

**THE EFFECT OF MANAGEMENT SUPPORT, TEAMWORK, AND  
ORGANIZATIONAL JUSTICE ON EMPLOYEE MOTIVATION DINAS  
PERDAGKUM PONOROGO****Muhammad Arya Asyfani <sup>1)</sup>**<sup>1</sup> Faculty of Economics and Business, University PGRI Madiun  
email: [muharyaasyfani@gmail.com](mailto:muharyaasyfani@gmail.com)**Abstrak**

Tujuan dari dilaksanakannya penelitian ini ialah guna memperoleh pengetahuan mengenai pengaruh dari dukungan manajemen, kerjasama tim, serta keadilan organisasi terhadap motivasi karyawan pada Dinas Perdagangan Koperasi dan Usaha Mikro (Perdagkum) Kabupaten Ponorogo. Fenomena rendahnya motivasi kerja terlihat dari tingginya tingkat keterlambatan, pulang cepat, serta persepsi negatif terhadap dukungan manajemen, kerjasama tim, dan keadilan organisasi. Peneliti di dalam penelitian ini memanfaatkan jenis pendekatan kuantitatif dengan memakai teknik untuk mengumpulkan data yakni Dengan menyebarkan kuesioner pada 73 responden. Data-data dalam penelitian ini dianalisis dengan menggunakan bantuan dari SPSS dengan memanfaatkan uji reliabilitas, validitas, regresi linier berganda, serta uji t. Hasil dari penelitian ini adalah dukungan manajemen tidak mempunyai pengaruh terhadap motivasi karyawan, kerjasama tim mempunyai pengaruh yang signifikan terhadap motivasi karyawan, serta keadilan organisasi tidak mempunyai pengaruh terhadap motivasi karyawan.

**Kata Kunci:** Dukungan Manajemen, Kerjasama Tim, Keadilan Organisasi, Motivasi Karyawan.

**Abstract**

*The purpose of this research is to gain knowledge about the influence of management support, team collaboration, and organizational justice on employee motivation at Dinas Perdagangan Koperasi dan Usaha Mikro (Perdagkum) Kabupaten Ponorogo. The phenomenon of low work motivation is evident from the high level of tardiness, early departure, and negative perceptions of management support, team collaboration, and organizational justice. In this study, the researcher used a quantitative approach and collected data by distributing questionnaires to 73 respondents. The data were analyzed using SPSS with reliability and validity tests, multiple linear regression, and t-tests. The results show that management support does not affect employee motivation, team collaboration has a significant influence on employee motivation, and organizational justice does not affect employee motivation.*

**Keywords:** Management Support, Teamwork, Organizational Justice, Employee Motivation.

### A. INTRODUCTION

Many organizations today understand that the human component within their workforce can provide a competitive advantage. Human resources, being a vital asset, often determine the overall success of a company. They play a significant role in achieving organizational performance by setting goals, formulating strategies, and implementing innovations to accomplish the organization's objectives (Yusrizal Aminullah & Kustini, 2022). Therefore, the needs and desires of employees as human resources must also be supported by organizational management to ensure they are committed and motivated to their work, with the aim of satisfying employees and achieving good results. One important factor that can improve employee quality and productivity is work motivation.

Motivation, as defined by Ugaddan & Park (2015), refers to an internal desire within an individual that drives and encourages them to take action in order to achieve the expected outcomes. Work motivation is the encouragement given by an organization to encourage employees to complete tasks given by the organization itself (Yusrizal Aminullah & Kustini, 2022). Highly motivated employees will demonstrate work ethic, discipline, and enthusiasm in completing their tasks. However, in a work environment Dinas Perdagangan Koperasi dan Usaha Mikro Kabupaten Ponorogo, there are still indications that the work motivation of some employees is not optimal.

This is reflected in employee absence data for June: out of a total of 73 employees, only 64 were recorded as fully present throughout the month. Meanwhile, 52 employees were late, and 44 employees were recorded as leaving work early. This high rate of lateness and early departures indicates a decline in time discipline, which may reflect low work motivation among some employees. Consequently, work motivation becomes a critical factor that must be carefully considered and enhanced in order to improve employee performance. Organizations that understand the significance of motivating their employees tend to focus on various elements that can affect motivation, including, notably, the support provided by management.

