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Job demand-job resource adaptation models

Organizational atmosphere effect on work-related attitudes, mediated by perspective justice

Metik Asmike[a], Dwi Murniyati[a*], Maria Alda Soares Gusmão[b], Regita Bintang Maharani[a]
[a] *Management Department, Universitas PGRI Madiun*, Madiun, Indonesia
[b] *Accounting Department, Universidade Dili, Dili, Timor-Leste*

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***Corresponding**
murniyati@unipma.ac.id

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ABSTRACT

This study takes an adopted perspective from the JD-R Model on the influence of individual work attitudes in the workplace. This research concern on Perspective Justice (PJ) as mediator variable between Organizational Atmosphere (OA) on Work-Related Attitudes (WRA). This research was conducted based on an analysis of the workplace environment. Our methods used convenience sampling of individual employees with diverse backgrounds. Data for this research were collated from full-time employees in Indonesia and Timor-Leste. The data research includes 120 respondent used non-probability sampling convenience sampling by questionnaires and analyzed use SPSS. The results show that Perspective Justice mediated the relationship between Organizational Atmosphere and Work-Related Attitudes. However, this study explains JD-R Model adaptation concept: the effect of job resources on organizational outcome mediated by motivation.

Keywords organizational atmosphere; perspective justice; work-related attitude

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1. Introduction

In today's dynamic work environment, effective human resource management is paramount to achieving a sustainable competitive advantage (Aman et al., 2023). Within modern industrial and organizational psychology, employee evaluations and psychological dispositions toward their work environment are captured through Work-Related Attitudes (WRA)(Dipboye, 2018). Dipboye (2018), conceptualizes a work-related attitude as a relatively enduring psychological state of readiness to respond to workplace situations, comprising three interrelated dimensions: evaluative/affective (feelings), cognitive (beliefs), and behavioral inclinations. Furthermore, contemporary organizational literature identifies three core constructs underpinning work-related attitudes: job satisfaction, organizational commitment, and job/work involvement. Grounded in the Job Demands-Resources (JD-R) framework, a supportive macro-organizational environment and trustful workplace climate operate as vital job resources that initiate intrinsic motivational processes, thereby fostering positive employee attitudes and work engagement (Demerouti & Bakker, 2011).

WRA builds on the fair roles, management roles, and HR practices in the organization. This research approach is based on the JD-R model, which examines organizational outcomes based on the availability of job resources in the organization. The job resources in the JD-R model include support, autonomy, and feedback from the organization. The research focuses on how external individual factors influence job resources and organizational motivation from a JD-R perspective. The Job Demands-Resources (JD-R) framework posits that workplace conditions are broadly divided into job demands and job resources (Aman et al., 2023).

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This study focuses on external influences—specifically organizational support and feedback provided by the organization—examined from the perspective of fairness. Within this perspective, the Organizational Atmosphere (OA)—encompassing a climate of trust, a supportive work environment, and open communication—acts as a vital job resource that triggers intrinsic motivational processes (Aman et al., 2023). Grounded in Social Exchange Theory (SET), when an organization provides a positive atmosphere and psychological climate, employees feel obligated to reciprocate through the norm of reciprocity, displaying favorable workplace attitudes and behaviors (Suazo, 2009).

HR systems link more clearly and also enable practitioners to identify the policies, indeed by disaggregating HR systems into specific areas. Work-Related Attitudes (WRA) represent relatively stable psychological evaluations comprising cognitive, evaluative/affective, and behavioral components (Dipboye, 2018). According to Dipboye (2018), Industrial and organizational psychology literature emphasizes three core attitudinal constructs: job satisfaction, organizational commitment, and job involvement. Employees holding positive work attitudes consistently demonstrate higher task performance, greater organizational citizenship behaviors, and lower turnover intentions.

However, the direct link between organizational atmosphere and employee attitudes is often mediated by individual perceptual mechanisms (Suazo, 2009). A critical mediating variable in this pathway is Perspective/Perceived Justice (PJ) (Dipboye, 2018; Hartmann et al., 2010). Organizational justice—encompassing procedural, distributive, and interactional dimensions—reflects the degree to which employees perceive decision-making procedures, reward allocations, and interpersonal treatments to be fair and equitable (Dipboye, 2018; Hartmann et al., 2010). When a supportive organizational atmosphere successfully fosters strong justice perceptions, employees experience heightened trust and perceived organizational support, which subsequently solidifies their affective commitment and positive attitudes toward their work roles (Göransson et al., 2009).

