

Procedural Injustice and Turnover Intention Among Generation Z Employees: The Roles of Job Satisfaction and Gratitude

Ketidakadilan Prosedural dan Niat untuk Pindah Kerja di Kalangan Karyawan Generasi Z: Peran Kepuasan Kerja dan Rasa Syukur

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Abstract

Generation Z tends to make quicker decisions to seek alternative job opportunities if an organization fails to meet their expectations. This study aims to examine the relationship between perceived procedural injustice and turnover intention among Generation Z workers, with job satisfaction as a mediator and gratitude as a moderator. The study employed a quantitative cross-sectional design with 343 Generation Z workers in Indonesia and analyzed the data using SEM with Jamovi. The results of the study indicate that procedural injustice does not have a direct effect on turnover intention but is fully mediated by job satisfaction. Furthermore, gratitude moderates the relationship between procedural injustice and job satisfaction, such that high levels of gratitude actually amplify the negative impact of procedural injustice. These findings suggest that individuals with high levels of gratitude exhibit greater moral sensitivity to injustice, particularly in collectivist cultural contexts and among Generation Z, which emphasizes fairness, transparency, and shared values in the workplace.

Keywords : Generation Z, Gratitude, Job Satisfaction, Procedural Injustice, Turnover Intention

Abstrak

Generasi Z akan cenderung lebih cepat mengambil keputusan untuk mencari alternatif kesempatan pada pekerjaan lain, jika organisasi gagal memenuhi ekspektasi mereka. Penelitian ini bertujuan menguji hubungan ketidakadilan prosedural dan intensi meninggalkan organisasi pada pekerja Generasi Z, dengan kepuasan kerja sebagai mediator dan gratitude sebagai moderator. Penelitian menggunakan pendekatan kuantitatif cross-sectional terhadap 343 pekerja Generasi Z di Indonesia dan dianalisis menggunakan SEM dengan Jamovi. Hasil penelitian menunjukkan bahwa ketidakadilan prosedural tidak berpengaruh langsung terhadap intensi meninggalkan organisasi, namun dimediasi secara penuh oleh kepuasan kerja. Selain itu, gratitude memoderasi hubungan antara ketidakadilan prosedural dan kepuasan kerja, dimana gratitude yang tinggi justru memperkuat dampak negatif ketidakadilan prosedural. Temuan ini menunjukkan bahwa individu dengan gratitude tinggi memiliki sensitivitas moral yang lebih kuat terhadap ketidakadilan, terutama dalam konteks budaya kolektivistik dan karakteristik Generasi Z yang menekankan keadilan, transparansi, dan kesesuaian nilai dalam lingkungan kerja.

Kata Kunci : Generasi Z, Gratitude, Intensi Meninggalkan Organisasi, Ketidakadilan Prosedural, Kepuasan Kerja

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INTRODUCTION

Generation Z, commonly referred to as Gen Z, is the generation born between 1997 and 2012 (BPS, 2024). According to a survey conducted by Badan Pusat Statistik (2024), 52.5% of the total 66,816,973 members of Generation Z in Indonesia have entered the workforce. However, their presence in the workplace is accompanied by a serious concern for organizations: high turnover intention, or the intention to leave. Turnover intention refers to an individual's desire to leave their job. According to Mobley and William (2010), turnover intention refers to an employee's conscious desire to leave their organization, a cognitive process in which the employee actively considers leaving and seeks alternative employment opportunities. This intention encompasses thoughts of quitting, the intention to search for another job, and the intention to quit.

One indication of the high turnover intention among Generation Z is a survey by Deloitte (2025), which found that 31% of Generation Z respondents plan to leave their jobs within the next two years. Additionally, Gallup (2024) notes that 56% of those under 35 in Southeast Asia are actively looking for or considering a job change. The high prevalence of employees intending to leave the organization has a significant impact on the organization. When employees have a strong turnover intention, it can reduce motivation and work enthusiasm, lower the quality of work and service, particularly among employees in certain fields, and lead to stagnation and a lack of professional growth, ultimately rendering employees unable to compete in the highly competitive labor market (CNBC Indonesia, 2025; Lee & Shin, 2025; Moon et al., 2024).

