and Aldaibat (2024) found that procedural justice effects are contingent upon organizational trust levels. This methodological gap wherein cross-sectional designs using simple OLS regression may underestimate mediating and moderating dynamics constitutes a significant limitation in the existing literature.

Regarding interactional justice, the empirical landscape reveals similar contentiousness. Herdiyanti et al. (2022), Gomes et al. (2022), and Chen et al. (2023) document positive and significant effects on job satisfaction, emphasizing the critical role of respectful and dignified interpersonal treatment. Conversely, Sitio (2023) and Bashir et al. (2024) identified conditions under which interactional justice effects are dampened, particularly in organizations characterized by authoritarian leadership styles. For informational justice, the theoretical premise that truthful, timely, and adequate information sharing enhances employees' sense of fairness and consequent satisfaction (Colquitt, 2001) is supported by Thawil and Anwar (2021), Nguyen et al. (2024), and Patel & Baig (2023). Yet, Wang et al. (2024) argue that informational justice effects are context-dependent, with digital communication mediating the relationship in post-COVID hybrid work environments.

Several methodological gaps further motivate this study. First, the predominance of OLS-based multiple regression in prior Indonesian studies (Rismawati et al., 2023; Juwono, 2023) fails to account for measurement error and multicollinearity in latent constructs. Second, most prior studies focus on manufacturing, government, or healthcare sectors, leaving the public sector organizations comparatively underexplored in the Indonesian justice literature. Third, the majority of studies utilize single-informant survey data without assessing Common Method Bias (CMB), compromising causal inference. This study addresses these gaps by employing SEM-PLS, a second-generation multivariate technique capable of handling complex structural relationships with smaller samples (Hair et al., 2022) in a public sector organization context, incorporating Harman's single-factor test for CMB control.

The novelty of this research lies in three dimensions. First, it provides empirical evidence from the Indonesian public sector organizations, a high-pressure, compliance-driven environment where justice perceptions are particularly salient, extending the generalizability of organizational justice theory beyond previously studied sectors. Second, it employs SEM-PLS methodology, offering superior construct validity assessments through composite reliability (CR) and average variance extracted (AVE) metrics compared to simple reliability coefficients used in prior studies. Third, it examines all four Colquitt (2001) dimensions simultaneously, enabling a comparative assessment of their relative predictive weights on satisfaction, an analytical approach absent in most Indonesian justice studies.

This study contributes theoretically by reinforcing Equity Theory and Need Fulfillment Theory in a novel sectoral context, and practically by providing actionable recommendations for public sector organizations HR practitioners. The primary objective is to empirically examine the effects of

distributive justice, procedural justice, interactional justice, and informational justice on employee job satisfaction among public sector organization employees in Central Java, Indonesia.

Literature Review And Hypothesis Development

Theoretical Foundation

This study is primarily anchored in Equity Theory, originally formulated by Adams (1963), which posits that individuals assess fairness by comparing the ratio of their inputs (e.g., effort, skills, experience) to their outcomes (e.g., salary, recognition, promotion) against those of comparable referents. When these ratios are perceived as unequal, cognitive dissonance arises, motivating corrective behavioral or psychological responses. In the organizational context, Equity Theory provides a compelling explanation for how employees' justice perceptions across multiple dimensions (distributive, procedural, interactional, and informational) shape their emotional responses to work, including job satisfaction. Colquitt (2001) operationalized this framework by identifying four distinct but interrelated dimensions of organizational justice, building upon the foundational work of Greenberg (1987), Thibaut and Walker (1975), and Bies and Moag (1986). Each dimension reflects a different aspect of the fairness evaluation process: distributive justice concerns outcome allocation; procedural justice concerns the processes governing those allocations; interactional justice concerns the quality of interpersonal treatment; and informational justice concerns the adequacy and transparency of explanations provided. Together, these four dimensions provide a comprehensive multi-dimensional framework for assessing organizational fairness and its antecedents and consequences.

