



MEDIATING ROLE OF WORK MOTIVATION IN THE RELATIONSHIP OF CAREER DEVELOPMENT AND DISTRIBUTIVE JUSTICE WITH EMPLOYEE PERFORMANCE AMONG COSMETICS SECTOR EMPLOYEES

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Abstract

Employee performance is a crucial factor in achieving organizational goals. However, performance can be influenced by various organizational factors, such as career development and distributive justice. Despite numerous studies on these topics, the role of work motivation as a mediating variable remains underexplored. This raises the question: does work motivation mediate the effect of career development and distributive justice on employee performance? This study aims to examine the effect of career development and distributive justice on employee performance, with work motivation as a mediating variable. A quantitative research approach was used, employing Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method through SmartPLS 3.0 software. Data were collected from 115 employees in the cosmetics sector in Cirebon, Indonesia, using a structured questionnaire. The results show that career development and distributive justice both have a positive and significant effect on employee performance and work motivation. Additionally, work motivation significantly mediates the relationship between career development and distributive justice on employee performance. These findings suggest that organizations should pay greater attention to fairness in resource distribution and provide structured career development programs to enhance motivation, which in turn improves employee performance. This study contributes to the literature by emphasizing the role of motivation as a key mediator between organizational practices and performance outcomes.

Keywords: Career Development, Distributive Justice, Employee Performance, Work Motivation

INTRODUCTION

Increasing business competition requires every company to create various breakthroughs to maintain business continuity. The main strategy that needs attention is enhancing the capabilities of the existing workforce. Employee training and career development have become important aspects that concretely support the advancement of employee performance within organizations (Armstrong et al., 2015). Employee performance plays a central role in determining company success, as the successful completion of operational tasks to their maximum potential impacts the company's productivity and competitiveness (P. N. S. Hidayat et al., 2023; Shaughnessy, 2018). This becomes particularly relevant in the cosmetics industry, which involves employees in various important functions ranging from product design, quality control, marketing, to responsibility for overall operational implementation. In practice, companies in this sector are often confronted with the complexity of diverse employee behaviors, which ultimately poses distinct challenges for management (Sitio, 2023). One of the main issues that frequently emerges is how companies manage perceptions of justice, especially regarding the distribution of rewards and resources. Debates concerning fairness in funding and distribution of work outcomes not only occur in cosmetics companies but have also become a global issue in the discourse of adaptation and transformation of equitable organizations (Byskov et al., 2021)

In this context, the concept of organizational justice becomes increasingly relevant. Organizational justice refers to the perception that an organization treats employees fairly, appropriately, and equitably. Equity in this regard means that the outcomes or rewards received by employees align with the effort and contributions they provide (Qureshi et al., 2017). Experts divide the concept of organizational justice into three components according to (Jafino et al., 2021): procedural justice, distributive justice, and interactional justice. The discussion will emphasize distributive justice as the primary focus. The concept of distributive justice describes how employees view the distribution of various outcomes they receive from the organization, ranging from salary, benefits, task assignments, promotion opportunities, to the implementation of appropriate and balanced disciplinary rules (Lambert et al., 2020). Tang & Baldwin (1996) state that distributive justice can be assessed based on the correspondence between rewards and responsibilities, levels of work stress, and employees' educational backgrounds. When properly implemented, distributive justice has been proven to enhance employee motivation and performance. This positive effect becomes more significant when distributive justice is combined with career development strategies, which can synergistically drive improvements in employee motivation and productivity.

Career development is one aspect that, together with distributive justice, plays an important role in enhancing work motivation and employee performance. According to (Arta, 2022), a career refers to the sequence of positions and job levels achieved by workers during their service to an organization. Career development itself constitutes a series of efforts to improve workers' capabilities to realize career targets according to pathways established by the organization (Garaika, 2020). In the career planning process, three main dimensions influence each other: personal factors, environmental factors, and information factors. Personal factors include an individual's understanding of their personality, interests, and competencies; environmental factors encompass economic conditions, family expectations,

and political and social dynamics; while information factors relate to insights into future job trends and work environments (Wang et al., 2023). Furthermore, aspects such as self-concept, professional growth, and social context can also serve as barriers or drivers in career decision-making (Jena, 2020). Tanzila et al (2023) demonstrate that organizational support for career development has proven to significantly influence work motivation and employee loyalty, particularly when facing constantly changing business competition.