Previous studies have shown that Generation Z's turnover intention is influenced by both internal and external factors. Internal factors include individual psychological conditions, such as job stress (Ahn & Chaoyu, 2019) and job insecurity (Sun et al., 2021). Meanwhile, external factors include leadership (Gaan & Shin, 2023), organizational support (Jing & Yan, 2022), and various forms of organizational fairness (Moon et al., 2024). This study focuses on external factors, particularly organizational justice, as Generation Z places great emphasis on transparency, engagement, and fairness in the workplace (Bascha, 2011; Lee & Shin, 2025). When organizations fail to meet these expectations, Generation Z tends to make quicker decisions to seek alternative employment (Moon et al., 2024). Based on this, the focus of this study is procedural injustice as a predictor of the turnover intention.

Organizational justice generally refers to employees' perceptions of fairness in the workplace, which encompasses three main dimensions: distributive justice (fairness regarding the rewards received), procedural justice (fairness regarding the decision-making process), and interactional justice (fairness regarding interpersonal treatment) (Colquitt, 2001). Among these three dimensions, a study conducted by Moon et al. (2024) found that procedural justice has the strongest influence on Generation Z's intention to leave an organization compared to the other dimensions. Procedural justice refers to employees'

perception that the procedures used in organizational decision-making, such as resource allocation, are carried out fairly, consistently, or transparently; conversely, procedural injustice refers to the opposite (Colquitt, 2001; Leventhal, 1980).

Procedural injustice occurs when the decision-making process within an organization is perceived as unfair, regardless of the outcome received by employees. For example, when an organization implements a new policy without involving employees or listening to their input, enforces rules inconsistently and without transparency, promotes employees based on their closeness to superiors and in a biased manner, use inaccurate information in performance evaluations, or fails to provide a system for appealing a decision (Colquitt, 2001). Employees are likely to feel undervalued and unfairly treated by the organization. Research shows that perceptions of procedural injustice within an organization are one of the factors that increase employees' turnover intention. When employees feel that organizational procedures are not carried out fairly, they are more likely to develop the intention to change jobs (Singh, 2023). A study conducted by Tiarah and Avicenna (2025) demonstrated that employees' perceptions of organizational justice play a role in shaping their responses in the workplace. When employees perceive that they are treated unfairly, such perceptions may negatively affect their work-related behavior and contributions.

Regarding the relationship between procedural injustice and turnover intention, previous studies have shown that the relationship is not direct but operates through specific psychological mechanisms. Previous research indicates that the relationship between procedural injustice and turnover intention is mediated by various factors, such as perception of organizational politics (Saba et al., 2015) and frustration (Ansari et al., 2012). Procedural injustice can heighten perceptions of organizational politics or favoritism and employee frustration, ultimately driving the desire to leave the organization. Among other factors, job satisfaction is a key concern for Generation Z. For Generation Z, the policies established by an organization are crucial and influence their job satisfaction, which in turn determines whether they choose to stay with the organization (Lee & Shin, 2025).

Job satisfaction can be defined as an individual's overall evaluation of their job, reflecting the extent to which the job meets the employee's needs and expectations (Brayfield & Rothe, 1951). When employees perceive organizational procedures as unfair, they tend to feel that their contributions are not valued proportionally, leading to a decline in their job satisfaction (Schmitt & Dörfel, 1999). Low job satisfaction can be a strong driver of employees' intention to leave an organization, as they perceive that staying offers no psychological or professional benefits. In several studies, job satisfaction has been identified as a key mediating factor in the influence of psychological, social, or external environmental resources on employees' intentions to stay or leave their jobs (Le et al., 2023; Wang et al., 2024; Yu & Abdul Hamid, 2024).

