

# THE ROLE OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE IMPROVEMENT

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## ABSTRACT

This research examines the role of organizational justice, organizational support, and organizational commitment in enhancing employee performance at CV. Bina Furniture Jepara. The problem arises from fluctuating production targets, indicating unstable employee performance. This leads to the research question: How do organizational justice and support influence employee performance, with organizational commitment as a mediating variable? Inconsistencies in prior study findings present a research gap this study aims to address. This study employed a quantitative approach with a survey method, involving a saturated sample of 100 employees. Data were collected via questionnaires and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The results indicate that both organizational justice and organizational support positively and significantly influence employee performance, both directly and indirectly through organizational commitment as a mediator. Organizational commitment itself also positively and significantly impacts employee performance. This concludes that creating a fair and supportive work environment is crucial for building strong employee commitment, which ultimately enhances their performance.

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## INTRODUCTION

Human resources (HR) are the main components that determine the success of an organization. In the context of the company, HR not only acts as an implementer, but also as a planner and controller in achieving the company's goals (Samsuni, 2017). Therefore, effective human resource management is the key to maintaining the company's competitiveness in the midst of increasingly fierce business competition.

Employee performance is the main indicator in assessing individual contributions to the achievement of organizational goals. This performance can be measured through effectiveness, efficiency, and precision in completing tasks in accordance with the standards



and targets that have been set. Along with the increasing demands of organizations, the factors that affect employee performance are becoming an important object of study in human resource management.

Some of the factors that are believed to play a role in improving employee performance include organizational fairness, organizational support, and organizational commitment. Organizational fairness is related to employees' perceptions of fair treatment in the process and distribution of organizational resources. Injustice can lead to deviant behavior that negatively impacts performance (Dewi & Dewi, 2018; Rato, 2018). Meanwhile, organizational support describes the extent to which employees feel cared for and supported by the organization, which can significantly increase employee loyalty and responsibility towards their work (Agustiani, 2019; Hidayanti et al., 2020).

Organizational commitment reflects employees' loyalty and attachment to the organization as well as the desire to maintain membership in the organization (Widyani & Devy, 2021; Hendriatno & Marhalinda, 2020). Employees who have high commitment tend to show dedication and high work morale, thus having a positive impact on increasing productivity.

Previous studies have shown a significant relationship between organizational fairness, organizational support, and employee performance through organizational commitment as a mediating variable (Sinambela, 2021; Sundari & Utami, 2022; Rizal et al., 2023). However, some of the results of the study also show inconsistencies, such as found by Akbar (2021) and Ramadhan et al. (2024) who show the negative influence of organizational fairness on performance, and Fitriani et al. (2022) who show the negative influence of organizational support on employee performance.

CV. Bina Furniture is a furniture export company based in Jepara, Central Java, and focuses on the production of furniture from recycled wood and metal combinations. The company serves customers from Europe, America, and Asia. In achieving high production targets and maintaining product quality, the company relies heavily on the contribution of competent and high-performing human resources.

However, the company's internal data shows that there are fluctuations in the achievement of production targets in the period from April to July 2024. As shown in Table 1.1, the percentage of target achievement fluctuated from 94.8% in April, rising to 97% in May, but declining sharply to 86% in June, and slightly improving to 90% in July. This

condition shows that employee performance is not stable and is still far from the ideal target expected by the company.

**Table 1. Target and Realization of CV Bina Furniture Production in April – July 2024**

<b>Moon</b>	<b>Year</b>	<b>Target (pcs)</b>	<b>Realization (pcs)</b>	<b>Achievement Percentage</b>
April	2024	500	474	94,8 %
May	2024	500	485	97%
June	2024	500	430	86%
July	2024	500	450	90%

*(Source: CV Bina Furniture)*

These fluctuations indicate potential internal problems, especially related to employee motivation, loyalty, and perception of the treatment received from the company. Therefore, it is important to examine how perceptions of organizational fairness, organizational support, and organizational commitment can affect employee performance in these companies.

Thus, this study is focused on analyzing the influence of organizational fairness and organizational support on employee performance with organizational commitment as a mediating variable, in order to make a practical contribution to HR management in CV. Bina Furniture as well as theoretical contributions in the development of human resource management science.