Empirically, evaluations of the workplace environment frequently vary across different geographical and cross-cultural contexts (Walumbwa & Lawler, 2003). This phenomenon is particularly salient when examining workforce dynamics in emerging economies, where organizational climates and socio-cultural values heavily shape employee expectations regarding workplace fairness (Aman et al., 2023). This study investigates workplace environment dynamics among full-time employees from two Southeast Asian developing nations: Indonesia and Timor-Leste. Utilizing a convenience sampling method across a diverse sample of employees from various backgrounds, this research analyzes how the organizational atmosphere influences work-related attitudes through the mediating mechanism of Perspective Justice. The empirical results demonstrate that Perspective Justice significantly mediates the relationship between Organizational Atmosphere and Work-Related Attitudes. These findings confirm that a positive workplace atmosphere does not automatically translate into favorable employee attitudes unless employees subjectively perceive fairness in daily organizational procedures, reward structures, and management interactions.

According to Bakker and Demerouti, the primary advantage of the Job Demands-Resources (JD-R) model over traditional job stress models (such as the Demand-Control Model or Effort-Reward Imbalance Model) lies in its flexible and heuristic nature (Bakker & Demerouti, 2007). The JD-R model explicitly asserts that every occupational setting has unique demands and resources, allowing researchers to operationalize and proxy context-specific variables that reflect their particular research environment (Demerouti & Bakker, 2011). Adapting the JD-R framework using Organizational Atmosphere, Perspective Justice, and Work-Related Attitudes is theoretically sound because the JD-R model is designed as a tailor-made framework capable of accommodating context-specific proxies while preserving its fundamental underlying pathways (Bakker et al., 2004).

According to Bakker & Demerouti (2007), Job Resources are defined as physical, psychological, social, or organizational aspects of the job that are: (a) functional in achieving work goals, (b) instrumental in reducing job demands and associated costs, and (c) stimulating of personal growth and development. Job resources can exist at the macro-organizational level (such as organizational climate, transparency, and job security) as well as the interpersonal level (supervisory and co-worker support) (Bakker & Demerouti, 2007). Organizational Atmosphere—encompassing a trust climate, open communication,

and a supportive workplace environment—is appropriately proxied as a Macro/Interpersonal Job Resource. Its presence provides the environmental support necessary to initiate the motivational pathway postulated by the JD-R model.

Demerouti & Bakker (2011), highlight that the influence of job resources on employee outcomes often operates through internal cognitive evaluations and psychological appraisal mechanisms. Incorporating Perspective Justice (perceived organizational justice) as a mediating variable unpacks the psychological mechanism the "black box" within the JD-R motivational process. A positive Organizational Atmosphere as a job resource translates into favorable work attitudes primarily when employees subjectively evaluate organizational procedures, reward allocations, and interpersonal treatments as equitable and fair (Perspective Justice) (Bakker et al., 2004).

The secondary pathway in the JD-R framework is the Motivational Process, wherein abundant job resources spark positive psychological and attitudinal outcomes (work engagement, organizational commitment, job satisfaction) while mitigating negative withdrawal behaviors (Bakker et al., 2004) . The secondary pathway in the JD-R framework is the Motivational Process, wherein abundant job resources spark positive psychological and attitudinal outcomes (work engagement, organizational commitment, job satisfaction) while mitigating negative withdrawal behaviors. The composite variable Work-Related Attitudes (WRA)—integrating work engagement, organizational commitment, and job involvement—serves as a direct proxy for the motivational outcomes predicted by the JD-R model (Demerouti & Bakker, 2011).

The research framework possesses a robust theoretical structure, connecting a macro-level organizational variable (Organizational Atmosphere) with individual-level attitudinal outcomes (Work-Related Attitudes) through a cognitive-evaluative treatment mechanism (Perspective Justice). The Job Demands-Resources framework posits that job resources exist not only at the task level, but also at the macro-organizational and interpersonal levels such as organizational climate, communication transparency, management support, and a trust climate (Hancock et al., 2023). These macro-level resources initiate a motivational process for employees. Strategic HRM literature emphasizes that business-unit people management systems and progressive HR practices establish a positive workplace environment that shapes collective norms and individual behaviors (Walumbwa et al., 2005). High-involvement HR systems directly foster an organizational climate of empowerment and engagement (Sun et al., 2007). A climate of trust within an organization acts as a foundational pillar for psychological safety, triggering the norm of reciprocity where employees feel motivated to respond with positive workplace attitudes.

