

# **Organizational Justice as a Moderating Factor Between Job Enrichment and Work Motivation**

## **ABSTRACT**

This research examined the response of the Kota Kinabalu Polytechnic academic staff through changes in job design after the central administration has raised the standard of education. During the initial implementation of the new job design, there were complaints from employees about management due to changing job scope, seniority status and promotion. The researcher conducted this study to analyze the organizational justice effects to work motivation among Kota Kinabalu Polytechnic staff. The researcher posed a research question regarding the significant relationship of job enrichment towards work motivation. Next is related to organizational justice as a moderator or moderating factor between job enrichment and job motivation. SmartPLS3 is used to analyze the data obtained from distributed questionnaires. The study population was 345 academic staff. Whereas the sample is selected using random sampling. The results of the questionnaire, 231 people responded. A researcher has developed a research method whereby independent variables are job enrichment and work motivation are dependent variables. Meanwhile, organizational justice is a moderating factor between job enrichment and work motivation. A researcher has suggested their findings based on the support of relevant research highlights. The results undoubtedly impact the administration of polytechnics as an indication of how to improve their work performance to achieve their desired goals.