## **Literature Review and Hypothesis Formulation**

### **Organizational Justice**

Organizational fairness refers to an individual's perception of how fair the treatment, decisions, and policies they receive in the work environment are. Gibson, Ivancevich, and Donnelly (2000) define organizational fairness as the extent to which individuals feel they are treated fairly in the organizations in which they work. Colquitt, LePine, and Wesson (2015) added that organizational fairness is related to the perception of fairness in decision-making by superiors. According to Dewi and Dewi (2018), justice in the workplace has a direct impact on job satisfaction, while injustice can cause dissatisfaction and even deviant behavior. Wiseman and Stillwell (2022) emphasize that organizational fairness reflects the conformity between actions or decisions with applicable standards of justice. Rato (2018) states that organizational fairness includes fairness in promotion, payroll, and procedures used in assessing and treating employees. This has implications for employee performance and loyalty.

Kristanto (2015) mentioned five main indicators in measuring organizational fairness: comparison of salary with work, similarity in implementation and decisions, opportunity to express opinions, treatment from superiors, and information disclosure from superiors to subordinates. Overall, organizational fairness is the perception of fair and transparent treatment of the organization, which can affect employee satisfaction, loyalty, and performance.

### **Organizational Support**

Organizational support reflects the extent to which employees feel that the organization cares about their well-being and values their contributions. Agustiani (2019) stated that the perception of high organizational support can increase the sense of employee responsibility for the success of the organization. Hidayanti, Budianto, and colleagues (2020) revealed that this support can be in the form of feedback, work evaluations, and awards given by superiors to employees. When employees feel positively supported, they are more likely to perform better.

Rhoades and Eisenberger (2002) mention four indicators of organizational support: organizational well-being, respectful attitude, helpfulness, and reward. Consistent and sincere support will strengthen the psychological connection between the individual and the organization. From this exposure, it can be concluded that organizational support is a form of care and appreciation that an organization gives to its members, which can ultimately increase employee motivation, loyalty, and performance.

### **Organizational Commitment**

Organizational commitment is a psychological condition that reflects the extent to which an individual feels attached and loyal to the organization. According to Meyer (1997), organizational commitment is a psychological construct that reflects the relationship between individuals and organizations, as well as influencing an individual's decision to remain part of the organization.

Robbins (2009) states that commitment is a state when a person takes sides with an organization and has the desire to maintain its membership. Widyani and Devy (2021) added that organizational commitment reflects an individual's willingness to give an effort on behalf of the organization, including involvement and hard work for a common goal. According to Hendriatno and Marhalinda (2020), organizational commitment occurs when employees are on the side of the organization and its goals, and have the intention to maintain their membership. High commitment reflects employee loyalty and attachment to the organization.

Ganesan and Weitz (1996) identified six indicators in measuring organizational commitment, namely: feeling of being part of the organization, pride in the organization, concern for the organization, interest in continuing to work in the organization, belief in organizational values, and great willingness to contribute. Thus, organizational commitment can be interpreted as the loyalty attitude and high psychological involvement of employees towards the organization, which is reflected in the willingness to work hard for the success of the organization.

### **Employee Performance**

Employee performance is one of the important aspects that determine the productivity and efficiency of the organization. This performance includes the amount of output, work attendance, and an accommodative attitude shown by individuals in completing their tasks. According to Bataineh (2019), employee performance is related to activities and tasks that are carried out successfully and efficiently, which ultimately affects the employee's contribution to the company. Meanwhile, Tamunomiebi and Oyibo (2020) define performance as the level of success in carrying out the tasks and responsibilities carried out. Asari (2022) states that the productivity of employee performance has a direct effect on how much they contribute to the company. Performance is not only measured by the end result, but also by how the work process is carried out consistently according to ethics, laws, and organizational standards. Ardiansyah and Surjanti (2020) emphasized that the quantity aspect in productivity is important to evaluate how employees complete tasks according to the specified standards and time. Thus, performance is a reflection of work achievements both in terms of quantity and quality, which is the basis for achieving the company's goals.

