



Procedural Justice: Relationship between HR Development, Motivation, Competence, and Employees Performance

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Abstract

The purpose of this study is to test and analyze the important role of procedural justice as a mediator of the influence of human resource development, motivation, and competence on employee performance. The method used in this study is a quantitative method. The sample used was 102 employees in PT. Kasih Jaya Sejahtera, Indonesia. The results of the research show that directly human resource development, motivation, competence, and procedural justice have a significant effect on employee performance. Motivation and competence have a significant effect on procedural justice. Indirectly, motivation and competence have a significant effect on employee performance through procedural justice. The uniqueness of the findings shows that human resource development does not have a significant effect on procedural justice. Human resource development also does not have a significant effect on employee performance through procedural justice. Based on these findings, PT. Kasih Jaya Sejahtera is advised to place more emphasis on the application of procedural justice in management policies and practices to maximize the impact of motivation and competence on employee performance.

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1. INTRODUCTION

Human resource management is not uncommon in the world of work. Human resources are even the main element in a company, because it includes important processes to face and provide solutions to various obstacles that arise, from First Line Management to Middle Management, to support the achievement of the company's goals and targets that have been set together (Saputra et al., 2023; Suhermin et al., 2023). The science and practice of human resource management is dynamic, constantly evolving over time and not limited by the changing times (Vahdat, 2021). This has led to a fundamental shift in the mindset to explore the potential of human resources from various aspects, making human resource management a key factor driving the company's success (Engelsberger et al., 2021). The scope of human resource management is not limited to the relationship between First Line Management, Middle Management, and Top Management. More than that, human resource management is a system that aims to move employees in carrying out tasks (Kravariti et al., 2022).



Research on human resource management in companies is very important to do. The purpose of this human resource analysis is in the form of improving performance in accordance with the company's expectations (Anwar & Abdullah, 2021; Sulistyan et al., 2022). There are so many companies that do not pay attention to the performance of their employees and end up experiencing a decline in performance. Continuous performance evaluation must be carried out to maintain consistency in employee performance and must always be improved.

Employee performance in several companies should not be underestimated, even if employees are at the bottom (Lyubykh et al., 2021). One of the companies that still needs attention is PT. Kasih Jaya Sejahtera which is located in Malang Regency, East Java. The results of initial observations about employee performance in the company have fluctuated greatly from the past few years.

Table 1. Average Employee Performance Evaluation

Year	2022	2023	2024
Production parts	87	85	80
Service Producer	85	75	80
Packaging parts	90	90	91
Printing	80	85	80
Marketing	75	77	79

Source: PT. Kasih Jaya Sejahtera (2025)

Table 1 shows the average employee performance evaluation in PT. Kasih Jaya Sejahtera for the period 2022 to 2024 in various sections. The production share experienced a decline in score from 87 in 2022 to 80 in 2024, while service manufacturers had dropped significantly in 2023 (75) but rose again to 80 in 2024. The packaging section maintains stable performance with a slight increase from 90 to 91. The printing section showed fluctuations with an increase in 2023 (85) before returning to 80 in 2024. Meanwhile, the marketing department has seen an upward trend from 75 in 2022 to 79 in 2024. Overall, while there are some parts that are declining, trends in other parts are showing an improvement or stability in employee performance.

It is very important to continue to improve employee performance on PT. Kasih Jaya Sejahtera. If no follow-up is carried out, there will be several negative impacts including a decrease in the quality of products and services, which can ultimately reduce customer satisfaction. In addition, operational efficiency can be disrupted, leading to production delays and increased costs. Declining performance can also affect employee morale, create a less conducive work environment and increase turnover rates.

The causes of fluctuating employee performance include procedural justice (Nagtegaal, 2021), human resource development (Anwar & Abdullah, 2021), motivation (Sopandi et al., 2024; Thang & Nghi, 2022), competence (Hajiali et al., 2022), compensation (Sitopu et al., 2021), leadership style (Khassawneh & Elrehail, 2022), and so on. Employee performance problems that occur on CVs. Thrillpack is the importance of paying attention to procedural justice. This procedural justice is influenced by factors such as human resource development, motivation, and competence.

Several previous studies have examined the influence of procedural justice on employee performance, but the results still show inconsistencies, creating a research gap that needs to be investigated further. For example, research by Pathardikar et al. (2022) found that procedural justice contributes positively to improved employee performance through increased job satisfaction and commitment. However, another study by Bhardwaj and Kalia (2021) suggests that the influence of procedural justice on performance can vary depending on contextual factors, such as organizational culture and individual characteristics of employees. In addition, research Hermanto and Srimulyani (2022) revealed that procedural justice has more impact on organizational citizenship behavior than the performance of employees' main tasks. This difference in results shows that there

is a research gap, namely the lack of consensus on the extent to which procedural justice directly affects employee performance.