However, not all individuals respond to procedural injustice within an organization in the same way. Some individuals maintain their job satisfaction and do not develop a turnover intention, while others may immediately feel the negative effects quite strongly. These differences in individual responses indicate the presence of personal factors that moderate the relationship between procedural injustice and job satisfaction. One personal factor worth exploring is gratitude. Compared to other personal factors, gratitude is unique in that it is relational in nature, that is, it involves appreciation for what one receives from others or the environment, including the organization (Ma et al., 2017). This characteristic makes the gratitude conceptually relevant for moderating employees' perceptions of how the organization treats them. Individuals with high levels of gratitude tend to be better able to recognize and appreciate the treatment they receive, even in challenging contexts (Gallagher et al., 2021). Furthermore, gratitude has been shown to help individuals employ positive coping strategies when facing difficulties and is crucial for employee success, productivity, and well-being (Di Fabio et al., 2017; Wood et al., 2010).

Gratitude can be conceptualized as an emotional response, a state of mind, or a trait involving appreciation for the good things in life (Ma et al., 2017). A study by Eisenberger et al. (2025) found that feeling grateful toward an organization makes employees more satisfied with their jobs because they interpret the organization's treatment as care and appreciation. This protective role is supported by Garg et al. (2023), which show that gratitude significantly moderates the relationship between adverse working conditions and the intention to leave the organization, with employees who exhibit high levels of gratitude being better protected from the negative effects of such conditions.

The relationship between procedural injustice, turnover intention, job satisfaction, and gratitude can be understood theoretically through Social Cognitive Theory (SCT) proposed by Bandura (1986). SCT explains that human motivation and behavior are shaped through the reciprocal interaction between personal factors (thoughts, beliefs, emotions), behavior, and the environment, a concept known as triadic reciprocity. Motivation and learning are not isolated phenomena, but rather the result of a dynamic, cyclical process in which individuals actively shape their environment while simultaneously being influenced by it (Bandura, 1986; Schunk & Dibenedetto, 2020).

In this context, procedural injustice acts as an unfavorable environmental factor that can influence employees' cognitive and affective evaluations of their work, and subsequently affect their actions and behavior in the workplace. When employees feel that their organization's procedures are unfair, their job satisfaction declines. Low job satisfaction can be a strong motivator for employees to consider leaving an organization, as they perceive that staying offers no psychological or professional benefits. Furthermore, in SCT, gratitude serves as a personal resource that influences these dynamics.

According to a study by Kee and Chung (2021), job satisfaction was not found to mediate the relationship between procedural injustice and turnover intention, therefore, the question of mediation in this relationship warrants further exploration. Moreover, the study was not conducted on a sample specifically comprising Generation Z. Generation Z exhibits unique characteristics in its response to procedural injustice compared to previous generations (Moon et al., 2024), therefore, it cannot be assumed that findings from other generations apply to Generation Z. Furthermore, there has been no exploration of gratitude as a moderator in research models examining the relationship between procedural injustice, job satisfaction, and turnover intention, particularly in collectivist cultural contexts such as Indonesia. Based on this, this study aims to examine the dynamics of the relationship between procedural injustice and turnover intention among Generation Z in Indonesia, with job satisfaction as a mediator and gratitude as a moderator.

RESEARCH METHODS

This study employs a non-experimental quantitative design with a correlational approach to examine the relationship between procedural injustice and intention to leave the organization, with job satisfaction as a mediator and gratitude as a moderator among Generation Z employees in Indonesia. Data were collected with a self-report questionnaire distributed online via SurveyMonkey, using convenience sampling. The study participants were Generation Z employees in Indonesia (born between 1997 and 2008) aged 18 or older who had been working at their current organization for at least 1 year. The sample size for this study was determined using the A-priori Sample Size Calculator for Structural Equation Models developed by Daniel Soper. Based on the results of this calculation, the minimum number of respondents required for this study was 209 participants.