Work motivation itself is a crucial element in the structure of modern socially interdependent organizations. Motivation not only serves as an internal driver for individuals in completing tasks but also becomes one of the strategic factors in maintaining organizational competitiveness (Sokro, 2012). Based on research conducted by Solahudin et al (2023), the level of work motivation acts as a primary driver that enables employees to work productively and engage fully when completing tasks. Companies that successfully provide for employees' basic needs ranging from freedom of action, skill development, to positive social relationships have proven successful in creating internal drive, fostering job satisfaction, and generating maximum employee performance (Deci et al., 2017; Layek & Koodamara, 2024). Kalogiannidis (2021) also emphasizes the importance of adopting relevant and sustainable motivational approaches as part of employee development strategies. Nevertheless, several other findings, such as those revealed by Anghelache (2015), indicate that motivation alone is not always sufficient to guarantee improvement in overall organizational productivity. Therefore, it is important to comprehensively examine how career development and distributive justice can interact through work motivation in driving optimal employee performance, particularly in the cosmetics industry which demands collaboration, innovation, and operational consistency.

Based on the existing literature review, there is limited research examining the role of work motivation as a mediator between career development and distributive justice with employee performance. Several previous studies have only focused on the direct impact of work motivation on employee performance or other variables, but few have positioned work motivation as a linking mechanism between these variables. Some recent studies have revealed interesting findings. Research results from Ituma (2024) and Tajudin et al (2023) demonstrated the positive influence of career development on employee performance, but did not include work motivation as a mediating variable. Research by Swalhi et al (2017), which observed the relationship between distributive justice and employee performance, found that the effect occurs through affective commitment rather than through work motivation. Matsuo (2019), however, emphasized that a positive work environment is strongly associated with high work motivation, which ultimately drives improvements in employee performance.

Several studies have indeed confirmed a positive relationship between career development and work motivation ((Balbed, 2019; Manu et al., 2022)). Their findings indicate that supervisory support for career development impacts the enhancement of motivation and work engagement. Recent research, however, reveals some contradictory results. Febrianti (2021) research demonstrates that career development does not always produce significant effects on work motivation. Although many studies connect work motivation with employee performance (Anggraini, 2024; Munda et al., 2024), various inconsistent results continue to emerge. For example, research conducted by R. Hidayat (2021) and Sinaga (2020) shows that work motivation does not actually have a substantial

influence on employee performance. These differing results indicate the necessity for new research capable of reconciling these various gaps.

This research seeks to address the research gap by examining the relationship between career development and distributive justice on employee performance, with work motivation serving as a mediator. Specifically, the research observes workers in the cosmetics industry in the Cirebon region who experience heavy workloads and diverse organizational challenges. The main objective of the research is to explore the role of work motivation as a connecting factor that influences employee performance, as well as how career development and distributive justice can be optimized to encourage work achievement both personally and institutionally.

The primary contribution of this research lies in its approach that integrates three important variables career development, distributive justice, and work motivation into a single structural model to explain employee performance, particularly in the cosmetics industry sector, which has rarely received attention in human resource management research in Indonesia. The distinguishing aspect of this research lies in the positioning of work motivation as a mediating variable, an approach that is still rarely used to examine the relationship between distributive justice and career development on employee performance. Thus, this research is expected to expand the literature on organizational behavior in the context of labor-intensive sectors, while simultaneously providing an empirical basis for the formulation of strategic policies in human resource management within similar industries.

REVIEW OF LITERATURE

Career Development and Employee Performance

The current workforce management positions career development as a critically important strategic component. According to Dubrin's perspective as conveyed by Purnawati et al (2021), career development represents a series of employee management efforts aimed at helping them formulate professional future plans within the company, with the ultimate expectation of improving employee performance. From a long-term perspective, Shaito (2019) describes career development as a lifelong process encompassing the management of learning, work, and life transitions to achieve a personally determined and dynamic future. Career development facilities provided by companies have proven capable of enhancing employees' skills, knowledge, and understanding, which are essential for supporting organizational growth (Kaur & Kaur, 2022). Testing results indicate that career development delivers beneficial impacts on various aspects of employee performance, ranging from work quality, task completion accuracy, initiative, to work implementation capacity. Based on research by Purnawati et al (2021), career development can be measured through five key indicators: distributive fairness during the development process, attention from leadership, availability of promotion information access, desire for promotion, and satisfactory career achievement.