Several previous studies have examined the influence of human resource development, motivation, and competence on employee performance, but there is still a research gap that needs to be further researched. For example, research by Anwar and Abdullah (2021) shows that effective human resource development can improve employee skills and productivity, but the impact often depends on the implementation of appropriate training strategies. Meanwhile, a study by Aljumah (2023) found that motivation, both intrinsic and extrinsic, plays an important role in improving performance, but the results can differ depending on job satisfaction levels and the organizational environment. In addition, research by Saluy et al. (2022) emphasizes that employee competencies are directly related to performance, but external factors such as company culture and leadership can also moderate the relationship. Although various studies have shown a positive relationship between these three factors and employee performance, there are still inconsistencies in the study results, especially in determining which factors have the dominant influence and how the interaction between human resource development, motivation, and competencies can optimally improve performance.

Based on the phenomenon and results of the research gap that have been described, the purpose of this study is to test and analyze the important role of procedural justice as a mediator of the influence of human resource development, motivation, and competence on employee performance. The benefit of this research is to provide recommendations on the role of procedural justice as a mediating variable in the relationship between human resource development, motivation, and competence to employee performance, so that it can be the basis for companies to design more effective management policies.

Literature Review and Hypotheses

1.1 Organizational Justice Theory

This research was designed using the Organizational Justice Theory developed by Greenberg (2011). This theory discusses how employees' perceptions of justice in the organization (procedural, distributive, and interactional) affect their attitudes and behaviors, including performance (Beugre & Baron, 2001). Procedural justice plays a mediator because employees' perceptions of justice in organizational processes can affect the relationship between human resource development, motivation, and competency to performance (Kim & Rubianty, 2011).

Organizational Justice Theory has continuity with research because it explains how employees' perceptions of justice in the organization, especially procedural justice, can affect employee attitudes and performance (Moorman & Byrne, 2005). Human resource development, motivation, and competencies, employees will be more motivated to improve their performance if employees feel that organizational procedures, such as promotion, training, and performance evaluation, are carried out fairly and transparently (Mathauer & Imhoff, 2006; Saratun, 2016). Procedural justice plays a mediator role because it can strengthen or weaken the influence of human resource development, motivation, and competence on performance (Tremblay et al., 2010). If the organization's procedures are considered fair, employees will feel valued, more motivated, and more confident in the organization, which ultimately improves their performance (Nyoach et al., 2024). Conversely, if the procedure is considered unfair, employees can lose motivation and decrease productivity.

1.2 The Relationship between Human Resource Development, Procedural Justice, and Employee Performance

Human resource development plays an important role in improving employee skills (Al-Tit et al., 2022), knowledge (Rezaei et al., 2021), and productivity (Anwar & Abdullah, 2021), which ultimately impacts performance improvement. However, the effectiveness of HR development depends not only on training programs or competency enhancement, but

also on how procedural justice is applied in the organization (Kreismann & Talaular, 2020). Procedural justice reflects the extent to which policies and processes within a company are implemented fairly, transparently, and consistently, which can affect employees' perception of their work environment (Veen-Dirks et al., 2021). When employees feel that the systems in an organization are fair, they tend to be more motivated to apply the skills they have acquired through HR development to the fullest in their work (Stone et al., 2024). Thus, procedural justice can act as a mediating factor that strengthens the positive impact of HR development on employee performance.

Several studies have shown that procedural justice has a positive effect on employee performance, where employees who feel treated fairly in organizational processes tend to be more motivated and show better performance (Virgiawan et al., 2021). In addition, research on human resource development (HR) also found that training programs, skill development, and career development can increase employee productivity and work effectiveness (Ismael et al., 2021). However, the effectiveness of human resource development not only has a direct impact on performance, but also contributes to improving procedural justice in the organization (Baird et al., 2022). When companies implement HR development programs fairly and equitably, employees will have a more positive perception of procedural justice, which can ultimately improve their loyalty, job satisfaction, and performance (Khajavi, 2023). Therefore, the relationship between human resource development, procedural justice, and employee performance is interrelated and forms a mechanism that can strengthen the performance of individuals and organizations as a whole (De Clercq et al., 2020). Based on this explanation, the following hypotheses can be developed:

H1: Human resource development has a significant effect on employee performance

H2: Human resource development affects procedural justice

H3: Procedural justice affects employee performance

H4: Human resource development affects employee performance through procedural justice

1.3 The Relationship of Motivation, Procedural Justice, and Employee Performance

Motivation has an important role in improving employee performance, where motivated employees tend to be more enthusiastic at work, have high commitment, and show better productivity (Riyanto et al., 2021). However, employee motivation is not only influenced by internal factors such as personal needs and goals, but also by external factors such as procedural justice within the organization (Atta-Owusu & Fitjar, 2022). When employees feel that policies, decisions, and procedures within the company are implemented fairly and transparently, they will be more motivated to work optimally (Nagtegaal, 2021). Conversely, procedural injustice can lower motivation, negatively impacting performance. Therefore, procedural justice can play a role as a factor that strengthens the relationship between employee motivation and performance, where a fair and transparent work environment will increase employee motivation to achieve better work results.

Several studies have shown that motivation has a significant effect on employee performance, where highly motivated employees tend to be more productive, disciplined, and oriented towards achieving optimal work results (Sitopu et al., 2021). In addition, other research found that motivation can also be influenced by procedural justice in organizations (Ha & Lee, 2022). When procedures within the company are implemented in a fair, transparent, and consistent manner, employees feel valued and treated equally, which ultimately increases their motivation to work (Wardana et al., 2023). Meanwhile, research on procedural justice to employee performance shows that perceptions of justice in decision-making and organizational policies can improve performance (De Clercq et al., 2020). Thus, the relationship between motivation, procedural justice, and employee performance is intertwined, where procedural justice can increase motivation, ultimately

contributing to better employee performance (Zapata et al., 2022). Based on this explanation, the hypothesis of this study was developed as follows:

H5: Motivation has a significant effect on employee performance

H6: Motivation has a significant effect on procedural justice

H7: Motivation has a significant effect on employee performance through procedural justice

1.4 The Relationship between Competence, Procedural Justice, and Employee Performance

Employee competencies, which include skills, knowledge, and ability to perform tasks, are the main factors that determine their performance (Muzam, 2022). Employees with high competence tend to be more productive, innovative, and able to get work done more efficiently (Hajiali et al., 2022). However, the effectiveness of competence in improving performance is also influenced by procedural justice factors in the organization (Ardian et al., 2023). When companies implement policies and procedures fairly, transparently, and consistently, employees feel valued and motivated to optimize their competencies at work (Raza et al., 2023). On the other hand, inequities in organizational procedures can reduce morale and hinder the optimal use of competencies.

Previous research has shown that employee competencies have a significant effect on performance (Sutaguna et al., 2023), where employees with high skills, knowledge, and abilities are able to work more effectively and productively, thus contributing to the achievement of organizational goals. In addition, other research has found that competence can also affect procedural justice in organizations (Choi et al., 2022). When employees have good competencies, they tend to better understand and assess whether the procedures in the company have been implemented fairly, and are better able to adjust to the applicable system (Kim & Jung, 2022). Meanwhile, research on procedural justice to employee performance shows that the implementation of fair and transparent procedures can increase employee job satisfaction, loyalty, and motivation, which ultimately has a positive impact on their performance (Shah et al., 2024). Thus, the relationship between competence, procedural justice, and employee performance is interrelated, where procedural justice can strengthen the impact of competence on performance, thereby creating a more productive and conducive work environment. Based on the explanation above, the following hypotheses were developed:

H8: Competencies have a significant effect on employee performance

H9: Competence has a significant effect on procedural justice

H10: Competencies affect employee performance through procedural justice

1.5 Development of Conceptual Models

The conceptual model in this study was developed from the theory and results of previous research (Figure 1).

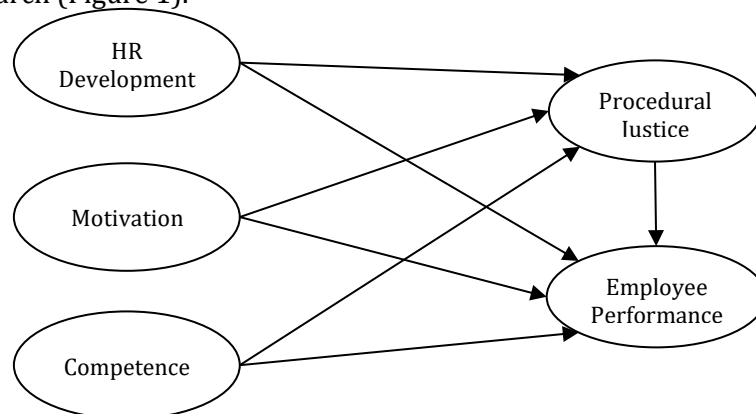


Figure 1. Conceptual Framework
Source: Development by Researcher (2025)

2. METHODS

The population in this study is all PT. Kasih Jaya Sejahtera employees. Thrillpack has 102 people. The sampling technique used was in the form of a census sample, which was 102 people. The variables of this study consist of dependent variables (performance), independent variables (HR Development, Motivation, and Competence), and intervening variables (procedural justice).