Management support is any form of assistance, facilities, resources, and actions provided by management to individuals, teams, or departments within an organization to achieve organizational goals effectively and efficiently. Management support is absolutely necessary for employees to be able and able to carry out their work easily (Nelson, 2021). Effective management support relies on strong teamwork, which plays a crucial role in fostering employee motivation and contributing to the success of institutions such as the Dinas Perdagangan Koperasi dan Usaha Mikro Kabupaten Ponorogo. When employees feel fully supported, recognized, and empowered by their organization, they tend to become genuinely involved in their work, showing high levels of contribution. In these circumstances, motivation emerges from within the employees themselves (Gillet et al. 2013)

Hermawati & Sudiantini (2022) explains that teamwork in an organization shares knowledge and experience, so teamwork is a desire that a number of people want to do to make the work of employees easier so they can contribute. With teamwork in an organization, it can really complement or improve teamwork within and between parts of the organization, therefore teamwork usually consists of people who have different expertise or skills.

Organizational justice is how employees perceive the treatment they receive from the organization they work for. This includes considerations about how resources are distributed fairly, and how they are treated interpersonally with fairness and respect (Ayu Nur et al., 2023). Good work motivation will emerge when employees feel fair treatment and conversely, motivation will decrease when employees feel unfair treatment.

### **1. Theoretical Review**

The main theoretical framework employed in this study is the motivation theory proposed by Abraham Maslow (1943), commonly referred to as Maslow's Hierarchy of Needs. According to this theory, human behavior is guided by five levels of needs that are organized in a hierarchical order: physiological needs, safety needs, social needs, esteem needs, and the need

for self-actualization. According to Maslow Individuals will be motivated to work and behave in a certain way to fulfill these needs, starting from the most basic level to the highest level.

### **Motivation**

Motivation according to theory (Maslow, 1954) humans will strive to fulfill their most basic needs first. Once these needs are met, they will be motivated to consider fulfilling higher-level needs. If humans do not achieve the satisfaction of their basic needs, they may revert to their previous needs. Motivation indicators according to Mardiyah et al. (2023) include: physical needs, need for safety, social needs, need for appreciation, and need for encouragement to achieve goals.

### **Management Support**

When employees demonstrate loyalty, maintain high morale, and engage in positive behaviors toward the organization, it often reflects their perception that the organization genuinely values their contributions and cares about their well-being. According to Eisenberger et al. (1986) this sense of management support plays a key role in fostering such positive attitudes and behaviors among employees. Employees who feel valued will reciprocate with high performance and dedication. According Mardiyah et al. (2023) states that jobs supported by good organizational support tend to increase employee motivation and can maintain high-quality work. Employees will feel satisfied and loyal if they are given the opportunity for organizational support. Management support indicators according to Pathirage et al. (2012): “defining key performance indicators, vision statement, decision making, problem solving, and human resource management”.

### **Teamwork**

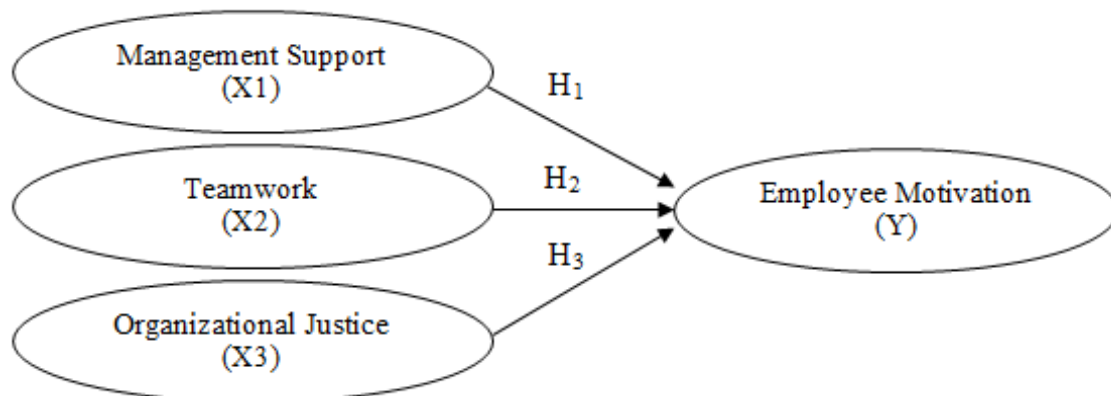
According to Mehrzi & Singh (2016) teamwork is the formation of a group of employees who work together to achieve a common goal. Teamwork often involves mutual support and assistance between employees through complementary tasks. According to Hermawati & Sudiantini (2022) teamwork in an organization shares knowledge and experience, so teamwork is

a desire that a number of people want to do to make it easier for employees to work so they can contribute. Salas et al., (2005) suggested that the effectiveness of teamwork is determined by five main indicators. These indicators are known as the "Big Five of Teamwork." These indicators include: team leadership, mutual performance monitoring, backup behavior, adaptability, and team orientation.