A positive organizational atmosphere does not directly translate into individual attitudinal shifts without passing through a subjective psychological appraisal (Fesharaki & Sehhat, 2018; Men et al., 2023) . Thus, Perceived Justice operates as the critical mediating or treatment mechanism. Relationships between an organization and its employees are governed by social exchange principles. Employees continuously evaluate whether organizational procedures, reward allocations, and managerial interactions are fair and equitable (distributive, procedural, and interactional justice) (Sujono et al., 2020). Supervisory leadership behaviors and performance evaluation systems significantly impact employee attitudes when employees perceive genuine evaluation fairness and procedural consistency in daily operations. Perceived organizational justice fulfills psychological contract obligations, significantly enhancing overall job satisfaction and affective commitment toward the organization.

Work-related attitudes serve as the dependent variable, representing employees' psychological dispositions and evaluations regarding their work and organization. Organizational psychology literature classifies three primary work attitudes as Job Satisfaction, Organizational Commitment, and Job or Work Involvement alongside Work Engagement. Employees exhibiting positive work-related attitudes demonstrate higher affective commitment, a willingness to exert discretionary effort, and significantly lower turnover intentions. Therefore, this research focuses on an organizational-level perspective using the Job Demand-Job Resource Adaptation Model approach—specifically examining the effect of organizational atmosphere on work-related attitudes, mediated by perceived justice.

1.1. Theory

The core theoretical foundation in this research is the Job Demands-Resources (JD-R) Model. The Job Demands-Resources (JD-R) Model posits that all workplace characteristics can be categorized into two primary domains: job demands and job resources (Aman et al., 2023; Wagenaar et al., 2012). Job demands encompass physical, psychological, social, or organizational aspects that require sustained cognitive or physical effort (Wagenaar et al., 2012). Conversely, job resources represent physical, psychological, social, or organizational aspects that reduce job demands, facilitate the achievement of work goals, and stimulate personal growth and development.

In this study, Organizational Atmosphere (OA)—characterized by a climate of organizational trust, managerial support, and transparent communication—is conceptualized as a critical job resource (Wright et al., 2003). According to the JD-R model, the presence of job resources initiates an intrinsic and extrinsic motivational process (Aman et al., 2023). This motivational pathway leads employees toward positive psychological states and the cultivation of constructive work attitudes. This research adopts the JD-R Model Theory to explain all phenomena; the job resource on JD-R models proximate to the organizational atmosphere. The job resource assume that potential motivate and lead high work engagement, low cynicism, and excellent performance.

Additional theory in this research is Social Exchange Theory (SET) to explain how perceived justice roles and the psychological transition from organizational atmosphere to employee attitudes are governed by Social Exchange Theory (SET). SET asserts that workplace relationships evolve based on the norm of reciprocity derived from mutually beneficial exchanges. When an organization provides a supportive atmosphere and high-resource environment, employees feel a moral obligation to reciprocate with favorable attitudes and discretionary behaviors (Wright et al., 2003). However, this reciprocal exchange is conditioned upon employee evaluations of Perspective/Perceived Justice (PJ). Perceived justice reflects employee evaluations regarding fairness in reward allocations (distributive justice), decision-making processes and procedures (procedural justice), and interpersonal treatment by management (interactional justice) (Aman et al., 2023; Hartmann et al., 2010; Wright et al., 2003). Within the JD-R framework, Perspective Justice operates as a cognitive-evaluative mediating mechanism; a positive organizational atmosphere strengthens employees' beliefs that they are treated fairly, which subsequently translates into positive work-related attitudes.