Complementing Equity Theory, Need Fulfillment Theory (Porter, 1961) proposes that job satisfaction is a function of the degree to which work fulfills an individual's needs. When organizational justice is practiced consistently, employees' fundamental needs for recognition, respect, autonomy, and information are satisfied, thereby elevating overall job satisfaction (Luthans et al., 2023). Additionally, Herzberg's Two-Factor Theory (1959) is relevant in explaining how interactional justice functioning as a hygiene factor in the form of quality interpersonal relationships prevents dissatisfaction and, when high, contributes to motivational satisfaction. The integration of these theoretical perspectives enables this study to construct a robust theoretical framework for understanding the multi-dimensional pathways through which organizational justice influences job satisfaction in the public sector organizations.

Hypothesis Development

Distributive Justice and Job Satisfaction

Distributive justice refers to employees' perceptions of the fairness of the outcomes they receive relative to their contributions and in comparison to others (Colquitt, 2001; Greenberg, 2022). These outcomes include wages, promotions, workload distribution, and recognition. In the public sector organizations, distributive justice manifests prominently in the allocation of workload, promotion opportunities, and task assignments, all of which are directly tied to employees' productivity and perceived equity.

Equity Theory (Adams, 1963) predicts that when employees perceive their outcome-to-input ratios as equitable, they experience positive affective states, including job satisfaction. Conversely, perceived inequity, whether advantageous or disadvantageous, generates psychological tension that manifests as dissatisfaction, disengagement, or counterproductive work behavior. Empirically, Hassan and Jawaad (2024) documented a significant positive relationship between distributive justice and job satisfaction among financial sector employees in Pakistan, with $\beta = 0.34$, $p < 0.001$. Yilmaz and Ceylan (2023) corroborated these findings in the Turkish public sector organizations, identifying distributive justice as the strongest predictor of satisfaction among three justice dimensions. Furthermore, Rismawati et al. (2023) confirmed a positive and significant influence of distributive justice on job satisfaction in Indonesian cooperatives, while Li et al. (2024) found consistent results in Chinese state-owned enterprises. Based on this theoretical grounding and empirical convergence:

H1: Distributive justice has a positive and significant effect on employee job satisfaction.

Procedural Justice and Job Satisfaction

Procedural justice concerns employees' perceptions of the fairness of the processes and criteria used to make decisions about outcomes (Thibaut & Walker, 1975; Colquitt, 2001). Leventhal (1980) specified six rules that render procedures fair: consistency, bias suppression, accuracy, correctability, representativeness, and ethicality. In public sector organizations, procedural justice is

reflected in the transparency of performance appraisal systems, promotion criteria, and disciplinary procedures.

According to Equity Theory, fair procedures provide employees with a sense of control and voice, reducing uncertainty about future outcomes and thereby enhancing satisfaction even when actual outcomes are unfavorable (Lind & Tyler, 1988). Pratama et al. (2024) found that procedural justice significantly predicted job satisfaction among bank tellers in East Java ($\beta = 0.29$, $p = 0.002$), with perceived consistency and accuracy being the primary drivers. Juwono (2023) similarly demonstrated that procedural justice positively influenced satisfaction in government public sector organizations. Tizara and Irfani (2024) extended these findings to private sector banks, identifying procedural justice as a critical mediator between organizational culture and satisfaction. Kim and Kim (2024) confirmed these effects in Korean public sector organizations employees, with stronger effects observed among female employees who placed a higher value on process fairness:

H2: Procedural justice has a positive and significant effect on employee job satisfaction.

Interactional Justice and Job Satisfaction

Interactional justice encompasses the quality of interpersonal treatment employees receive during the execution of organizational procedures, including respectful communication, dignity in interactions, and adequate explanations for decisions (Bies & Moag, 1986; Colquitt, 2001). Interactional justice is further subdivided into interpersonal justice (respectful treatment) and informational justice (adequate explanations), though in many studies, they are treated as a unified construct (Colquitt et al., 2023).