### Organizational Justice

Cropanzano et al. (2007) identify the main indicators of organizational justice as distributive justice, procedural justice, and interactional justice. Organizational justice is understood as employees' perceptions of fairness within the organization, particularly concerning reward systems such as pay and promotions, as well as their acceptance of fair treatment in the workplace (Ridha et al. 2021). According to Greenberg (1987) it also reflects an individual's perception of being treated fairly or unfairly, which in turn influences their reactions, including job satisfaction, trust in supervisors, and work motivation.

### Conceptual Framework



**Figure 1. Conceptual Framework**

Source: Modification Nelson (2021), Mehrzi & Singh (2016), Ridha et al. (2021)

### **Research Hypothesis**

H<sub>1</sub>: Management Support is suspected to influence Employee Motivation

H<sub>2</sub>: Teamwork is suspected to influence Employee Motivation

H<sub>3</sub>: Organizational Justice is suspected to influence Employee Motivation

### **B. METHOD**

This study applies a quantitative approach to investigate the impact of employee motivation, specifically by examining the roles of management support, teamwork, and organizational justice. The research sample includes all 73 employees of the Dinas Perdagangan Koperasi dan Usaha Mikro Kabupaten Ponorogo. To select the sample, a nonprobability sampling method known as saturated sampling was employed, which does not follow the principle of probability, meaning that not every member of the population has an equal chance of being chosen. Data collection was carried out using a structured questionnaire distributed through Google Form, while data processing and analysis were performed with the support of SPSS software version 25 to ensure accurate and reliable results.

### **C. RESULT AND DISCUSSION**

#### **Validity Test**

Validity test on variable X1, namely management support shows a value  $r_{\text{count}}$  from statement 1 to item 20 the Management Support variable (X1) has a value  $r_{\text{count}}$  which is greater than  $r_{\text{table}}$  (0,230) with a significant level  $< 0,05$ , then all the question items are declared valid, thus all the question items in the questionnaire can be used and can be trusted to collect the required data.

Validity test on variable X2, namely teamwork, shows a value  $r_{\text{hcount}}$  from statement 1 to item 20 the Teamwork variable (X2) has a value  $r_{\text{count}}$  which is greater than  $r_{\text{table}}$  (0,230) with a significant level  $< 0,05$ , then all the question items are declared valid, thus all the question items in the questionnaire can be used and can be trusted to collect the required data.

The validity test on variable X3, namely organizational justice, shows a value  $r_{\text{count}}$  from statement 1 to item 20 the Organizational Justice variable (X3) has a value  $r_{\text{count}}$  which is greater

than  $r_{table}$  (0,230) with a significant level  $< 0,05$ , then all the question items are declared valid, thus all the question items in the questionnaire can be used and can be trusted to collect the required data.

Validity test on variable Y, namely employee motivation shows a value  $r_{count}$  from statement 1 to item 20 the Employee Motivation variable (Y) has a value  $r_{count}$  which is greater than  $r_{table}$  (0,230) with a significant level  $< 0,05$ , then all the question items are declared valid, thus all the question items in the questionnaire can be used and can be trusted to collect the required data.

### Reliability Test

**Table 1 Reliability Test Results**

Variables	Cronbach's Alpha	Standard	Information
Management Support	0.920	0.60	Reliable
Teamwork	0.883	0.60	Reliable
Organizational Justice	0.891	0.60	Reliable
Employee Motivation	0.929	0.60	Reliable

Source: Processed Primary Data (2025)

From table 2 it can be concluded that all variables have a value cronbach alpha more than 0.60. This value indicates that the questionnaire instrument used has a very good level of internal consistency. Thus, it can be said that the instruments for each variable of Management Support (X1), Teamwork (X2), Organizational Justice (X3), and Employee Motivation (Y) are declared reliable and suitable for use as measuring tools in this study.

### Multiple Linear Regression Analysis Test

**Table 2 Multiple Linear Regression Analysis Test Results**

Model	Coefficients <sup>a</sup>				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	41.128	18.377			2.238	.028
Management Support	-.115	.143	-.097		-.081	.426
Teamwork	.420	.147	.413		2.421	.022
Organizational Justice	.252	.177	.166		1.423	.159

Source: Processed Primary Data (2025)

Based on the results of the multiple linear regression test, it can be explained as follows:

$$Y = 41,128 + -0,115 + 0,420 + 0,252$$

- 1) The constant value obtained is 41.128 with a positive value which means that all independent variables are equal to zero, so the dependent variable has a value of 41.128.
- 2) The regression coefficient value for the Management Support variable (X1) is -0.115, which is negative, so it can be stated that for every 1 point decrease in the Management Support variable, the Employee Motivation variable will also experience a decrease of -0.115.
- 3) The regression coefficient value for the Teamwork variable (X2) is 0.420 so it can be stated that for every 1 point increase in the Teamwork variable, the Employee Motivation variable will also experience an increase of 0.420.
- 4) The regression coefficient value for the Organizational Justice variable (X3) is 0.252 so it can be stated that for every 1 point increase in the Organizational Justice variable, the Employee Motivation variable will also experience an increase of 0.252.