Afandi (2018) put forward five main indicators in measuring employee performance: quantity of work results, quality of work results, efficiency in task implementation, initiative, and accuracy. Quantity refers to the quantity of work; quality concerns the quality of output; efficiency focuses on the optimal use of resources; initiative refers to the ability to act without direct command; and accuracy related to the level of accuracy in the job. From the various opinions above, it can be concluded that employee performance is the result of work measured in terms of effectiveness, efficiency, quantity, quality, as well as initiative and precision shown in the implementation of tasks.

### **Hypothesis Formulation**

#### **Organizational Fairness to Employee Performance**

Organizational fairness reflects employees' perceptions of the extent to which they are treated fairly within the organization, both in terms of resource distribution, decision-making procedures, and interpersonal interactions. Gibson, Ivancevich and Donnelly (2000) state that organizational fairness is the extent to which individuals feel treated equally in the organization. Colquitt, LePine and Wesson (2015) emphasize that organizational fairness is an individual's perception of the fairness of decisions made by superiors. When employees feel treated fairly, they are more likely to show a personal attachment to the organization and increase their contributions. This support is in line with the findings of Dewi and Dewi (2018) who stated that organizational fairness is able to increase job satisfaction and reduce deviant behavior.

Previous research by Sarianti, Mesta and Sari (2017); Qalby and Rosnani (2023); and Tawainella, Madubun and Bahasoan (2024) show that there is a significant positive influence of organizational fairness on employee performance.

H1: Organizational fairness has a significant positive effect on employee performance.

### **Organizational Support for Employee Performance**

Organizational support is an employee's perception of the extent to which the organization cares about their well-being and appreciates their contribution, Agustiani (2019). When employees feel supported by the organization, they will develop a sense of responsibility and have an emotional attachment to the organization, which ultimately positively impacts performance improvement.

Research conducted by Zani, Sari and Sari (2024); Rohmah and Suhermin (2024); and Raudatusyifa, Sari and Fenia (2024) support this relationship by showing that there is a significant positive influence between organizational support and employee performance.

H2: Organizational support has a significant positive effect on employee performance.

### **Organizational Fairness to Organizational Commitment**

Organizational fairness plays an important role in shaping organizational commitments, as perceptions of fairness can affect employees' loyalty, sense of belonging, and willingness to stay with the organization. Kristanto (2015) stated that fair treatment in the organization can trigger the emergence of employee commitment to the organization. When organizations apply fairness principles in rewarding, procedures, and interactions, employees feel valued and tend to be more committed.

Research by Situmorang and Santosa (2024); Syafei and Indah (2023); and Saraswati, Wulandari and Mahayasa (2023) revealed that organizational justice has a significant positive effect on organizational commitment.

H3: Organizational fairness has a significant positive effect on organizational commitment.

### **The Influence of Organizational Support on Organizational Commitment**

Organizational commitment shows the extent to which employees are psychologically attached to the organization and willing to contribute to achieving the organization's goals. Rhoades and Eisenberger (2002) suggest that perceptions of organizational support can increase commitment because employees feel cared for and valued by the organization. Employees who feel supported will be more motivated to maintain harmonious working relationships and show loyalty.

Research results by Purnami (2017); Purnama (2020); and Sinambela (2021) support this relationship, showing a significant positive influence between organizational support and organizational commitment.

H4: Organizational support has a significant positive effect on organizational commitment.

### **The Effect of Organizational Commitment on Employee Performance**

Organizational commitment can be a major driving factor in improving employee performance. Employees who have high commitment demonstrate loyalty, a willingness to work hard, and a sense of responsibility for the work and goals of the organization. They tend to stay longer in the organization and deliver better performance consistently.

Research conducted by Muis, Jufrizen and Fahmi (2018); Yuarin and Gunawan (2024); Rahmawati and Trisninawati (2024); and Jatiningrum, Kuswandi and Rahayu (2024) show that organizational commitment has a significant positive effect on employee performance.

H5: Organizational commitment has a significant positive effect on employee performance.