Distributive Justice and Employee Perception

Employee perceptions of distributive justice serve as a primary determinant in shaping workplace behavior. According to Colquitt et al (2015), distributive justice reflects employees' views regarding the distribution of compensation, including base salary, bonuses, and benefits. The greater the alignment between rewards received and effort expended, the

higher the sense of justice perceived by employees. Misra et al (2013) emphasize that this justice is reflected in the ratio between inputs provided and compensation received, as well as the extent to which this comparison is considered balanced relative to other employees. Ibrahim et al (2022) outline several indicators of distributive justice, including: correspondence between work effort and rewards, relevance of job completion to compensation, appropriate recognition for contributions made to the company, and acknowledgment of tangible contributions to the organization.

Work Motivation as an Intervening Factor

The success of an organization heavily depends on work motivation as the primary driving force for employees. According to Liu et al (2021), work motivation serves as a driving force that encourages individuals to pursue intended targets. Work motivation is divided into two main forms - the first being intrinsic, which includes pride in achievement, task awareness, and self-improvement. The second form is extrinsic, which relates to external aspects such as income, workplace atmosphere, and recognition from the surrounding environment. According to Kumari et al (2021), the absence of these factors can decrease motivation, although their presence does not always guarantee satisfaction. Therefore, managing work motivation requires a balanced approach between psychological and structural aspects. Motivation indicators according to Herzberg's Theory as cited in Yulianty (2021) are as follows:

Table 1.
Motivation Indicators

Motivator Factors	Hygiene Factors
The work itself	Salary
Advancement opportunities	Supervision
Recognition	Policy and administration
Achievement	Work relationships
Responsibility	Working conditions

Employee Performance as a Strategic Outcome

Employee performance represents a primary indicator of organizational success in achieving strategic objectives. Boakye (2015) defines performance as the accomplishment of tasks carried out accurately and efficiently. In scientific management contexts, productivity becomes the main benchmark, measured by the number of work units completed within a specific period (Khoshnaw & Alavi, 2020). However, Hirlak et al (2018) emphasize that performance is not merely quantitative but is also influenced by the effectiveness and efficiency of individual efforts in completing tasks. Yulianty et al (2021) organize employee performance indicators into four dimensions: work quantity, work quality, social competence, and initiative.

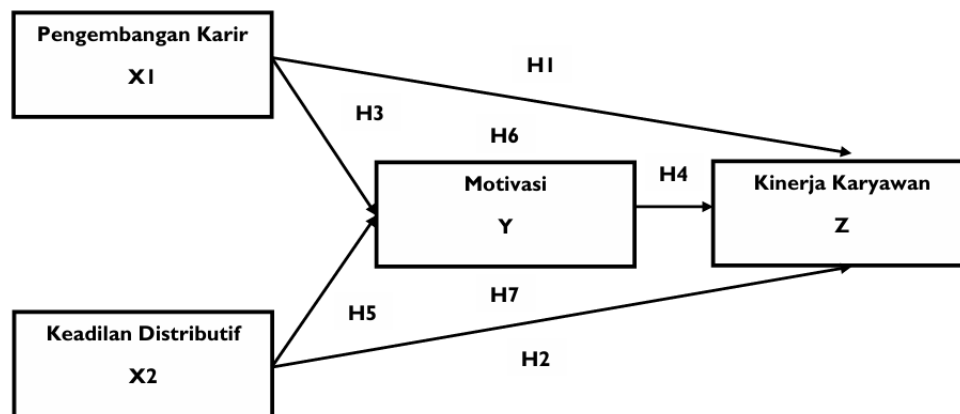
Hypothesis Formulation

A research study requires statements that can be verified as a foundation for data testing. This research implements two forms of hypotheses for testing: first, hypotheses with direct effects, and second, hypotheses involving mediators (mediation). Direct hypotheses illustrate the connection between two variables that are directly related without involving connecting variables. Conversely, indirect or mediation hypotheses involve one or more mediating variables that explain how or why two main variables are related. The mediation model contains three primary elements consisting of an independent variable (X), a

dependent variable (Z), and a mediator variable (Y). Based on the theoretical foundation and evidence from previous research, the following seven research hypotheses are formulated along with a conceptual framework:

- H1: Career development has a positive and significant effect on employee performance.
- H2: Distributive justice has a positive and significant effect on employee performance.
- H3: Career development has a positive and significant effect on work motivation.
- H4: Distributive justice has a positive and significant effect on work motivation.
- H5: Work motivation has a positive and significant effect on employee performance.
- H6: Work motivation mediates the relationship between career development and employee performance.
- H7: Work motivation mediates the relationship between distributive justice and employee performance.

Figure 1.
Conceptual Framework



RESEARCH METHOD

This research employs a quantitative method as its primary approach. Referring to Creswell (2014) perspective, the quantitative method is grounded in positivist philosophy for hypothesis testing. The research process includes determining specific populations and samples, collecting data using particular instruments, and conducting statistical data analysis. Purposive sampling technique was selected for sample collection in this research. This method enables the selection of respondents based on predetermined specific criteria. The selection of this technique was based on the consideration that not all potential samples meet the required standards (Lenaini, 2021). The author established two main requirements for the samples to be used: respondents must reside in the Cirebon region and work as employees in the cosmetics industry.

Data collection was conducted using a website-based survey targeting employees in the cosmetics industry within the Cirebon City area. Each indicator was measured using a Likert scale as an assessment instrument that represents responses, opinions, and perspectives of groups or individuals regarding social phenomena. Respondents provided agree or disagree responses to a series of statements by marking checkmarks or crosses on the answer

choices. The questionnaire contained a series of structured statements. The research utilized secondary data sourced from various references including literature, printed and digital books, previous research findings, and literature reviews (Hair, Black & Anderson 2019).

Sample determination follows the Hair Formula, which establishes a requirement of 5-10 times the number of indicator variables. The calculation uses the formula $N = 5 \times Q$, where N represents the sample size and Q indicates the number of questions. Given that this research contains 23 question indicators, a sample size of 115 was established. Data processing utilized SmartPLS 3 software to test the theoretical model. The testing process encompassed two main aspects: construct validity tests (including convergent and discriminant validity) and internal consistency tests for construct reliability. Subsequently, the Bootstrapping method was applied to obtain test results for each hypothesis.

Research Instruments were obtained from several reliable academic sources as outlined in the following sequence:

Work motivation. The measurement of work motivation in this study utilized the instrument from (Yulianty et al., 2021), which divides indicators into two categories: Motivator Factors and Hygiene Factors.

Career development. Regarding career development, this research implements a measurement tool from Purnawati et al (2021) with several indicators: fair treatment during career processes, attention from supervisors, availability of promotion data, desire for promotion, and level of career satisfaction.

Distributive justice. The aspect of distributive justice is measured using the instrument from Ibrahim et al (2022), which includes the following indicators: balance between effort and reward, connection between work outcomes and compensation, appropriateness of recognition for work contributions, and appreciation for tangible contributions to the company.

Employee Performance. for employee performance measurement, the instrument adopts measures from Yulianty et al (2021), which includes indicators of work quantity, work quality, social competence, and initiative.