Work-Related Attitudes (WRA) are defined as relatively enduring psychological dispositions to evaluate the workplace environment through cognitive beliefs, affective/evaluative feelings, and behavioral inclinations (Dipboye, 2018). Based on organizational behavior literature, WRA encompasses three vital dimensions: first, work Engagement as a positive, fulfilling, work-related state of mind characterized by vigor (high energy and resilience), dedication (enthusiasm, pride, and challenge), and absorption (deep concentration in tasks) (Aman et al., 2023; Dipboye, 2018). The second is an organizational commitment that shapes the strength of an individual's psychological attachment to, loyalty toward, and identification with the employing organization, comprising affective, continuance, and normative dimensions (Dipboye, 2018; Hettiararchchi & Jayarathna, 2014). The last is job involvement, the degree to which an employee psychologically identifies with his or her specific current job role (Kanungo, 1982). Empirical evidence demonstrates that a positive organizational atmosphere and fair justice perceptions significantly enhance work engagement, affective commitment, and job satisfaction, while simultaneously attenuating turnover intentions and counterproductive work behaviors (Aman et al., 2023; Wright et al., 2003).

1.2. Conceptual model & hypotheses development

An organizational atmosphere characterized by a trust climate, supportive leadership, and transparent human resource management systems represents a fundamental job resource within an organization (Wright et al., 2001). When an organization establishes open communication channels and provides objective and supportive evaluation systems, it communicates care and organizational value toward employee contributions (Suazo, 2009). According to performance evaluation literature, leadership behaviors that offer goal clarity and individual consideration directly enhance evaluation fairness and

procedural justice perceptions (Hartmann et al., 2010). Conversely, an ambiguous or unsupportive work climate diminishes perceived fairness (Suazo, 2009). Therefore, a positive organizational atmosphere directly fosters higher levels of perceived organizational justice (Dipboye, 2018).

H_1: Organizational Atmosphere is positively related to Perspective Justice.

Grounded in Social Exchange Theory (SET) and equity theory, employees continuously evaluate the fairness of organizational procedures, reward allocations, and interpersonal interactions (Dipboye, 2018). Perceived justice reflects the fulfillment of organizational promises and psychological contract obligations (Hettiararchchi & Jayarathna, 2014; Suazo, 2009). Meta-analytic and empirical evidence demonstrates that procedural and distributive justice are strongly and positively correlated with core work-related attitudes, including job satisfaction, organizational commitment, and work engagement (Dipboye, 2018; Suazo, 2009). When employees perceive high fairness, their trust and perceived organizational support increase, driving positive work-related attitudes and mitigating turnover intentions (Schmidt et al., 2016).

H_2: Perspective Justice is positively related to Work-Related Attitudes.

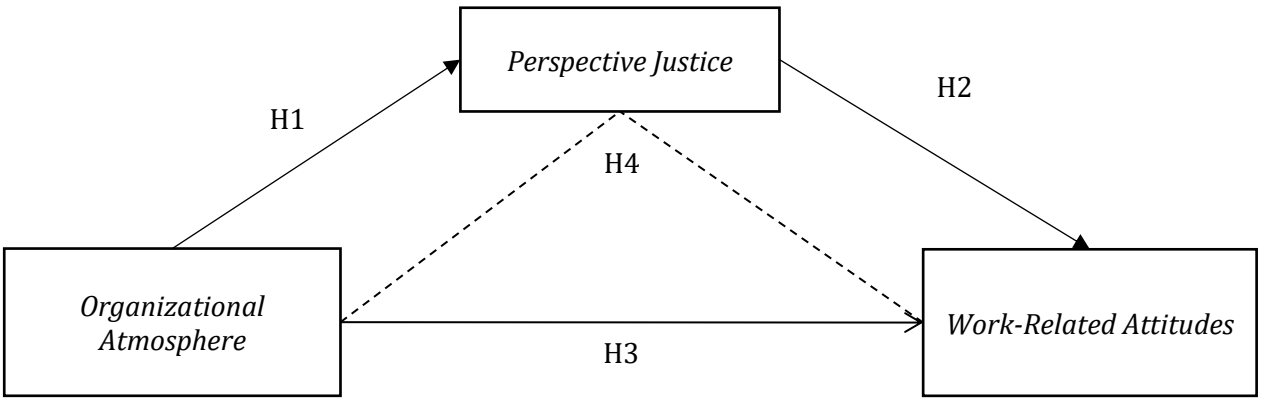
Drawing from the Job Demands-Resources (JD-R) model and Social Exchange Theory (SET), a positive organizational atmosphere—comprising a climate of trust, managerial support, and progressive HR systems—serves as a vital job resource that triggers intrinsic motivational processes (Wright et al., 2001). The presence of these environmental resources encourages employees to dedicate their physical, cognitive, and emotional energy to their work roles (Rehman et al., 2019). Empirical studies confirm that a trustful and supportive organizational atmosphere directly elevates employee work engagement, affective commitment, and overall job satisfaction (Schmidt et al., 2016). Consequently, a favorable organizational atmosphere is positively related to employee work-related attitudes (Wright et al., 2003).