Herzberg's Two-Factor Theory positions quality of interpersonal relationships as a hygiene factor whose absence generates dissatisfaction and whose presence, when sufficiently elevated, contributes to satisfaction. Need Fulfillment Theory further posits that respectful treatment fulfills employees' fundamental needs for esteem and belonging, thereby elevating satisfaction (Porter, 1961). Chen et al. (2023) found that interactional justice significantly predicted job satisfaction among service industry employees in China ($\beta = 0.27$, $p = 0.001$), with supervisor-subordinate relationship quality mediating the effect. Herdiyanti et al. (2022) documented similar findings in Indonesian manufacturing contexts, while Gomes et al. (2022) confirmed these effects across healthcare organizations in Brazil. Nguyen et al. (2024) further demonstrated that interactional justice effects on satisfaction are amplified in collectivist cultures such as Vietnam and Indonesia, where interpersonal harmony carries heightened cultural significance:

H3: Interactional justice has a positive and significant effect on employee job satisfaction.

Informational Justice and Job Satisfaction

Informational justice refers to employees' perceptions of the adequacy, transparency, and timeliness of information provided to justify organizational decisions (Colquitt, 2001; Greenberg, 2022). This dimension is particularly salient in public organizations characterized by bureaucratic procedures and public accountability, where regulatory changes, policy revisions, and performance evaluations are communicated regularly and where employees' understanding of these communications directly influences their sense of fairness and satisfaction.

Equity Theory predicts that transparent and adequate information sharing reduces employees' uncertainty about outcome fairness, thereby decreasing cognitive dissonance and enhancing satisfaction (Adams, 1963). Patel and Baig (2023) confirmed that informational justice positively influenced job satisfaction among bank employees in India, particularly when information was provided proactively and through direct supervisory channels. Thawil and Anwar (2021) similarly found positive effects in Indonesian private companies, while Wang et al. (2024) demonstrated that informational justice effects are amplified in digitally-mediated communication environments. Aldaibat and Aldaibat (2024) further documented that employees in high-uncertainty environments, such as those undergoing organizational restructuring, exhibit heightened sensitivity to informational justice, making it a critical lever for satisfaction management:

H4: Informational justice has a positive and significant effect on employee job satisfaction.

Conceptual Framework

Based on the theoretical foundations and hypothesis development above, the conceptual framework of this study is presented in Figure 1 below. The framework positions organizational justice as a multi-dimensional independent construct comprising distributive justice (DJ), procedural justice (PJ), interactional justice (IJ), and informational justice (InfJ), each exerting direct effects on employee job satisfaction (JS).