## **Research Methods**

This study uses a quantitative method. The tool to collect its data uses questionnaires. The population in this study used all members of the population as a sample with a total of 100 employees. The sampling technique in this study uses *Non Probability Sampling* with the type of Saturated Sample on CV employees. Bina Furniture Jepara. The variables in this questionnaire were measured using a differential semantic scale from 1-7. In the hypothesis test, *SEM* was used with a focus on *the PLS* and *SmartPLS version 4.0* methods as an

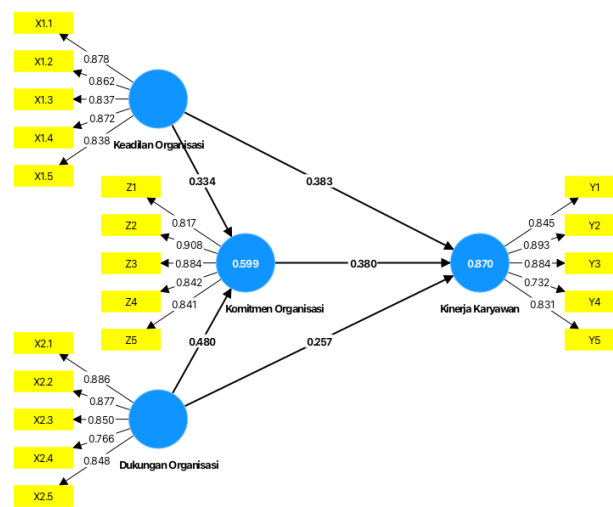
analysis tool. The tests used include *external model tests*, *inner model tests*, mediation tests and hypothesis tests.

## Results and Discussion

### Testing Measurement Model (*Outer Model*)

#### *Outer Loading*

The *outer loading* number in the validity test must have a  $>$  of 0.7 for each construct. This value was obtained by analyzing questionnaire data with the PLS Algorithm feature on *SmartPLS*. The following is a picture of the structural model with *outer loading* on each of the variable indicators in the study.



**Figure 1. Outer Loading Value**

Source: Primary Data Processed, 2025

The following is the value of the difference in loading factor for each indicator of organizational fairness, organizational support, organizational commitment, and employee performance after going through the PLS Algorithm process.

**Tabel 2. Loading Factor**

Variabel	Indicator	Outer Loading	Information
Organizational Justice	X1.1	0.878	Valid
	X1.2	0.862	
	X1.3	0.837	
	X1.4	0.872	
	X1.5	0.838	
Organizational Support	X2.1	0.886	
	X2.2	0.877	
	X2.3	0.850	
	X2.4	0.766	
	X2.5	0.848	

	Z1	0.817
	Z2	0.908
Organizational Commitment	Z3	0.884
	Z4	0.842
	Z5	0.841
	Y1	0.845
	Y2	0.893
Employee Performance	Y3	0.884
	Y4	0.732
	Y5	0.831

Source: Primary Data Processed, 2025

Based on the explanation that has been described, it can be interpreted that *the loading factor* of all research variable indicators is valid or meets the *convergent validity requirement*, because it has a > value of 0.7.

### ***Discriminan Validity***

In *the discriminant validity test*, it is necessary to show the *value of the fornell larcker criterion* of more than 0.7 for each construct.

**Table 3. Fornell Larcker Criterion Value**

	<b>Organizational Support</b>	<b>Organizational Justice</b>	<b>Employee Performance</b>	<b>Organizational Commitment</b>
Organizational Support	0.847			
Organizational Justice	0.802	0.858		
Employee Performance	0.848	0.862	0.839	
Organizational Commitment	0.747	0.719	0.847	0.859

Source: Primary Data Processed, 2025

According to table 3, it can be described that *the discriminant validity* of organizational justice, organizational support, organizational commitment, and employee performance has a value of more than 0.7. Thus, each research variable can be said to be valid.

### ***Average Variance Extracted (AVE)***

*Average variance extracted (AVE)* to be constructed through correlation between constructs and other constructs. This method has valid criteria if the AVE value > 0.5 for each variable measured. The following is the *average variance extracted (AVE) value*.