Human resource development is measured using three items in the form of motivation, personality, and skills (Mulang, 2021). Motivation is measured using five items, namely physical needs, sense of security, social, appreciation, and self-actualization (Rahmi & Jusup, 2024). Competency is measured by using a set of items in the form of knowledge, understanding, ability, values, and attitudes (Wang et al., 2022). Procedural justice is measured using five items in the form of representativeness, consistency, minimizing bias, ethics, and evaluation (Baird et al., 2022). Employee performance is measured by five items in the form of work quality, quantity, punctuality, effectiveness, and independence (Sulistyan et al., 2020). The data collection technique used questionnaires and was measured on an interval scale.

The data analysis technique of this study uses SEM PLS. Measurements are carried out with the outer model and inner model. The outer model is carried out with convergent validity, discriminant validity. Meanwhile, the inner model was evaluated for hypothesis testing by looking at the p-value. If the p-value is less than 0.05, the hypothesis is accepted, and if the p-value is more than 0.05, the hypothesis is rejected.

3. RESULT AND DISCUSSION

3.1. Results

The characteristics of the respondents in this study are seen from gender, division of work, and period of service. The table of respondent characteristics is explained as follows:

Table 2. Respondent Characteristics

Characteristics	Frequency	Percentage
Gender		
Man	66	65%
Woman	36	35%
Division of Employment		
Operator	44	43%
General	5	5%
Admin	20	19%
Finance	5	5%
Desainer	5	5%
Marketing	23	23%
Tenure		
1-5 Years	27	26%
6-10 Years	60	59%
Over 10 years	15	15%

Source: Data Processed (2025)

Based on the respondent characteristics table, the majority of respondents in this study were men (65%), while women amounted to 35%. In terms of job divisions, most respondents worked as operators (43%), followed by marketing (23%), admin (19%), and general, finance, and designer divisions at 5% each. In terms of service life, most respondents have between 6-10 years of work experience (59%), while 26% work for 1-5

years, and 15% have a working period of more than 10 years. This data shows that the respondents in this study are dominated by male workers with the majority working as operators and having medium to high work experience.

Outer Model Test Results

The results of the outer model test include convergent validity and discriminant validity testing. The results of convergent validity are described in the table as follows:

Table 3. Outer Loading

No	Variable and Indicator	Outer Loading
1	HR Development	
	Personal Motivation	0.890
	Personality	0.843
	Skills	0.851
2	Motivation	
	Physical Needs	0.921
	Need for Security	0.922
	Social Needs	0.832
	Award Requirements	0.870
	Need for Self-Actualization	0.751
3	Competence	
	Knowledge	0.751
	Understanding	0.762
	Ability	0.870
4	Procedural Justice	
	Representative	0.890
	Consistency	0.912
	Minimizing Bias	0.827
	Ethics	0.731
	Evaluation	0.853
5	Employee Performance	
	Quality	0.789
	Quantity	0.767
	Timeliness	0.771
	Effectiveness	0.782
	Independence	0.850

Source: Data Processed (2025)

Table 3 shows that all items have a value above 0.5, so it can be concluded that the convergent validity test has been met.

Furthermore, discriminant validity testing is carried out, which can be seen in table 4.

Table 4. Discriminant Validity

	PJ	EP	CP	MT	HRD
PJ					
EP	0.861				
CP	0.637	0.672			
MT	0.648	0.802	0.385		
HRD	0.570	0.764	0.395	0.537	

Source: Data Processed (2025)

Table 4 shows that all variables that are the root of AVE are already qualified.

Inner Model Test Results

The inner model test in this study was used to test the developed hypothesis. The test results are presented in table 5.