To minimize common-method bias, the study employed Psychological Separation (PS) by inserting a cognitive task midway through the survey. The instrument adaptation process for the variables examined in this study included translation from English into Indonesian and vice versa (back-to-back translation), involving professional translators and expert judgment to establish content validity. The instruments used included the Turnover Intention Scale by Khalida (2014) ($\alpha = .87$), Procedural Justice Scale (procedural justice dimension) by Colquitt (2001) ($\alpha = .83$), the Short Index of Job Satisfaction (SIJS) by Brayfield and Rothe (1951) ($\alpha = .73$), and the Gratitude Questionnaire by McCullough et al. (2002) ($\alpha = .74$), all of which have adequate reliability. Before conducting the main analysis, the researchers performed data cleansing, reliability testing, and descriptive analysis. Data analysis was conducted using Structural Equation Modeling (SEM) with Jamovi.

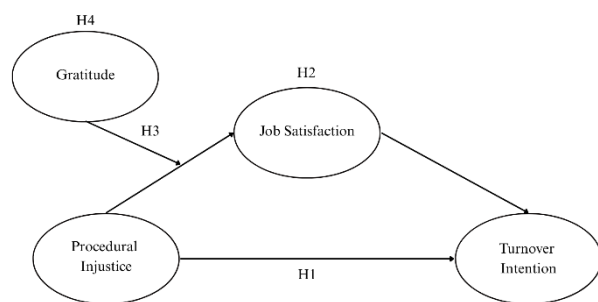


Figure 1. The Proposed Research Model

Hypotheses

Based on the previous literature review, the researchers propose the following hypotheses:

H1. Procedural injustice positively predicts turnover intention among Generation Z workers.

H2. Job satisfaction mediates the relationship between procedural injustice and turnover intention among Generation Z workers.

H3. Gratitude moderates the relationship between procedural injustice and job satisfaction.

H4. Gratitude weakens the indirect effect of procedural injustice on turnover intention through job satisfaction among Generation Z employees.

RESEARCH RESULTS

Table 1. Demographic Characteristics of Participants

Category	Frequency (n = 343)	Percentage (%)
Gender		
Male	139	40.5%
Female	203	59.2%
Prefer not to say	1	0.3%
Age (years)		
18 - 21	75	21.9%
22 - 25	139	40.5%
26 - 29	129	37.6%
Education Level		
High School / Vocational	148	43.1%
High School		
Associate Degree	28	8.2%
(Diploma)		
Bachelor's Degree	157	45.8%
Master's Degree	6	1.7%
Others	4	1.2%
Tenure		
1 - 4 years	290	84.5%
5 - 8 years	47	13.7%
≥ 9 years	6	1.7%

The final dataset used in this study consisted of 343 participants. The participants met the predetermined research criteria, including age, gender, educational level, and length of employment. The respondents were predominantly aged 22–25 (40.5%), female (59.2%), held a bachelor's degree (45.8%), and had 1–4 years of work experience (84.5%).

Table 2. Descriptive Statistics

	N	Min	Max	Mean	Sd. Dev
PJ	343	7	42	2.22	.76
JS	343	5	25	3.50	.69
GR	343	9	54	6.15	.70
TI	343	6	30	3.36	.79

PJ = Procedural Injustice; JS = Job satisfaction; GR = Gratitude; TI = Turnover Intention

Procedural injustice tended to be at a low level ($M = 2.22$; $SD = .76$). Meanwhile, job satisfaction ($M = 3.50$; $SD = .69$) and gratitude ($M = 6.15$; $SD = .70$) showed relatively high levels. As for turnover intention, it is at a moderate to fairly high level ($M = 3.36$; $SD = .79$).