**Tabel 4. Nilai Average Variance Extracted (AVE)**

<b>Variabel</b>	<b>Average Variance Extracted (AVE)</b>	<b>Information</b>
Organizational Support	0.736	Valid
Organizational Justice	0.717	
Employee	0.738	

Performance Organizational Commitment	0.704
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Source: Primary Data Processed, 2025

Table 4 shows that the AVE value in each construct has a value of more than 0.5. So it can be concluded that all variables or research constructs used are valid.

### Reliability Test

In this study, the reliability test can be found by conducting *a composite reliability test and Cronbach's alpha* is used to see the accuracy, consistency and precision of the instrument to see the construct. In PLS SEM, a variable is said to be reliable if the *value of composite reliability and Cronbach's alpha* > 0.7. The following are the results of *composite reliability and Cronbach's alpha* in this study variable:

**Table 5. Composite Reliability Values and Cronbach's Alpha**

Variabel	Composite Reliability	Cronbach's Alpha	Information
Organizational Support	0.913	0.910	Reliabel
Organizational Justice	0.916	0.902	
Employee Performance	0.913	0.911	
Organizational Commitment	0.903	0.894	

Sumber: Data Primer yang Diolah, 2025

Based on table 5, the questionnaire of each construct has a *composite reliability value and Cronbach's alpha* > 0.7, so it can be said to be reliable.

### Structural Model Testing (Inner Model)

#### Coefficient of Determination (R-square)

*R-square* is a test used to indicate the extent of the impact of an independent variable on a dependent variable. When *R-square* reaches 0.67 it is considered a strong influence, it is considered moderate when it reaches 0.33 and it is considered weak when it is 0.19. The results of the determination coefficient (*R-square*) value of this study are in the following table.

**Table 6. R-square value**

Variabel	R-square	R-square adjusted	Criterion
Organizational Commitment	0.599	0.590	Moderate
Employee Performance	0.870	0.866	Strong

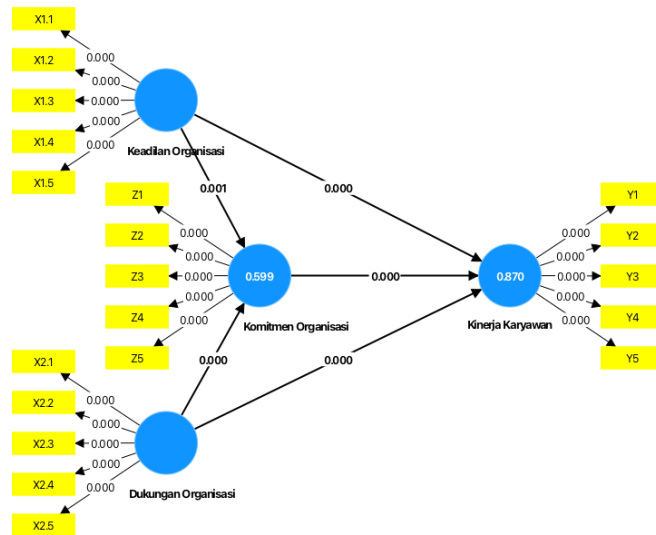
Source: Primary Data Processed, 2025

Based on the results in table 6, the *R-square* value for employee performance is 0.870 while the *R-square value adjusted* is 0.866. Indicating all exogenous constructs together has

an impact of 87.0% on Y, which can be considered a strong influence. While the remaining 13% can be explained by other variables and indicators that are not described in this study.

### Hypothesis Test

Hypothesis testing in this study was carried out using a *bootstrapping* model which can be seen in the following image.



**Gambar 2. Model *Bootstrapping* PLS**

Source: Primary Data Processed, 2025

Figure 3 is a *bootstrapping* model in this study which includes *direct effect* testing and *specific indirect effect* testing with the following explanation.

### Direct Effect Test Results

The results of the effect test were directly carried out by looking at the *original sample* value and *t-statistic*. The measurement can be said to be significant if the t-table is  $>1.66$  with a significance level of 5% and the *p-value*  $< 0.05$ . The value of *path coefficients* of direct effect is shown in the following table 7.