RESULTS AND DISCUSSION

Convergent Validity

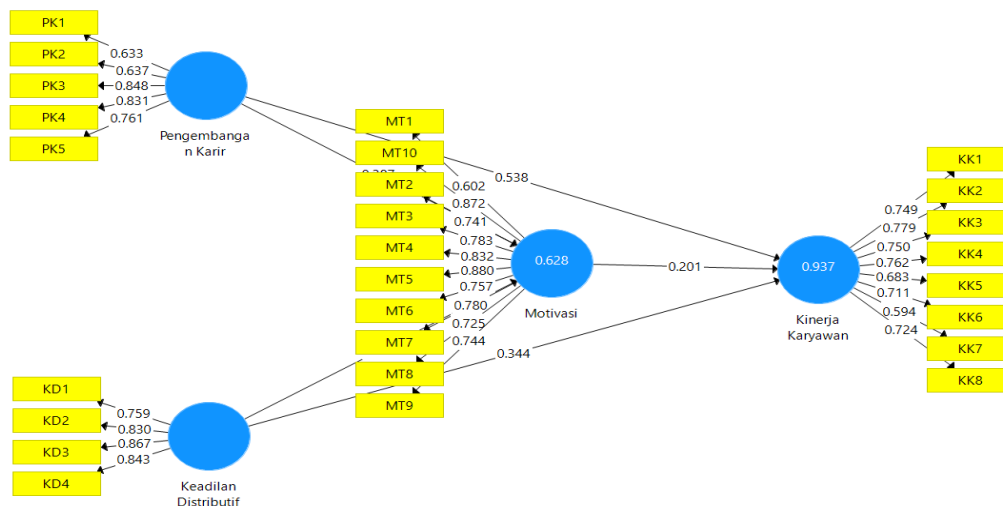
Table 2.
Outer Loading

	Career Development	Distributive Justice	Motivation	Employee Performance
PK1	0.633			
PK2	0.637			
PK3	0.848			
PK4	0.831			
PK5	0.761			
KD1		0.759		
KD2		0.830		
KD3		0.867		
KD4		0.843		

MT1	0.602	
MT2	0.741	
MT3	0.783	
MT4	0.832	
MT5	0.880	
MT6	0.757	
MT7	0.780	
MT8	0.725	
MT9	0.744	
MT10	0.872	
KK1		0.749
KK2		0.779
KK3		0.750
KK4		0.762
KK5		0.683
KK6		0.711
KK7		0.594
KK8		0.724

The validity testing of each indicator can be observed through the outer loading values. An indicator is considered to meet the requirements when it achieves an outer loading above 0.7. Meanwhile, in developing models, outer loading values from 0.5 to 0.6 can still be accepted as a measurement standard (Ghozali, 2014). According to the standard established by (Chin, 1988), any factor with a loading less than 0.5 should be removed. Based on the results presented in Table 2, all factor loading values are above 0.5, which demonstrates that all indicators meet the requirements and can be used for the next stage of analysis. The test results indicate that all indicators used in this study have met the validity standards. The following is the resulting structural model:

Figure 2.
Results of Outer Model Testing



Reliability Test

The next test determines the reliability level of indicator blocks that measure constructs. Reliability determination uses composite reliability values, with an acceptance standard greater than 0.7. Reliability measurement can also be observed from Cronbach's alpha values in the indicator blocks that form construct variables. According to (Sarstedt 2017), constructs can be declared reliable when Cronbach's alpha values exceed 0.7. The results of Smart PLS program processing that display loading values for research variable constructs are presented in the following Table 3.

Table 3.
Reliability and Construct Validity

	Cronbach's Alpha	Composite Reliability	(AVE)
Career Development	0.798	0.862	0.559
Distributive Justice	0.844	0.895	0.682
Motivation	0.925	0.937	0.601
Employee Performance	0.867	0.896	0.520

A reflective construct can be considered adequate when the Average Variance Extracted (AVE) value reaches 0.5 or higher. The model should exclude constructs that have AVE values below 0.4 (Hair 2014). This test is a requirement for variable validity. The results shown in Table 3 demonstrate that each tested variable produces an AVE value exceeding 0.5, thus confirming that the discriminant validity criteria have been met. In accordance with these standards, it can be confirmed that all variables in this research have fulfilled the construct reliability requirements as previously outlined.

R-Square Inner Model

R-square represents the extent of influence exogenous variables have on endogenous variables. According to Chin, Peterson and Brown (2008), R-square values are divided into three levels: values below 0.33 indicate weak influence, values of 0.33 indicate moderate influence, while values of 0.67 indicate strong influence of exogenous variables on the formation of endogenous variables.

Tabel 4.
R-Square

	R Square	R Square Adjusted
Motivation	0.628	0.621
Employee Performance	0.937	0.936

Based on the table above, it is evident that work motivation and employee performance factors provide significant influence as primary determinants in the tested model.