This study controlled for common method bias using psychological separation and Harman's one-factor test. Harman's one-factor test indicates a problem with common method bias if an exploratory factor analysis reveals a single factor accounting for more than 50% of the total variance (Podsakoff et al., 2012). The results of this study indicate no issues with common method bias, as no single factor accounts for more than 50% of the total variance, which amounts to only 30.66%.

The researchers conducted construct validity tests for each measurement instrument used in this study. The validity tests were conducted using confirmatory factor analysis (CFA) in Jamovi. Model fit analysis in CFA used several estimates, namely Standardized Root Mean Square Residual (SRMR) $< .05$, Comparative Fit Index (CFI) $> .90$, and Tucker-Lewis Index (TLI) $> .95$ (Hair et al., 2019).

Table 3. Confirmatory Factor Analysis Results

Variable	χ^2	df	SRMR	CFI	TLI	Factor Loading
Procedural Injustice	9.40	2	.02	.98	.94	.58-.77
Job Satisfaction	5.58	2	.01	.99	.97	.52-.83
Gratitude	50.9	14	.03	.95	.93	.51-.78
Turnover Intention	109	9	.05	.88	.80	.56-.79

$N = 343$. $\chi^2 =$ chi-square, $df =$ degree of freedom, SRMR = Standardized Root Mean Square Residual, CFI = Comparative Fit Index, TLI = Tucker-Lewis Index

The CFA results indicate that the procedural injustice measure (SRMR = .02; CFI = .98; TLI = .94), job satisfaction (SRMR = .01; CFI = .99; TLI = .97), and gratitude (SRMR = .03; CFI = .95; TLI = .93) have good and acceptable model fit. Meanwhile, the turnover intention measure showed suboptimal model fit (SRMR = .05; CFI = .88; TLI = .80), although the SRMR value was still considered good.

Table 4. Multicollinearity Test

Variable	Collinearity Statistics		Remarks
	Tolerance	VIF	
Procedural Injustice	0.87	1.13	No multicollinearity Tolerance > .10 and VIF < 10.
Job Satisfaction	0.80	1.25	
Gratitude	0.86	1.16	

The results of the multicollinearity test indicate that all research variables have tolerance values > .10 and VIF values < 10. Procedural injustice (tolerance = .87; VIF = 1.13), job satisfaction (tolerance = 0.80; VIF = 1.25), and gratitude (tolerance = 0.86; VIF = 1.16). Thus, it can be concluded that there is no multicollinearity issue among the study variables (Hair et al., 2019). To evaluate reliability and construct validity, factor loadings and average variance extracted (AVE) were examined. Based on the analysis results shown in Figure 2, all indicators had factor loadings that met the recommended criteria.

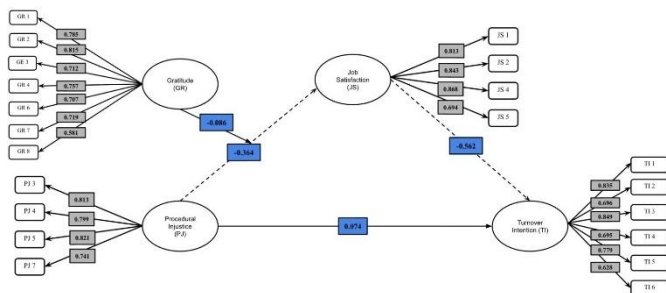


Figure 2. Measurement Model Result

The procedural injustice (PJ) variable has factor loadings ranging from .74-.82 with an AVE value of .62. The gratitude (GR) variable has factor loadings ranging from .58-.81 with an AVE value of .54. The job satisfaction (JS) variable shows factor loadings ranging from .69-.86 with an AVE value of .64, while turnover intention (TI) variable has factor loadings ranging from .63-.84 with an AVE value of .57. Overall, all AVE values were above the recommended minimum threshold (AVE > .50), indicating that all constructs in this study possess good convergent validity (Hair et al., 2019).