**Table 7. Value Path Coefficients**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Organizational Fairness -> Employee Performance	0.383	0.385	0.056	6.798	0.000
Organizational Support -> Employee Performance	0.257	0.254	0.056	4.620	0.000
Organizational Justice -> Organizational Commitment	0.334	0.332	0.100	3.345	0.001
Organizational Support -> Organizational Commitment	0.480	0.482	0.095	5.031	0.000
Organizational Commitment -> Employee Performance	0.380	0.381	0.046	8.288	0.000

-> Employee Performance

Source: Primary Data Processed, 2025

Based on table 7, it can be seen that the results of the direct influence test with an explanation of all hypotheses are proven to be acceptable because they meet the statistical criteria ( $t$ -statistic  $> 1.66$  and  $p$ -value  $< 0.05$ ).

Organizational Justice (*original sample*: 0.383,  $t$ -statistic: 6.798) and Organizational Support (*original sample*: 0.257,  $t$ -statistic: 4.620) both have a positive and significant effect on Employee Performance.

Organizational Justice (*original sample*: 0.334,  $t$ -statistic: 3.345) and Organizational Support (*original sample*: 0.480,  $t$ -statistic: 5.031) both have a positive and significant effect on Organizational Commitment.

Organizational Commitment (*original sample*: 0.380,  $t$ -statistic: 8.288) also has a positive and significant effect on Employee Performance.

#### Test Results *Specific Indirect Effect*

The indirect influence (mediation) test in this study can be observed from looking at *the original sample* value and *t-statistic*. The measurement can be said to be significant if the  $t$ -table  $> 1.66$  with a significant level of 5% and *the p-value*  $< 0.05$  in *the specific indirect effect*. The *value of the specific indirect effect* is obtained through *the bootstrapping* method shown in the following table 8:

**Tabel 8. Nilai *Specific Indirect Effect***

Variabel	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Organizational Fairness - > Organizational Commitment -> Employee Performance	0.127	0.126	0.039	3.265	0.001
Organizational Support - > Organizational Commitment -> Employee Performance	0.182	0.185	0.048	3.782	0.000

Source: Primary Data Processed, 2025

Based on table 8 above, the results of the indirect effect test can be found with the following explanation:

The results obtained an *original sample* value of 0.127 and a  $t$ -statistic value of 3.265  $> 1.66$  and a  $p$ -value of 0.001  $< 0.05$ . Based on these results, it is stated that Organizational Commitment can mediate the influence of Organizational Justice on Employee Performance

is accepted. These results show that Organizational Commitment has indirectly proven to be able to play a role in mediating the relationship between Organizational Justice and Employee Performance.

The results obtained the *original sample* value of 0.182 and the t-statistical value of 3,782 >1.66 and the *p-value* of 0.000 < 0.05. Based on these results, stating that Organizational Commitment can mediate the influence of Organizational Support on Employee Performance is accepted. These results show that Organizational Support is indirectly proven to be able to play a role in mediating the relationship between Organizational Justice and Employee Performance.

### **Discussion**

Organizational Justice has a positive effect on Employee Performance. The results of the study are in accordance with the research conducted by Sarianti, Mesta and Sari (2017); Qalby and Rosnani (2023); Tawainella, Madubun and Bahasoan (2024) that organizational fairness has a significant positive effect on employee performance. This conformity indicates that when employees feel that there is justice in the organization, be it distributive justice (the distribution of resources and results), procedural justice (decision-making process), or interactional justice (interpersonal treatment), they tend to show better performance. This sense of fairness can foster trust, loyalty, and motivation in employees, ultimately motivating them to make maximum contributions. Employees who feel treated fairly will be more motivated to work hard, innovate, and take responsibility for their tasks, which directly impacts the improvement of individual and overall organizational performance.

Organizational Support has a positive effect on Employee Performance. The results of the study are in accordance with the research conducted by Zani, Sari and Sari (2024); Rohmah and Suhermin (2024); Raudatusyifa, Sari and Fenia (2024) that organizational support has a significant positive effect on employee performance. Organizational support that employees feel, such as the availability of resources, recognition of contributions, and support from superiors and co-workers, create a conducive work environment. When employees feel supported, they tend to have higher levels of confidence, reduce work stress, and feel more valued. This encourages them to be more involved in their work, show initiative, and overcome challenges more effectively, which ultimately improves the quality and quantity of their work. Strong support from the organization is an important driver for employees to reach their full potential and contribute optimally.