### Partial Test (t-Test)

**Table 3 Partial Test Results (t-Test)**

Model	Coefficients <sup>a</sup>				T	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	41.128	18.377			2.238	.028
Management Support	-.115	.143	-.097		-.081	.426
Teamwork	.420	.147	.413		2.421	.022
Organizational Justice	.252	.177	.166		1.423	.159

Source: Processed Primary Data (2025)

- 1) On the variable of Management Support for Employee Motivation with  $t_{count}$  amounting to -0,801 >  $t_{table}$  1,987 with a sig value of 0.462 > 0.05, it can be said that  $H_1$  is rejected. This can be concluded that Management Support has no effect on Employee Motivation.

- 2) On the variable of Team Cooperation on Employee Motivation with  $t_{count}$  amounting to  $2,421 > t_{table} 1,987$  with a sig value of  $0.022 < 0.05$ , so it can be said that  $H_2$  is accepted. This can be concluded that Teamwork has a significant effect on Employee Motivation.
- 3) On the variable of Organizational Justice on Employee Motivation with  $t_{count}$  amounting to  $1,423 < t_{table} 1,987$  with a sig value of  $0.159 > 0.05$ , so it can be said that  $H_3$  is rejected. This can be concluded that Organizational Justice has no effect on Employee Motivation.

### Coefficient of Determination Test ( $R^2$ )

**Table 4 Coefficient of Determination Test Results ( $R^2$ )**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.264 <sup>a</sup>	.070	.029	10.82506

Source: Processed Primary Data (2025)

The findings from the determinant coefficient test shown in Table 4 reveal an Adjusted R Square value of 0.029, equivalent to 2.9%. This indicates that employee motivation at the Dinas Perdagangan Koperasi dan Usaha Mikro Kabupaten Ponorogo is influenced by management support, teamwork, and organizational justice to the extent of 2.9%, while the remaining 97.1% of its variation is determined by other factors that were not addressed in this study.

## DISCUSSION

### 1) The Influence of Management Support on Employee Motivation

The results of this study are the influence of Management Support on Employee Motivation. Based on the partial test, it shows that the value with  $t_{count}$  is  $-0.801 < t_{table} 1.987$  with a sig value of  $0.462 > 0.05$  so it can be said that  $H_1$  is rejected which means that changes in management support do not contribute significantly to increasing employee motivation in the work environment.

Implications for management support indicate a need to improve problem-solving skills among employees. A lack of confidence in solving problems independently can indicate a

lack of autonomy in decision-making. Organizations need to create an environment that supports autonomy, where employees are empowered to make decisions and solve problems independently. Organizations should consider providing training or skills development programs focused on problem-solving. The findings of this study show a mixed pattern regarding management support and employee motivation. While the results align with Zainal et al. (2020) indicating that management support has no significant effect on employee motivation, they contradict the studies by Nelson (2021), Izzaty et al. (2020) and Haryati Djonu et al., (2023) which found that management support significantly influences employee motivation. To address this, programs such as problem-solving techniques, decision-making exercises, and targeted training are implemented to give employees of the Dinas Perdagangan Koperasi dan Usaha Mikro (PERDAGKUM) Kabupaten Ponorogo opportunities to practice their skills and enhance their self-confidence.

## 2) The Influence of Teamwork on Employee Motivation

The results of this study are the influence of Teamwork on Employee Motivation. Based on the partial test, it shows that the  $t_{\text{count}}$  is  $2.421 < t_{\text{table}} 1.987$  with a sig value of  $0.022 < 0.05$  so it can be said that  $H_2$  is accepted, which means that there is a significant influence between teamwork can contribute positively to employee motivation. In other words, increased teamwork can contribute positively to employee motivation in the work environment.