Table 5. Direct and Indirect Effect

	<i>b</i>	<i>SE</i>	<i>p</i>
Direct Effect			
PJ → TI	.07	.05	.17
Indirect Effect			
PJ → TI through JS	.20	.03	.00
R ² JS	.29		
R ² TI	.35		

Note. N = 343. PJ = Perceived Procedural Injustice, GR = Attitude, JS = Job Satisfaction, TI = Turnover Intention. ** $p < 0.01$. Number of bootstrap samples: 10000

The researchers tested their hypotheses using Structural Equation Modeling (SEM) via Jamovi and found that procedural injustice committed by the organization reduces employee job satisfaction ($b = -.33$, $p < .00$), while employees' perceived job satisfaction reduces their turnover intention ($b = -.62$, $p < .00$). Table 2 also presents the results of the direct coefficient between procedural injustice and turnover intention ($b = .07$, $SE = .05$, $p = .16$, 95% CI [-.02, 0.17]). This indicates that the direct effect is not significant; therefore, H1 is not supported by the data.

Furthermore, regarding the indirect effect of procedural injustice on turnover intention through job satisfaction, a significant result was obtained ($b = .20$, $SE = .03$, $p = .00$, 95% CI [.14, .27]). Based on these analysis results, job satisfaction fully mediates the relationship between procedural injustice and turnover intention; therefore, H2, that job satisfaction mediates this relationship, is supported by the data. Table 2 also shows that the interaction effect between procedural injustice and gratitude on job satisfaction is significant ($b = -.05$, $p < .05$); therefore, H3, that gratitude moderates the relationship between procedural injustice and job satisfaction, is supported by the data.

Table 3. Conditional Effect

Predictor	Mediator	Moderator	b	SE
Conditional Effect				
Procedural injustice on job satisfaction		High gratitude	-.40	.06
		Low gratitude	-.25	.05
Conditional Indirect Effect				
Procedural injustice on turnover intention	Job satisfaction	High gratitude	.25	.04
		Low gratitude	.18	.04
Index of moderated mediation model				
Procedural injustice on turnover intention	Job satisfaction	Gratitude	.03	.01

Although gratitude acts as a moderator, the conditional effects in Table 3 show that the relationship between procedural injustice and job satisfaction is significant, both when employees' levels of gratitude are high ($b = -.40$, $SE = .06$, 95% CI [-.52, -.28]) and when employees' levels of gratitude are low ($b = -.25$, $SE = .05$, 95% CI [-.36, -.15]). Table 3 also shows that the conditional indirect effect between procedural injustice and the intention to leave the organization through job satisfaction was found to be significantly positive, both when employee gratitude levels were high ($b = .25$, $SE = .04$, 95% CI [.17, .34]) and when employee gratitude levels were low ($b = .18$, $SE = .04$, 95% CI [.10, .26]).

These results contradict H4, which posits that gratitude weakens the indirect effect of procedural injustice on turnover intention through job satisfaction among

Generation Z employees. Thus, H4 is not supported by the data.

DISCUSSION

The direct relationship between procedural injustice and turnover intention is not significant. This finding suggests that procedural injustice committed by an organization against its employees does not automatically increase employees' intention to leave. These findings are consistent with research conducted by (Kee & Chung, 2021; Oh et al., 2026), which indicates that procedural injustice does not have a direct effect on the intention to leave an organization, where other factors, in addition to procedural injustice, contribute to employees' negative behavior. According to Social Cognitive Theory (SCT) (Bandura, 1986), behavior is not determined by a single factor, but rather by the reciprocal interaction of an individual's personal factors, such as thoughts, beliefs, and emotions, as well as behavior and the environment. In other words, procedural injustice in this study does not play a direct and independent role in shaping individual behavior and actions, rather, there is a dynamic, recurring, and mutually influential process known as triadic reciprocity.