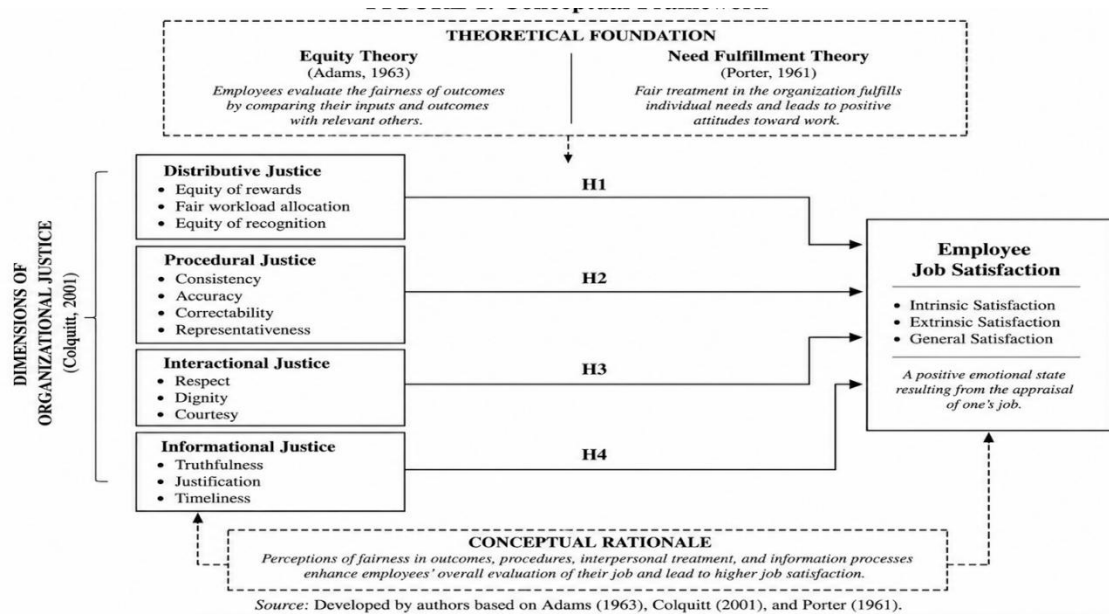


Figure 1. Conceptual Framework

METHOD

This study adopts a quantitative research design with a cross-sectional survey approach, which is appropriate for examining relationships among latent constructs using self-report data at a single point in time (Sekaran & Bougie, 2023; Hair et al., 2022). The population comprises all permanent employees of commercial banks operating in three major cities in Central Java: Semarang, Surakarta, and Salatiga, encompassing both state-owned and private banks, including The population consisted of employees working in Environmental Agencies (Dinas Lingkungan Hidup) located in Banyumas, Purbalingga, Banjarnegara, Cilacap, and Kebumen. Based on data from the Indonesian Public sector organizations Association (2024), the total population was estimated at approximately 3,200 permanent public sector organizations employees across these branches.

Sampling was conducted using purposive sampling with the following inclusion criteria: (1) permanent employment status for a minimum of one year; (2) direct experience with performance appraisal systems; and (3) full-time employment status. The minimum sample size was determined using the Cohen (1992) power analysis guideline for SEM-PLS, which recommends a minimum of 10 times the maximum number of structural paths directed at any single construct. With a maximum of four paths converging on the job satisfaction construct, the minimum recommended sample size is 40; however, to ensure statistical power and generalizability, a target of 150 questionnaires was set. After excluding 5 incomplete responses, the final usable sample consisted of 145 respondents.

The survey instrument was adapted from validated scales. Organizational justice was measured using Colquitt's (2001) 20-item Organizational Justice Scale, subsequently validated in Indonesian contexts by Rismawati et al. (2023) and Juwono (2023). Distributive justice was assessed with 5 items; procedural justice with 7 items; interactional justice with 4 items; and informational justice with 4 items. Job satisfaction was measured using the 5-item Minnesota Satisfaction Questionnaire (MSQ) short form (Weiss et al., 1967), adapted and validated for Indonesian public sector organizations employees by Pratama et al. (2024). All items were scored on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Table 1. Variable Measurement

Variable	Indicators	Items	Source
Distributive Justice (X1)	Equity of pay, workload, rewards, responsibility, work environment	5 items	Colquitt (2001)
Procedural Justice (X2)	Consistency, bias suppression, accuracy, correctability, representativeness, ethics, voice	7 items	Colquitt (2001)
Interactional Justice (X3)	Dignity, respect, propriety, sensitivity in treatment	4 items	Bies & Moag (1986); Colquitt (2001)

Informational Justice (X4)	Truthfulness, candor, justification, and timeliness of information	4 items	Colquitt (2001)
Job Satisfaction (Y)	General satisfaction, intrinsic satisfaction, extrinsic satisfaction, social, and growth	5 items	Weiss et al. (1967); Pratama et al. (2024)

Data analysis was conducted using Structural Equation Modeling, Partial Least Squares (SEM-PLS) via SmartPLS version 4.0 (Ringle et al., 2022). SEM-PLS was selected over covariance-based SEM (CB-SEM) because of its suitability for exploratory research with smaller samples, its ability to handle non-normally distributed data, and its capacity to simultaneously assess measurement model quality (outer model) and structural relationships (inner model) (Hair et al., 2022). Measurement model assessment involved evaluating indicator reliability (outer loadings ≥ 0.70), internal consistency (Cronbach's Alpha ≥ 0.70 ; Composite Reliability ≥ 0.70), convergent validity (AVE ≥ 0.50), and discriminant validity using the Heterotrait-Monotrait (HTMT) criterion (< 0.85). Structural model assessment involved examining path coefficients (β), t-statistics (via bootstrapping with 5,000 resamples), p-values, and R^2 values. Common Method Bias was assessed using Harman's single-factor test and the marker variable technique.