The implication of this finding is that employees of the Dinas Perdagangan Koperasi dan Usaha Mikro (PERDAGKUM) Kabupaten Ponorogo exhibit a high level of compliance with leadership directives, reflecting strong team coordination and effective leadership practices. Clear guidance and the ability of leaders to motivate employees encourage alignment with the agency's vision and mission. In addition, employees' commitment to prioritizing team success over personal interests demonstrates a strong collective orientation, which helps create a harmonious work environment, reduces conflicts, and enhances overall team

performance. Such synergy has the potential to continuously strengthen the effectiveness of public programs and services provided by the Dinas Perdagangan Koperasi dan Usaha Mikro (PERDAGKUM) Kabupaten Ponorogo. The results of this study are consistent with the findings of Mehrzi & Singh (2016) who stated that teamwork has a significant effect on employee work motivation. This view is further supported by research conducted by Momanu & Potang (2024) and Astuti et al., (2021) which also found a significant impact of teamwork on employee motivation. Conversely, the findings of this study contradict the results reported by Santika et al., (2024) which indicated that teamwork does not significantly influence employee work motivation.

### 3) The Influence of Organizational Justice on Employee Motivation

The results of this study are the influence of Organizational Justice on Employee Motivation. Based on the partial test, it shows that the  $t_{\text{count}}$  is  $1.423 < t_{\text{table}} 1.987$  with a sig value of  $0.159 > 0.05$  so it can be said that  $H_3$  is rejected, this means that there is no significant influence between organizational justice and employee motivation. In other words, the organizational justice factor does not contribute significantly to increasing employee motivation in the work environment.

Implications for organizational justice suggest that organizations need to increase transparency in communication regarding change. A lack of clarity in the change process can lead to dissatisfaction and confusion among team members. Lack of understanding of the reasons behind the change can lead to dissatisfaction among employees. This can negatively impact overall job satisfaction, which in turn can affect employee motivation and productivity. The results of this study present a mixed perspective on the effect of organizational justice on employee work motivation. While Susanto et al., (2023) found that organizational justice does not significantly influence employee motivation, other studies, including Ridha et al., (2021), Hwang (2024) and Yusuf et al., (2022), reported that it has a meaningful impact. These findings highlight the importance for organizations, such as the

Dinas Perdagangan Koperasi dan Usaha Mikro (PERDAGKUM) Kabupaten Ponorogo, to recognize that effective communication is essential for maintaining employee satisfaction and engagement.

### **D. CONCLUSION**

Based on the results of the research that has been conducted, it can be concluded that management support does not have an effect on employee motivation at Dinas Perdagkum Kabupaten Ponorogo. This means that organizations need to evaluate how management support is implemented and whether this support aligns with employee needs and expectations. Teamwork has a significant impact on employee motivation at Dinas Perdagkum Kabupaten Ponorogo. This means that teamwork is a key factor in increasing employee motivation. When employees feel they can work well together in a team, they tend to be more motivated to achieve common goals. Organizations need to continuously encourage and facilitate effective teamwork. Organizational justice has no effect on employee motivation at Dinas Perdagkum Kabupaten Ponorogo. This means that organizations need to evaluate how organizational justice is understood and implemented by employees. Furthermore, organizations need to improve internal communications to ensure that employees understand existing policies and procedures, as well as the rationale behind decisions.

### **E. Suggestion**

Given that teamwork is a significant key factor, organizations should proactively provide training focused on collaboration skills, effective communication, conflict resolution within teams, and building trust among team members. Furthermore, management needs to provide specific training to improve employees' problem-solving skills. This should also be accompanied by greater delegation of authority to encourage autonomy. Finally, organizations must ensure that any changes to tasks or policies are communicated transparently with clear and logical rationales. Managers and leaders need to be trained to communicate more effectively,

particularly in explaining decisions and changes to employees, and in providing constructive and fair feedback.

The findings of this study also revealed that management support and organizational justice did not have a significant impact on employee motivation at the Dinas Perdagangan Koperasi dan Usaha Mikro (PERDAGKUM) Kabupaten Ponorogo. These results suggest the existence of a gap between the organization's policies and the way employees perceive them in practice. Therefore, several corrective measures can be considered, including: Increasing management support such as leaders being more active in providing feedback, appreciation, and self-development opportunities to employees and Strengthening the sense of organizational fairness such as transparency in the performance appraisal system, awarding awards, and the organization needs to create a clear complaint mechanism so that employees feel their rights and aspirations are heard fairly.

Given that management support and organizational justice did not show a significant effect on employee motivation in this study, future research could investigate other variables that might have a more dominant influence on employee motivation at the Dinas Perdagangan Koperasi dan Usaha Mikro Kabupaten Ponorogo. Potential factors to explore include job satisfaction, the physical work environment, leadership style, career development opportunities, work-life balance, as well as recognition and reward systems.

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