Hypothesis Testing Results

Hypothesis testing refers to the criteria established by Hair (2014), which states that the analysis of structural model coefficients aims to test the significance of relationships between variables. The hypothesis testing process utilizes two main parameters: T-statistic values and P-values. A hypothesis can be considered accepted if it meets two conditions: the T-statistic value exceeds 1.96 and the P-value is less than 0.05. The direct influence between

variables can be observed through the Path Coefficients results presented in the following table.

Tabel 5.
Test Result

Hypothesis	Relationship	Coefficient	T Statistics	P Values	Information
Direct Effect Test Results					
H1	Career Development → Employee Performance	0.535	11.936	0,000	Supported
H2	Distributive Justice → Employee Performance	0.346	6.325	0,000	Supported
H3	Career Development → Work Motivation	0.389	5.600	0,000	Supported
H4	Work Motivation → Employee Performance	0.201	3.947	0,000	Supported
H5	Distributive Justice → Work Motivation	0.489	6.397	0,000	Supported
H6	Career Development → Work Motivation → Employee Performance	0.024	3.264	0.001	Supported
H7	Distributive Justice → Work Motivation → Employee Performance	0.032	3.070	0.002	Supported

Discussion

The research data analysis confirms the validity of the first hypothesis. There is a significant influence between career development and employee performance in the cosmetics industry in the Cirebon region. Statistical evidence displays a T-table value of 11.936, which exceeds 1.96, and a p-value of 0.000, which is below 0.05. Improvements in career development programs are proven to be directly proportional to increases in employee performance. This finding reinforces the research of Musfiratun (2024) and Yoopetch (2021), which states that appropriate implementation of career development will drive the advancement of employee work capabilities. The achievement of organizational targets will be realized along with improved employee performance. Career development becomes a primary need as it opens opportunities for employees to expand their expertise and knowledge. This enables employees to better understand their roles and responsibilities in the workplace, which will result in optimal employee performance for the organization. Even if an organization has clear objectives and is equipped with modern facilities, without quality human resources it will still face challenges in achieving its targets. An organization's potential is highly dependent on the richness of its human resources (Maryam et al., 2024).

Statistical data testing proves that the second hypothesis yields significant effects. The cosmetics sector in Cirebon demonstrates that distributive justice has a substantial impact on employee performance. Statistical evidence displays a T-table value of 6.325, which exceeds 1.96, with a p-value of 0.000, which is below 0.05. Distributive justice is proven to be an important determinant connecting worker satisfaction with various aspects such as compensation, promotion opportunities, performance appraisal, and organizational

loyalty. When employees exert maximum effort but the company fails to provide fair wages or does not comply with provisions, the risk of resignation increases. Conversely, proper implementation of distributive justice by companies encourages improved employee performance. These findings reinforce previous research conducted by (Dalimunthe, 2023; Novalinda, 2024). The research reveals a connection between distributive justice and organizational achievement. The distribution of salaries and tasks perceived as fair by employees is proven to increase their work motivation, resulting in high satisfaction and driving optimal employee performance. The implementation of distributive justice becomes key to creating a harmonious work atmosphere and fostering work enthusiasm. Management needs to carefully structure distributive justice systems as part of human resource management strategy, considering its significant impact on productivity, worker loyalty, and overall organizational progress (Rahma et al., 2024).

Statistical data analysis proves that the third hypothesis yields a significant effect. Career development has been demonstrated to have a substantial impact on work motivation among employees in the cosmetics sector in the Cirebon region. Statistical evidence shows that the T-table value for the influence of career development on motivation reaches 5.600, exceeding the threshold of 1.96, while the p-value is recorded at 0.000, below the 0.05 threshold. These findings confirm that career development plays a crucial role in enhancing work motivation (Lutfia, 2024; Otto et al., 2024). Career development provides opportunities for employees to demonstrate their best capabilities. This program supports continuous learning processes so that existing talents can be appropriately directed. When an employee's growth trajectory aligns with established career targets, this increases their work motivation to continue developing (Handoyo & Suryatunnisak, 2024). Joining a company is often based on the expectation of promising career development. Achievement of employee performance targets becomes a primary requirement, coupled with alignment between the competencies possessed and the company's needs.