RESULTS AND DISCUSSION

Respondent Demographic Profile

The demographic characteristics of 145 respondents are summarized in Table 2. The sample was predominantly male (54.5%), with the largest age group being 26–35 years (46.2%), reflecting the relatively young workforce typical of the Indonesian public sector organizations. In terms of educational background, the majority held bachelor's degrees (71.0%), consistent with the academic qualification requirements in public sector organizations. Regarding tenure, the most represented group had 1–5 years of service (48.3%), while 28.3% had 6–10 years and 23.4% had over 10 years. By employment division, the largest group comprised the front-line Environmental Management Division and Waste Management Division (38.6%), followed by the Environmental Monitoring Division and Administrative Division (24.8%), and Planning Division (20.7%).

Table 2. Respondent Demographic Profile (n = 145)

Category	Description	Frequency	Percentage (%)
Gender	Male	79	54.5
	Female	66	45.5
Age	< 25 years	18	12.4
	26–35 years	67	46.2
	36–45 years	42	29.0
	> 45 years	18	12.4
Education	Diploma (D3)	29	20.0
	Bachelor (S1)	103	71.0
	Master (S2)	13	9.0
Tenure	1–5 years	70	48.3
	6–10 years	41	28.3
	> 10 years	34	23.4

Measurement Model Assessment

The measurement model was evaluated using SmartPLS 4.0 through assessment of indicator reliability, internal consistency, convergent validity, and discriminant validity. As shown in Table 3, all outer loadings exceeded the 0.70 threshold (range: 0.712–0.891), confirming satisfactory indicator reliability. Composite Reliability (CR) values ranged from 0.812 to 0.894, and Cronbach's Alpha values ranged from 0.784 to 0.871, both well above the 0.70 criterion (Hair et al., 2022). Average Variance Extracted (AVE) values ranged from 0.512 to 0.638, all exceeding the 0.50 threshold, thereby establishing convergent validity for all constructs.

Table 3. Measurement Model Results

Construct	Cronbach's Alpha	Composite Reliability	AVE	Status
Distributive Justice (X1)	0.821	0.866	0.563	Valid
Procedural Justice (X2)	0.854	0.888	0.512	Valid
Interactional Justice (X3)	0.784	0.853	0.594	Valid
Informational Justice (X4)	0.801	0.859	0.605	Valid

Job Satisfaction (Y)	0.871	0.894	0.638	Valid
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Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio, with all HTMT values falling below the 0.85 threshold (range: 0.412–0.821), confirming that each construct is empirically distinct from all others. Common Method Bias was assessed using Harman's single-factor test; the single-factor solution explained only 28.4% of total variance, well below the 50% threshold indicating that CMB is unlikely to significantly distort the findings.

Structural Model and Hypothesis Testing

The structural model was evaluated by examining path coefficients (β), t-statistics generated through bootstrapping (5,000 resamples), and significance levels. The coefficient of determination (R^2) for job satisfaction was 0.634, indicating that the four dimensions of organizational justice collectively explain 63.4% of the variance in employee job satisfaction, a level classified as substantial by Hair et al. (2022). The predictive relevance (Q^2) value of 0.489 (> 0) further confirms the model's predictive accuracy. Table 4 presents the full structural model results.