H_3: Organizational Atmosphere is positively related to Work-Related Attitudes.

Although a positive Organizational Atmosphere provides a supportive workplace, its influence on employee attitudes operates through a cognitive and psychological evaluation process (Hartmann et al., 2010; Suazo, 2009). According to Suazo (2009), under social exchange principles, organizational climate and practices translate into favorable attitudes primarily when employees evaluate organizational decisions and interactions as fair and equitable. Perceived justice serves as the explanatory bridge, confirming that the positive climate provided by the organization represents genuine equity and respect for employee contributions. Thus, Perspective Justice mediates the relationship between Organizational Atmosphere and Work-Related Attitudes.

H_4: Perspective Justice mediates the relationship between Organizational Atmosphere and Work-Related Attitudes.

Figure 1 Conceptual Model



Conceptual model & hypotheses development integrating JD-R and SET frameworks, a conceptual model is formulated wherein Organizational Atmosphere (OA) influences Work-Related Attitudes (WRA) directly and indirectly through Perspective Justice (PJ) is provided in Figure 1.

2. Research Method

The research design and sample in this study adopt a quantitative, explanatory-causal research design. The target population comprises full-time employees. Utilizing a convenience sampling technique, data were gathered from 120 valid respondents. The sample size of N = 120 satisfies the statistical requirements for multiple regression and mediation analyses. Variable operationalization and measurement data were collected using a structured questionnaire with a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Organizational Atmosphere (OA): Measured using 7 items adapted from established Trust Climate and Supportive Work Environment scales (e.g., communication transparency, managerial trust, and mutual support climate). Perspective Justice (PJ): Measured using 4 items adapted from Organizational Justice scales (covering distributive, procedural, and interactional dimensions). Work-Related Attitudes (WRA): Measured using 4 composite items reflecting Work Engagement (UWES-9), Organizational Commitment, and Job Involvement.

Data processing and statistical testing are performed using IBM SPSS Statistics following a systematic three-stage procedure. First, the demographic profile of the 120 respondents and distributional properties are assessed. Second, to ensure that the calculated Pearson correlation coefficient is valid and statistically interpretable, the analysis. The last was evaluated using Cronbach's Alpha coefficient. Scales demonstrating Cronbach's Alpha > 0.70 are considered reliable.

Hypothesis testing methodology used simple linear regression (H1), multiple linear regression to test hypotheses 2 and 3. The Sobel test approach follows the established mediation testing framework, such as the Baron & Kenny methodology, to evaluate direct and indirect or mediated effects among the research variables.

3. Result

3.1. Data Demographic Respondent

Using a convenience sampling method, the study gathered data from respondents across various Indonesian provinces as well as from Timor-Leste. The demographic profile of the 120 respondents and distributional properties are assessed. Presented in Table 1 is the respondents' demographic data, categorized by age and region of origin.

Table 1 Demographics respondent

Category	Component	Number	Percent
(Age) years	<20 years	5	4%
	20-30 years	65	54%
	30-40 years	28	23%
	40-50	7	6%
	50-60	9	8%
	>60	6	5%
Province/Country	Banten	1	1%
	Daerah Istimewa Yogyakarta	46	38%
	DKI Jakarta	1	1%
	Jawa Barat	1	1%
	Jawa Tengah	6	5%
	Jawa Timur	39	33%

Category	Component	Number	Percent
	Kalimantan Utara	1	1%
	Kalimantan Selatan	2	2%
	Lampung	1	1%
	Kepulauan Riau	2	2%
	Maluku Utara	1	1%
	Nusa Tenggara Barat	4	3%
	Papua	3	3%
	Papua Tengah	7	6%
	Sulawesi Selatan	1	1%
	Sulawesi Tenggara	1	1%
	Timor Leste	3	3%

Source: processed with primer data 2025

The data reveals the distribution of respondents, with the largest group falling within the 20–30 age range and originating from the Special Region of Yogyakarta at 46 respondents (38%) and East Java at 39 respondents (33%). Additionally, the sample incorporates geographical representation from Eastern Indonesia (e.g., Central Papua at 6%, West Nusa Tenggara at 3%, and Papua at 3%), alongside an international sample from Timor-Leste comprising 3 respondents (3%). Including participants across diverse Indonesian provinces as well as Timor-Leste enhances the sample's geographic heterogeneity. This diversity strengthens the study's contextual foundation when examining how organizational atmosphere translates into justice perceptions and work attitudes across varied regional workplace environments.