In line with this theoretical framework, the results of this study accepted the second hypothesis (H2) and the third hypothesis (H3), namely that job satisfaction fully mediates the relationship between procedural injustice and turnover intention, and that gratitude moderates the relationship between procedural injustice and job satisfaction. Job satisfaction acts as a mediator with a significant negative effect. These findings are consistent with those of Wang et al. (2024), who found that job satisfaction, along with organizational identity and an individual's ability to cope with work-related stress, is an emotional factor more likely to influence an individual's intention to leave their job than other factors. As found in the study by Khan et al. (2012), organizational conditions significantly impact employee job satisfaction. Poor conditions in this regard lead to a high level of employee intent to leave the organization. Gratitude is a personal factor in this theory that helps individuals evaluate their environmental conditions, specifically procedural injustices committed by the organization.

However, an interesting finding emerged from this study, gratitude strengthens the indirect relationship between procedural injustice and turnover intention through job satisfaction among Generation Z, contrary to the initial hypothesis or prediction in this study. This also contradicts the findings of Garg et al. (2023), who found that gratitude can serve as a powerful tool in moderating the negative impact of a poor work environment on turnover intention in the healthcare sector in India. In this study, gratitude strengthens the negative relationship between procedural injustice and job satisfaction at all levels, regardless of the level of gratitude. The effect of gratitude on this negative relationship becomes stronger as an individual's gratitude level increases. A previous study conducted by Zhang et al. (2026) showed that individuals with high levels of gratitude tend to issue harsher moral condemnations of behavior

deemed to violate moral norms. The study's findings indicate that gratitude is positively associated with harsher judgments of wrongness and punishment. In collectivist cultures, interpersonal relationships, social harmony, and group cohesion are key aspects of social interaction. This is particularly relevant to Indonesian culture, which tends to be collectivist. Procedural justice here is viewed not only as a formal organizational procedure, but also as a reflection of the organization's respect for group members and the quality of social relationships in the workplace.

As noted in previous research, individuals with high levels of gratitude tend to place greater emphasis on fairness, cooperation, and social order. Therefore, when an organization exhibits procedural unfairness, individuals with high levels of gratitude are likely to perceive such situations as violations of the norms of fairness and social harmony within the organization. This amplifies the negative impact of procedural injustice on job satisfaction. These findings must also take into account the specific context of the participants in question, who in this study are members of Generation Z. Generation Z is described as a generation that brings new behavioral patterns to the workplace, prioritizing fair treatment, authenticity, and alignment with personal values in the workplace (Schroth, 2019). Generation Z is said to have high standards and strong expectations when evaluating things; they maintain a balanced value orientation between personal and social values and place significant emphasis on moral principles in their decision-making, including transparency and consistency.

In a study by Chopik et al. (2017), based on socioemotional selectivity theory, which holds that a person's goals and behaviors change as they perceive the time they have left. Individuals become increasingly aware that life is finite. This awareness leads individuals to prioritize emotionally meaningful experiences over the pursuit of novelty or personal growth. Older adults tend to be more focused on emotional regulation and finding positive meaning in interpersonal relationships. In this context, gratitude in older adults can serve as a socio-emotional resource that helps them maintain their well-being when facing challenging circumstances. Conversely, younger individuals are more focused on personal growth, exploration, and aligning their values, so gratitude may be more closely linked to an assessment of how well their environment aligns with their values.

Limitations and Recommendations

The researchers acknowledge that this study has limitations and that future research will require further refinement. First, this study employed a cross-sectional design and self-report methods, which may introduce common method bias (CMB). Nevertheless, the researchers have taken steps to minimize the likelihood of common-method bias. Procedurally, this study employed psychological separation through cognitive tasks, thereby separating the presentation of constructs in the questionnaire. This helped prevent respondents from perceiving the relationships between variables.