Table 4. Structural Model Results and Hypothesis Testing

H	Path	β Coefficient	Std. Error	t-statistic	p-value	Decision
H1	DJ $\rightarrow$ Job Satisfaction	0.312	0.074	4.216	< 0.001	Supported
H2	PJ $\rightarrow$ Job Satisfaction	0.289	0.081	3.568	< 0.001	Supported
H3	IJ $\rightarrow$ Job Satisfaction	0.241	0.083	2.904	0.003	Supported
H4	Infj $\rightarrow$ Job Satisfaction	0.198	0.079	2.506	0.012	Supported
$R^2 =$ 0.634	$Q^2 = 0.489$					

Note: DJ = Distributive Justice; PJ = Procedural Justice; IJ = Interactional Justice; Infj = Informational Justice; β = standardized path coefficient; bootstrapping $n = 5,000$; one-tailed test.

All four hypotheses were supported. Distributive justice (H1: $\beta = 0.312$, $t = 4.216$, $p < 0.001$) emerged as the strongest predictor of job satisfaction, followed by procedural justice (H2: $\beta = 0.289$, $t = 3.568$, $p < 0.001$), interactional justice (H3: $\beta = 0.241$, $t = 2.904$, $p = 0.003$), and informational justice (H4: $\beta = 0.198$, $t = 2.506$, $p = 0.012$). The ranking of effect sizes suggests that outcome fairness (distributive) is the most proximal driver of satisfaction in the public sector organizations, while informational adequacy, though significant, operates with a comparatively more distal effect.

DISCUSSION

This study examined the influence of distributive justice, procedural justice, interactional justice, and informational justice on employee job satisfaction in the public sector organizations in Central Java, Indonesia. The results demonstrate that organizational justice is a significant determinant of employee job satisfaction. Employees who experience fairness in reward allocation, organizational procedures, interpersonal treatment, and managerial communication tend to report more favorable attitudes toward their jobs. These findings indicate that employee satisfaction is shaped not only by economic outcomes but also by the quality and fairness of organizational processes and relationships. The positive effect of distributive justice provides strong support for Equity Theory, which explains that employees compare their contributions with the rewards they receive from the organization.

Satisfaction increases when rewards are perceived as proportional to effort, competence, and responsibility. This relationship is particularly relevant in the public sector organizations industry, where performance indicators, incentive systems, and promotion opportunities are closely monitored by employees. Fair reward allocation signals organizational recognition of employee contributions and strengthens positive evaluations of the employment relationship. The findings suggest that equitable compensation and recognition systems remain essential for sustaining employee satisfaction in highly competitive service organizations. Procedural justice also emerged as an important predictor of job satisfaction. Employees are more likely to accept organizational decisions when decision-making processes are transparent, consistent, and free from bias. Acceptance of organizational outcomes is influenced not only by the outcomes themselves but also by the legitimacy of the procedures used to produce them.

Transparent performance appraisal systems, objective promotion criteria, and opportunities for employee participation contribute to stronger confidence in organizational decisions. These results highlight that procedural fairness functions as a source of trust and predictability, both of which are critical for maintaining positive employee attitudes. The significant influence of

interactional justice demonstrates that respectful treatment remains a fundamental requirement for employee well-being. Public sector organizations employees operate in environments characterized by continuous interactions with supervisors, colleagues, and customers. Respect, empathy, dignity, and professional communication therefore, become important indicators of organizational quality. Need Fulfillment Theory provides a useful explanation for this relationship because employees seek recognition, appreciation, and social acceptance at work. When supervisors demonstrate consideration and respect, employees are more likely to experience psychological comfort and a stronger sense of belonging, which subsequently enhances job satisfaction. Informational justice also contributes significantly to employee job satisfaction.

Employees expect organizational decisions to be communicated clearly, honestly, and promptly. Effective communication reduces uncertainty and enables employees to understand the rationale behind managerial actions. This issue is particularly important in public sector organizations, where regulatory requirements, operational procedures, and performance expectations frequently change. Clear explanations regarding organizational decisions strengthen employee confidence in management and reinforce perceptions of organizational fairness. As a result, transparent communication serves not only as an information-sharing mechanism but also as a strategic tool for enhancing employee satisfaction. Although the findings are generally consistent with previous studies that identified organizational justice as an important antecedent of job satisfaction, this study offers several contributions that distinguish it from existing research.