Statistical data analysis on the fourth hypothesis demonstrates significant results. It is proven that work motivation has a substantial impact on employee performance in the cosmetics industry within the Cirebon region. This verification is evident from the T-table value of 3.947, which exceeds the threshold of 1.96, and a p-value of 0.000, which falls below the 0.05 threshold. Companies must pay careful attention to aspects of work motivation, as appropriate motivational strategies will result in optimal employee performance that benefits the organization. Conversely, the absence of proper motivation can lead to a significant decline in employee performance. These findings reinforce previous research by (Daeli et al., 2024; Putra, 2023). Every employee requires work motivation stemming from both internal and external stimuli to perform their duties optimally. Career development opportunities and prospects for promotion serve as primary drivers for employees to deliver their best results. Positive feedback from leadership plays a crucial role in helping employees recognize their potential and shortcomings, while simultaneously providing improvement guidance. Companies need to provide sufficient latitude for employees to demonstrate their performance and make independent decisions, thereby maintaining their work enthusiasm (Liaquat et al., 2024).

Statistical data testing on the fifth hypothesis demonstrates a significant influence. Distributive justice shows a tangible impact on the work motivation of employees in the cosmetics industry in the Cirebon region. Statistical evidence strengthens this finding, with

a T-table value for the relationship between distributive justice and motivation reaching 6.397 (exceeding 1.96) and a p-value of 0.000 (below 0.05). The manifestation of organizational balance is evident in how employees are treated, where perceptions of justice are formed from observations of behavior among employees and their experiences with organizational policies. Recent research findings (Rasyid, 2024; Roussillon Soyer et al., 2022) reinforce that improvements in distributive justice are directly proportional to strengthening employee work motivation. The principle of distributive justice underscores how employees compare the outcomes they receive with the effort they contribute, and compare these with other colleagues. When employees perceive equivalence between rewards and contributions, their level of commitment to the organization tends to increase (Retor 2024).

Based on statistical testing, it is proven that work motivation serves as a mediator between career development and employee performance. This is evidenced by the T-Table value reaching 3.264 (exceeding the threshold of 1.96) and a p-value of 0.001 (below 0.05). These figures strongly support Hypothesis 6. Career development programs appropriately implemented by companies create a sense of appreciation among employees. As a result, work motivation increases because employees observe the company's genuine commitment to providing advancement opportunities for their future. New training programs and learning opportunities make employees increasingly confident in their capacity when performing various tasks. The career development process is proven to be a driver of work motivation, which ultimately enhances employee performance. Companies that provide clear development directions and appreciate employee efforts will create a positive sequence increased work motivation that leads to tangible improvements in employee performance.

Based on statistical data analysis, it has been demonstrated that work motivation serves as a mediator between distributive justice and employee performance. This is evidenced by a T-Table value of 3.070 (exceeding 1.96) and a p-value of 0.002 (below 0.05). These findings support the proposed Hypothesis 7. The implementation of distributive justice produces tangible effects on both work motivation and employee performance. In accordance with equity theory, providing fair compensation to employees fosters high work enthusiasm, thereby encouraging them to exert maximum effort for the company's advancement. Conversely, poor implementation of distributive justice can diminish work morale and generate disappointment among employees, resulting in decreased employee performance. Organizations need to ensure that distributive justice is properly maintained as a form of recognition for employees. When employees perceive that distributive justice is fulfilled, this promotes increased work motivation. The positive impact of enhanced work motivation will be reflected in increasingly productive employee performance.

CONCLUSION

This research aims to reveal how career development and distributive justice impact employee performance with work motivation serving as a mediator in the domestic sector of Cirebon City. Based on the conducted tests, all hypotheses were proven correct. The analysis demonstrates that career development and distributive justice produce significant positive effects on work motivation and employee performance. Additionally, work motivation was proven to significantly enhance employee performance. Testing also revealed that work

motivation effectively serves as an intermediary between career development and distributive justice in improving employee performance.

For future researchers, there are several recommendations to expand this research: adding new variables that influence employee performance, enlarging the scope of research subjects, enriching the theoretical foundation related to the studied variables, and implementing alternative data analysis techniques. All these aims to provide references for future research and strengthen the understanding of human resource management.

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