3.2. Instrument Validity and Reliability Test

The detailed of the Validity and reliability test is provided in Table 2.

Table 2 Validity and Reliability Test Result

Variables	Item	Validity	t table value	Output	Reliability	Output
Organizational Atmosphere	OA1	.756	.1793	Valid	.921	Reliable
	OA2	.855	.1793	Valid		
	OA3	.750	.1793	Valid		
	OA4	.832	.1793	Valid		
	OA5	.849	.1793	Valid		
	OA6	.803	.1793	Valid		
	OA7	.712	.1793	Valid		
Perspective Justice	PJ1	.815	.1793	Valid	.825	Reliable
	PJ2	.722	.1793	Valid		
	PJ3	.764	.1793	Valid		
	PJ4	.727	.1793	Valid		
Work-Related Attitudes	WRA1	.814	.1793	Valid	.854	Reliable
	WRA2	.804	.1793	Valid		
	WRA3	.854	.1793	Valid		
	WRA4	.693	.1793	Valid		

Source: processed with primer data 2025

The Pearson Product-Moment Correlation Analysis (r) is employed to evaluate the existence, direction, and magnitude of linear relationships among the research variables across 120 respondents. This bivariate analysis measures the extent to which changes in one variable are linearly associated with changes in another. Item validity was evaluated using the Pearson Product-Moment correlation

coefficient (r) by comparing the calculated r-value against the critical r-table value at degrees of freedom (df = n – 2 = 120 - 2 = 118) with a significance level of alpha = 0.05 (critical r-table = .1793).

Validity test finding that Organizational Atmosphere (OA): All items (OA1–OA7) exhibited calculated r-values ranging from .712 to .855 (exceeding .1793), confirming all items are Valid. Perspective Justice (PJ): All items (PJ1–PJ4) exhibited calculated r-values ranging from .722 to .815 (exceeding .1793), confirming all items are Valid. Work-Related Attitudes (WRA): All items (WRA1–WRA4) exhibited calculated r-values ranging from .693 to .854 (exceeding .1793), confirming all items are Valid.

Scale reliability was assessed using Cronbach's Alpha coefficient against a minimum standard threshold of > 0.60. Reliability test finding that the Organizational Atmosphere scale achieved a Cronbach's Alpha of .921 (excellent internal consistency). The Perspective Justice scale achieved a Cronbach's Alpha of .825 (strong internal consistency). The Work-Related Attitudes scale achieved a Cronbach's Alpha of .854 (strong internal consistency). The conclusion of Cronbach's Alpha values for all three variables substantially exceeds the .60 threshold, the entire measurement instrument is deemed Reliable for subsequent hypothesis testing.