Organizational Justice has a positive effect on organizational commitment. The results of the study are in accordance with the research conducted by Situmorang and Santosa (2024); Syaifei and Indah (2023); Saraswati, Wulandari and Mahayasa (2023). That organizational justice has a significant positive effect on organizational commitment. The existence of fairness in the organization, both in terms of policies, procedures, and daily interactions, fosters employees' trust and respect for the organization. When employees feel treated fairly, they tend to develop stronger emotional attachment to the organization, feel part of the organization, and have a great desire to remain a member. This commitment manifests itself in the form of loyalty, a willingness to go above and beyond for the benefit of the organization, and adherence to the organization's values. This sense of fairness is fundamental in building a solid foundation of commitment, which is essential for the stability and sustainability of the organization.

Organizational support has a positive effect on the Organization's Commitment. The results of the research are in accordance with the research conducted by Purnami (2017); Purnama (2020); Sinambela (2021) that organizational support has a significant positive effect on organizational commitment. The support that an organization provides to its employees, whether in the form of instrumental, emotional, or informational support, plays a crucial role in shaping employee commitment. When employees feel that the organization cares about their well-being, values their contributions, and provides opportunities for growth, they tend to feel more attached and motivated to maintain a relationship with the organization. This feeling of support fosters a sense of reciprocity where employees feel obligated to reciprocate the support by showing a higher level of commitment. A strong commitment resulting from organizational support will be reflected in the desire to stay in the organization, contribute actively, and identify with the organization's goals.

Organizational Commitment has a positive effect on Employee Performance. The results of the study are in accordance with the research conducted by Muis, Jufrizen and Fahmi (2018); Stuart and Stuart (2024); Rahmawati and Trisninawati (2024); Jatiningrum, Kuswandi and Rahayu (2024) that organizational commitment has a significant positive effect on employee performance. High organizational commitment encourages employees to perform better. Employees who are emotionally, sustainably, or normatively committed will demonstrate greater dedication to their work, have intrinsic motivation to achieve organizational goals, and be more proactive in completing tasks. They tend to be willing to go beyond the demands of standard work, innovate, and exhibit positive organizational civic

(OCB) behavior. This is because they feel they have personal responsibility for the success of the organization. The higher an employee's commitment to his or her organization, the more likely they are to invest their time and effort to achieve optimal performance, which ultimately benefits the achievement of the organization's strategic goals.

### **Conclusion**

Based on the results of the research and discussions that have been presented, it can be concluded that several important points can be concluded regarding the factors that affect employee performance. Organizational Justice has a positive and significant effect on Employee Performance. This shows that when employees feel fair treatment in different aspects of the organization, their performance tends to improve. This feeling of fairness fosters trust and motivation, encouraging employees to give their best. Organizational support has a positive and significant effect on Employee Performance. These findings confirm that the support provided by organizations, whether in the form of resources, recognition, or assistance, creates a conducive work environment. This in turn increases employee confidence and engagement, which positively impacts their performance. Organizational Justice has a positive and significant effect on Organizational Commitment. Fair treatment in organizations is strongly correlated with increased employee commitment. When employees feel treated fairly, they tend to have a deeper emotional attachment and a strong desire to remain part of the organization. Organizational Support has a positive and significant effect on the Organization's Commitment. The existence of support from the organization significantly strengthens employee commitment. Employees who feel supported will reciprocate with greater loyalty and dedication to the organization. Organizational Commitment has a positive and significant effect on Employee Performance. This conclusion suggests that high employee commitment is a key driver of performance improvement. Committed employees will be more motivated, proactive, and willing to invest extra effort to achieve organizational goals.

Overall, this study highlights the crucial role of organizational fairness, organizational support, and organizational commitment as factors that directly or indirectly contribute to improving employee performance. Thus, to improve the performance of human resources, companies need to focus on creating a fair work environment, providing adequate support to employees, and fostering strong commitment among them.

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