First, many previous studies have focused on selected dimensions of organizational justice or examined justice as a broad construct without simultaneously assessing the unique contribution of distributive, procedural, interactional, and informational justice. This study provides a more comprehensive examination by integrating all four dimensions within a single empirical model. Such an approach offers a richer understanding of how different forms of fairness collectively shape employee job satisfaction. Second, empirical evidence concerning the four-dimensional organizational justice framework remains relatively limited in the Indonesian public sector organizations. Most prior studies have been conducted in manufacturing organizations, public institutions, educational settings, or Western contexts.

The public sector organizations industry presents unique organizational characteristics, including strict regulatory requirements, intensive performance monitoring, high service expectations, and continuous interaction between employees and customers. These characteristics create a distinctive environment where fairness issues become particularly salient. By focusing on public sector organizations employees in Central Java, this study expands the contextual applicability of organizational justice research and demonstrates that fairness remains a critical factor influencing employee attitudes in highly regulated service organizations. Third, the findings reinforce the argument that organizational justice should be conceptualized as a multidimensional construct rather than a single organizational attribute. Each dimension captures a different aspect of employee experience, ranging from outcomes and procedures to interpersonal treatment and communication quality.

The results show that employee satisfaction is influenced by a combination of these dimensions, suggesting that organizations cannot rely exclusively on fair compensation systems while neglecting procedural transparency, respectful treatment, or effective communication. This contribution advances the organizational justice literature by emphasizing the complementary nature of its dimensions in explaining employee attitudes. The study also contributes to the development of Equity Theory and Need Fulfillment Theory by demonstrating their relevance in contemporary public sector organizations. Equity Theory explains why employees respond positively to fair outcomes and procedures, whereas Need Fulfillment Theory clarifies the importance of interpersonal respect and meaningful communication for employee well-being.

The integration of these theoretical perspectives provides a more comprehensive explanation of how fairness influences job satisfaction and highlights the psychological mechanisms underlying employee evaluations of organizational practices. Managerial implications are equally important. Environmental agencies should strengthen fairness-oriented human resource management practices through transparent promotion systems, equitable workload distribution, participative decision-making, and effective communication mechanisms.

CONCLUSION

This study investigated the influence of distributive justice, procedural justice, interactional justice, and informational justice on employee job satisfaction in the public sector organizations in Central Java, Indonesia. The findings confirm that organizational justice plays a fundamental role in shaping employee satisfaction. Employees are more likely to develop positive attitudes toward their work when they perceive fairness in organizational outcomes, decision-making processes, interpersonal treatment, and managerial communication. These findings suggest that employee satisfaction is not determined solely by compensation and rewards but is also influenced by the overall quality of organizational relationships and governance practices. The study contributes to the organizational behavior and human resource management literature by demonstrating the relevance of organizational justice as a multidimensional construct within a highly regulated and performance-oriented service industry. The findings further support the applicability of Equity Theory and Need Fulfillment Theory in explaining how fairness perceptions influence employee attitudes and workplace experiences. From a practical perspective, public sector organizations should strengthen fairness-oriented management practices by ensuring equitable reward allocation, transparent procedures, respectful supervisory behavior, and effective communication systems. Developing these organizational practices can help create a more supportive work environment and enhance employee satisfaction. Several limitations should be acknowledged. The study focused on employees from public sector organizations located in Central Java and employed a cross-sectional research design, which may limit the generalizability of the findings. Future studies are encouraged to examine organizational justice across different industries and geographical regions, adopt longitudinal research designs, and incorporate additional variables such as organizational trust, employee engagement, organizational commitment, or psychological safety to provide a more comprehensive understanding of employee attitudes and behavior.

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