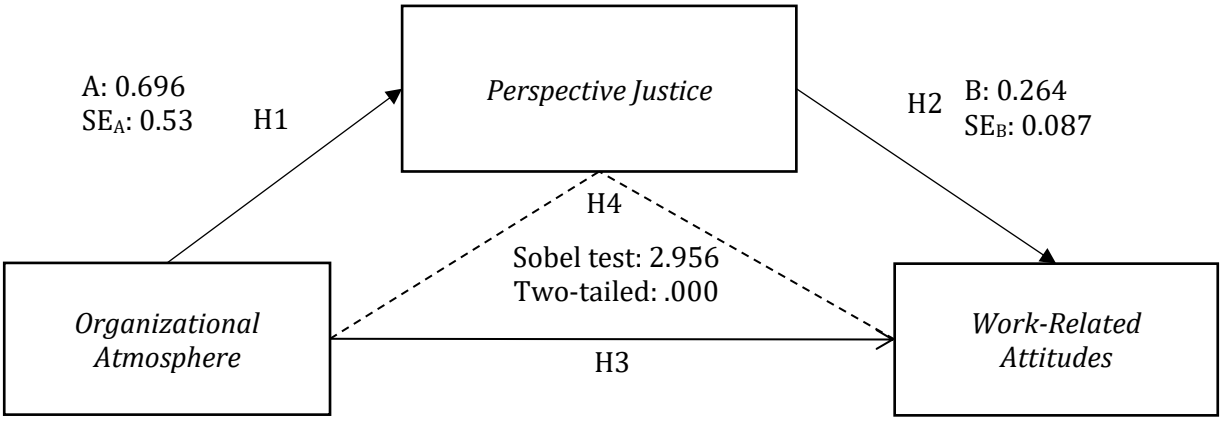
Table 3 Hypothesis result

Regression Framework		**Unstandardized Coefficients**		**Sig.**
		B	**Std.Error**	
	(Constant)			
(H1)	OA → PJ	.696	.053	.000
(H2)	PJ → WRA	.264	.096	.007
(H3)	OA → WRA	.123	.087	.159
Mediation Framework		**Sobel Test Statistic**	**Two-tailed probability**	
(H4)	OA → PJ → WRA	2.956	.000	

Source: processed with primer data 2025

Based on the processed data from 120 respondents, hypothesis testing was executed using linear regression analysis and the Sobel Test to evaluate both direct and indirect (mediated) relationships among the study variables.

Table 4 Mediation Effect Result



Hypothesis 1 showed that the result of simple regression analysis indicates B = .696 with a Std. Error of .053 and p = .000 (p < .001). Research indicates that the Organizational Atmosphere has a strong, statistically significant positive impact on Perspective Justice. A transparent and trustful workplace atmosphere strongly shapes employees' justice perceptions.

Hypothesis 2 showed that regression results reveal an unstandardized coefficient B = .264 with a significance level of p = .007 (p < .05). Research indicates that Perspective Justice exerts a statistically

significant positive effect on Work-Related Attitudes. Higher perceived workplace justice directly drives more favorable employee attitudes.

Hypothesis 3 showed that multiple regression results (when controlling for the mediator PJ) yield an unstandardized coefficient B = .123 with p = .159 (p > .05). Research indicates that controlling for Perspective Justice renders the direct, independent influence of Organizational Atmosphere on Work-Related Attitudes statistically non-significant. The direct path (OA) on (WRA) becoming non-significant (B = .123; p = .159) alongside a highly significant Sobel Test result (Z = 2.956; p = .000) establishes a Full Mediation mechanism.

The Sobel Test generated a test statistic of Z = 2.956 with a two-tailed probability of p = .000 (p < .001). Because Z = 2.956 > 1.96 and p < .05, the indirect mediation pathway is statistically confirmed.

Perspective Justice fully mediates the relationship between Organizational Atmosphere and Work-Related Attitudes. This confirms that a favorable organizational atmosphere influences employee work attitudes entirely through the psychological channel of perceived justice.

4. Discussion

Discusses the empirical findings from testing Hypotheses H1 through H4, linking them to core theoretical foundations Job Demands-Resources Model, Social Exchange Theory, and Resource-Based View and relevant prior empirical research. This finding confirms that when employees perceive higher workplace fairness across procedural, distributive, and interactional dimensions, they exhibit more favorable work attitudes (Dipboye, 2018; Suazo, 2009).

Empirical testing confirms that Organizational Atmosphere (OA) exerts a strong and highly significant positive effect on Perspective Justice (PJ). This confirms that a trustful, transparent, and supportive organizational climate serves as a primary antecedent in shaping employee fairness perceptions (Hartmann et al., 2010). This finding supports leadership and organizational climate literature (Aman et al., 2023). An organizational atmosphere characterized by open communication, consideration leadership, and a trust climate provides role clarity and psychological safety. Within the Resource-Based View (RBV) and People Management Systems frameworks, transparent HR practices signal that the organization objectively values employee contributions, thereby directly strengthening evaluation fairness and procedural justice perceptions (Wright et al., 2001, 2003) .

Empirical results demonstrate that Perspective Justice (PJ) has a statistically significant positive effect on Work-Related Attitudes (WRA). This finding confirms that when employees perceive higher workplace fairness across procedural, distributive, and interactional dimensions, they exhibit more favorable work attitudes. This finding aligns closely with Social Exchange Theory (SET) and Equity Theory. When employees evaluate organizational procedures and reward allocations as fair and transparent, their trust and affective attachment toward the organization are reinforced. Specifically, perceived justice fulfills expectations within the psychological contract Suazo (2009), prompting reciprocal positive attitudinal responses such as enhanced Work Engagement Aman et al. (2023), Organizational Commitment Dipboye (2018), and Job Involvement Kanungo (1982), Conversely, unfair evaluation processes or outcomes trigger negative affective reactions and diminish employee commitment (Hartmann et al., 2010).