Second, this study included only Generation Z participants; therefore, the results may differ from those of studies involving other generations, such as baby boomers, Generation X, and millennials. Given the differing characteristics of each generation, such as work values, perceptions of work, and responses to the work environment, the research findings may vary. Third, the respondents in this study came from a variety of organizations and held different job types. Each type of organization and job has distinct characteristics, which can lead to greater variation in the results for each variable under study. This situation results in analysis findings that are more general and do not yet fully reflect the specific conditions of any particular type of organization or job. Although respondents from a variety of organizations and occupations can enhance the generalizability of the research findings, differences in characteristics may influence the correlation coefficients between variables.

Based on the findings of this study, several recommendations for organizations are presented. Organizations need to ensure that various work procedures, such as performance evaluations, task assignments, rewards, and decision-making, are carried out transparently, consistently, and with employee involvement. Organizations also need to reduce favoritism and bias, utilize digital platforms for participation and feedback, and provide clear appeal mechanisms. Organizations also need to reduce favoritism and bias, use digital platforms to facilitate participation and feedback, and provide clear appeal mechanisms. These efforts are essential for maintaining trust and job satisfaction and reducing employees' desire to leave the organization.

In addition, organizations need to consider the characteristics of Generation Z, which tend to be sensitive to value alignment, fair treatment, and meaningful work experiences. The study's results indicate that gratitude does not mitigate the negative effects of procedural injustice. Even among employees with high levels of gratitude, the effects of procedural injustice are more pronounced in reducing job satisfaction, which, in turn, increases employees' intention to leave the organization. Therefore, organizations cannot simply rely on individuals' positive traits to shield them from the effects of a negative work environment; rather, they need to establish a work system that is truly fair and supportive.

Future research is expected to employ other research designs, such as longitudinal or mixed-methods designs. Future research is expected to employ other research designs, such as longitudinal or mixed-methods designs. By using more diverse and extensive data collection methods, researchers can gain a deeper understanding of employees' experiences in interpreting their work and work environment through the lens of gratitude, including how this influences their perceptions of procedural injustices within the organization, their job satisfaction, and their intention to leave the organization. In addition, future research is encouraged to test the model on other generational groups,

such as baby boomers, Generation X, or millennials. This would allow for a comparison of the research findings across generations and help determine whether there are distinct patterns among them, particularly regarding the moderating effect of gratitude.

CONCLUSION

Based on the research findings, it can be concluded that procedural injustice is not directly related to the intention to leave the organization. However, there appears to be an indirect relationship between procedural injustice and turnover intention through job satisfaction. This can occur because procedural injustice within the organization can reduce employee job satisfaction, which, in turn, can increase the intention to leave the organization. The researchers also analyzed the role of gratitude in moderating the relationship between procedural injustice and job satisfaction. Gratitude was found to moderate this relationship. The results indicate that high levels of employee gratitude strengthen the negative relationship between procedural injustice and job satisfaction. This contradicts the proposed hypothesis. Consistent with this finding, the indirect relationship between procedural injustice and turnover intention through job satisfaction is significant at both high and low levels of employee gratitude.

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ETHICAL APPROVAL

This study received ethical approval from the Ethics Committee of the Faculty of Psychology, Universitas Indonesia, under Approval No. 244/FPsi.Komite Etik/PDP.04.00/2025, dated October 20, 2025. The study was conducted in accordance with the ethical standards applicable to research involving human participants. All participants provided informed consent prior to participating in the study.

DECLARATION OF INTEREST

The authors declare that they have no conflict of interest.

TRANSPARENCY OF DATA

The data that support the findings of this study are not publicly available due to privacy and confidentiality considerations regarding the research participants. Data may be made available from the corresponding author upon reasonable request, subject to applicable ethical and confidentiality requirements.

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AI USAGE STATEMENT

The authors declare that no artificial intelligence (AI) tools were used in the research, data analysis, or preparation of this manuscript.

AUTHORS' CONTRIBUTIONS

Author 1: Conceptualization, methodology, data collection, data analysis, interpretation of the results, and writing original draft.

Author 2: Supervision, conceptualization, and critical revision of the manuscript. Both authors reviewed and approved the final version of the manuscript.

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