Table 5. Hypothesis Testing Results

	Hypothesis	p	Information
H1	HRD -> EP	0.000	Accepted
H2	HRD -> PJ	0.295	Rejected
H3	PJ -> EP	0.001	Accepted
H4	HRD -> PJ -> EP	0.289	Rejected
H5	MT -> EP	0.001	Accepted
H6	MT -> PJ	0.000	Accepted
H7	MT ->PJ ->EP	0.022	Accepted
H8	CP -> EP	0.035	Accepted
H9	CP -> PJ	0.001	Accepted
H10	CP ->PJ -> EP	0.042	Accepted

Source: Data Processed (2025)

Table 5 shows that based on the 10 hypotheses put forward, it can be concluded that 8 hypotheses are accepted, and 2 hypotheses are rejected. The results of the first hypothesis test showed that human resource development had a significant effect on employee performance ($p=0.000$). The second hypothesis shows that human resource development does not have a significant effect on procedural justice ($p=0.285$). The third hypothesis shows that procedural justice has a significant effect on employee performance ($p=0.001$). The fourth hypothesis shows that the influence of human resource development on employee performance through procedural justice is rejected ($p=0.289$). The fifth hypothesis shows that motivation has a significant effect on employee performance ($p=0.001$). The sixth hypothesis shows that motivation has a significant effect on procedural justice ($p=0.000$). The seventh hypothesis shows that the influence of motivation on employee performance through procedural justice is accepted ($p=0.022$). The eighth hypothesis shows that competence has a significant effect on employee performance ($p=0.035$). The ninth hypothesis shows that competence has a significant effect on procedural justice ($p=0.001$). The tenth hypothesis shows that the influence of competence on employee performance through procedural justice is accepted ($p=0.042$).

3.2. Discussion

Human resource development has no effect on employee performance through procedural justice. However, directly human resource development has a significant effect on employee performance. This means that procedural justice is not a mediation in the relationship between human resource development and employee performance of PT. Kasih Jaya Sejahtera. The results of this study contribute to Organizational Justice Theory by Ha and Lee (2022), showing that procedural justice is not always a mediating factor in the relationship between human resource development and employee performance. These findings indicate that while fair procedures are important in organizations, employees may be more directly influenced by the tangible benefits of their self-development, such as improved skills and career opportunities, than by their perception of justice in the process. This challenges the assumption that all aspects of organizational justice always play a role as mediators in improving employee performance, and suggests that other factors, such as distributive or interactional justice, may be more relevant in certain contexts.

Employee motivation has a significant effect on employee performance through procedural justice. The results of this study show that procedural justice plays a mediator in the relationship between motivation and performance of CV Thrillpack's employees, where motivated employees tend to value fair procedures in the organization more. When employees feel that the processes in the company are transparent and fair, they are more motivated to work optimally, thus improving their performance (Ahmad, 2021). The results of this study strengthen Organizational Justice Theory by emphasizing that procedural justice plays an important role in mediating the relationship between employee motivation and performance (Faeq & Ismael, 2022). These findings suggest that when employees feel

that procedures in the organization are being implemented fairly and transparently, their motivation can be converted more effectively into performance improvement.

Competence has a significant effect on employee performance through procedural justice. These results show that procedural justice plays a mediator in the relationship between competence and employee performance of CV Thrillpack, where competent employees will benefit more from fair procedures in the organization. According to Vuong and Nguyen (2022), when procedures in a company are considered transparent and fair, employees with high competence are more motivated to make the most of their abilities, thereby improving their performance. The results of this study enrich Organizational Justice Theory by emphasizing that procedural justice plays a role as a mechanism that strengthens the relationship between competence and employee performance (Ha & Lee, 2022). These findings show that competencies alone are not enough to improve performance optimally without fair procedures in the organization. When competent employees feel that policies and procedures within the company are applied fairly, they are more motivated to make the most of their abilities (Padi et al., 2022).

4. CONCLUSION

Human resource development, motivation, and competencies have a significant influence on employee performance, with procedural justice playing an important role as a mediator in some of these relationships. Although procedural justice is not always a mediating factor, in the context of motivation and competence, procedural justice reinforces its impact on employee performance. This shows that in addition to improving competence and motivation, companies also need to ensure that procedures in the organization are implemented fairly and transparently so that employees can work optimally. Thus, these findings support Organizational Justice Theory by asserting that procedural justice can contribute to creating a more productive work environment and driving better employee performance.

Based on the results of this study, it is recommended that companies, especially CVs. Thrillpack, focuses more on improving human resource development, motivation, and employee competencies while still ensuring the application of optimal procedural justice. Companies can create more transparent, fair, and accountable policies in the performance appraisal, promotion, and career development processes so that employees feel valued and motivated to work better. In addition, training and development programs tailored to employee needs should be continuously improved to ensure that competency enhancements truly impact performance. With these measures, companies can create a fairer work environment, increase employee productivity, and achieve organizational goals more effectively.

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