Regression results indicate that the direct influence of Organizational Atmosphere (OA) on Work-Related Attitudes (WRA) is statistically non-significant when controlling for Perspective Justice. This result illustrates the "black box" phenomenon in Strategic Human Resource Management (SHRM)(Wright et al., 2003). Progressive HR practices, organizational climate, or workplace atmosphere rarely impact individual employee attitudes directly without passing through internal cognitive-evaluative mechanisms (Rehman et al., 2019). Although a positive organizational atmosphere provides valuable job resources Wright et al. (2001), these environmental resources translate into positive work attitudes only when employees subjectively evaluate the environment and its underlying policies as equitable and fair (Perspective Justice) Hartmann et al. (2010), In the absence of perceived fairness, a

supportive atmosphere alone is insufficient to directly drive commitment and engagement Wright et al. (2003).

The Sobel Test confirms that Perspective Justice significantly mediates the relationship between Organizational Atmosphere and Work-Related Attitudes. Because the direct effect of (OA) on (WRA) became statistically non-significant upon introducing the mediator (H2), the mediation pattern is established as Full Mediation. This full mediation mechanism theoretically validates the motivational process pathway within the Job Demands-Resources (JD-R) and Social Exchange Theory (SET) frameworks (Aman et al., 2023; Rehman et al., 2019). Organizational Atmosphere acts as an environmental job resource and contextual input (Wright et al., 2001). yet its ultimate impact on Work-Related Attitudes is fully transmitted through the cognitive-evaluative channel of Perspective Justice (Hartmann et al., 2010). Consequently, a positive workplace atmosphere serves to establish perceived justice, and it is this perceived fairness that ultimately fuels employee engagement, involvement, and organizational commitment (Wright et al., 2003).

5. Conclusion

This study investigated the mediating role of Perspective Justice in the relationship between Organizational Atmosphere and Work-Related Attitudes among 120 full-time employees across Indonesia and Timor-Leste within the Job Demands-Resources (JD-R) adaptation framework. The empirical data analysis confirms that Organizational Atmosphere exerts a strong, positive effect on Perspective Justice, and Perspective Justice significantly drives favorable Work-Related Attitudes. However, when Perspective Justice is introduced as a mediator in the regression framework, the direct relationship between Organizational Atmosphere and Work-Related Attitudes becomes statistically non-significant. The Sobel Test establishes a full mediation mechanism, scientifically demonstrating that a positive organizational atmosphere does not automatically produce favorable employee work attitudes unless it first successfully fosters perceived organizational justice.

Several research limitations should be critically and honestly acknowledged. The reliance on a cross-sectional design paired with convenience sampling across 120 respondents restricts the study's capacity to establish definitive longitudinal causal inferences and introduces potential common method variance. Furthermore, the geographic concentration of the sample within specific regions of Indonesia and Timor-Leste necessitates caution when generalizing these empirical findings to vastly different industry sectors or contrasting cultural contexts.

From a practical and managerial policy perspective, organizational leaders and human resource practitioners should focus on establishing transparent, equitable, and objective organizational systems—prioritizing procedural, distributive, and interactional fairness—rather than relying solely on superficial workplace climate enhancements. Organizational decision-makers are advised to implement transparent performance appraisal and reward structures to ensure employees perceive tangible workplace equity. For future research, scholars are encouraged to adopt longitudinal research designs, expand sample sizes across diverse corporate sectors, and incorporate contextual moderators such as leadership styles or co-worker support to further elucidate the complex determinants of employee work attitudes.

Author contributions

First Author: Conceptualization, Investigation, Resources, Funding Acquisition, Formal Analysis, Writing – Original Draft, Project Administration and Corresponding. Second Author: Conceptualization, Methodology, Investigation, Data Curation, Formal Analysis, Supervision, Software, Validation, and Writing – Review & Editing and Corresponding. Third Author: Conceptualization, Investigation, Resources, and Writing – Review & Editing. Fourth Author: Conceptualization, Investigation, Visualization, and Writing – Review & Editing.

Conflict of interest

The authors declare no competing financial interests that could have appeared to influence the work.

Publication ethics

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee.

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