



Organizational justice and employee performance: Mediating organizational commitment

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ABSTRACT

This study aims to analyze the influence of organizational justice on employee performance with organizational commitment as a mediating variable in PT Sokonindo Automobile. The research method uses a quantitative approach with Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis. The research sample amounted to 179 respondents which were determined through simple random sampling techniques. The results of the study show that organizational justice has a positive and significant effect on employee performance, and has a strong influence on increasing organizational commitment. In addition, organizational commitment has been proven to make a significant contribution in driving performance improvement. Mediation analysis shows that organizational commitment mediates positively and significantly the relationship between organizational justice and employee performance. The values of R² and Q² confirm that the model has good predictive power and adequate predictive relevance. These findings underscore that justice in distribution, procedures, and interactions is an important foundation in building employee psychological attachment that ultimately improves work performance. This research provides implications for the development of equity-based HR policies and offers a theoretical perspective on the psychological mechanisms that link justice and performance through organizational commitment.

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INTRODUCTION

In a modern business landscape characterized by globalization, digitalization, and rapid socio-economic change, organizations are faced with increasingly complex challenges in maintaining superior performance. Improving employee performance is no longer just a matter of improving individual skills, but the result of organizational systems and cultures that interact with each other. Employee performance is one of the main factors for organizational success because it is through this performance that strategic goals can be achieved (Wahyudi et al., 2022). In line with that, various studies have confirmed that performance is not only influenced by personal abilities and

motivations, but also by employees' perceptions of how the organization treats them, particularly in the context of organizational justice (Myers & Paul, 2020). Justice in an organization is not just a moral concept, but a managerial dimension that determines the level of involvement, satisfaction, and loyalty of employees to their institutions. Organizational justice encompasses three main dimensions, namely distributive justice, procedural justice, and interactional justice. Distributive justice refers to the extent to which the results or rewards that employees receive are considered proportional to their contributions (Adamovic, 2023; Jang et al., 2021; Jasso et al., 2016). Procedural justice emphasises consistency and transparency in the decision-making process, while interactive justice concerns how managers and superiors treat employees in communication and interpersonal relationships. When these three forms of justice are perceived positively, employees tend to build the perception that their organization is trustworthy and deserves commitment. Colquitt et al. (2001), Through meta-analysis, they found that these three dimensions of justice have a significant influence on job satisfaction, organizational commitment, and employee performance. These findings are an important theoretical foundation that shows that justice is not just an ethical, but also a management strategy that has a real impact on performance.

Employee performance at PT Sokonindo Automobile reflects daily productivity, production error rates, and variations in output consistency between shifts. Furthermore, internal company reports from recent years indicate employee complaints regarding unclear performance appraisal procedures, perceived inequities in incentive distribution, and differences in treatment across production lines. This phenomenon indicates that organizational justice is a key determinant of commitment and performance. Psychologically, the perception of organizational justice forms the basis of social exchanges between employees and organizations (Blau, 2017). Within the framework of social exchange theory, when employees feel they are being treated fairly, they will reciprocate with positive behaviors such as loyalty, dedication, and performance enhancement. On the contrary, injustice will cause a sense of disappointment, cynicism, and an unwillingness to contribute optimally. In this context, organizational commitment plays a role as a psychological mechanism that bridges the relationship. Organizational commitment consists of three main components, including affective commitment, normative commitment, and continuous commitment (Chaidir et al., 2023; Hosen et al., 2024). These three form the forces that hold individuals to stay attached to their organization and contribute beyond the formal demands of the job. Various empirical studies have shown a close link between organizational justice and commitment. For example, research by (Zarish et al., 2020) in the Pakistani banking sector confirms that distributive and procedural justice significantly affects the level of employee commitment to the organization. These results illustrate that when employees feel justice in the sharing of results and decision-making processes, they are more willing to stay in the organization and support institutional goals. A similar phenomenon was discovered by (Jameel, 2025) in the Iraqi banking sector, which shows that organizational commitment mediates the relationship between organizational justice and employee performance. This means that justice not only has a direct impact on performance, but also works through increased emotional and normative commitment that encourages productive work behavior.

The relationship between organizational justice and performance also received empirical support. (Sarwary et al., 2023) found that perceptions of justice directly improve employee performance in educational institutions in Afghanistan. Employees who feel that internal evaluation, reward, and communication procedures are done fairly show better performance, both in core tasks and extra-role behaviors. These results confirm that justice functions as a psychological factor that activates work energy and fosters a sense of ownership of the organization. In the long run, this has an impact on collective productivity and the organization's reputation as a fair workplace. However, although the direct relationship between justice and performance has been widely studied, research that places organizational commitment as a mediating variable is still relatively limited, especially in the context of developing countries such

as Indonesia. In fact, this mediation approach is important to explain the internal mechanisms of how justice translates itself into real work behavior. When an employee feels justice in the organizational system, he or she does not necessarily improve his performance directly. However, this sense of justice fosters trust and emotional attachment to the organization, which then manifests in the form of dedication and high performance. In other words, justice will build commitment, and commitment will be a bridge to improving performance.

Previous studies have extensively analyzed the direct relationship between organizational justice and performance, or between commitment and performance. However, the most specific gap that makes this research novel is the lack of research that simultaneously tests these three constructs in the context of the Indonesian automotive industry and integrates all three dimensions of justice (distributive, procedural, and interactional) into a single structural model that positions commitment as the primary mediator. Furthermore, the majority of previous research has focused on the service and government sectors, so the labor-intensive and highly procedural context of automotive manufacturing provides another novel aspect to this study. In the context of the rapidly changing world of work, the issue of organizational justice is also closely related to sustainability. Organizations that instill the principle of justice in their work culture tend to have lower levels of stress, fewer conflicts, and more harmonious working relationships. All of these factors contribute to the creation of a productive and adaptive work environment. Conversely, perceptions of injustice have the potential to lead to counterproductive work behaviors, such as decreased productivity, job sabotage, or even mass resignations. Therefore, ensuring organizational justice is not just an HR policy, but part of a long-term business strategy. Ultimately, the relationship between organizational justice, organizational commitment, and employee performance forms a systematic chain of influence. Justice becomes an input that builds trust, commitment becomes an internal process that strengthens loyalty, and performance becomes a visible output. By understanding these mechanisms, organizations can craft policies that not only focus on the end result, but also pay attention to the aspect of justice as a foundation. This research seeks to make an empirical and theoretical contribution to explain how the perception of justice can drive performance through strengthening organizational commitment. In a modern era of work full of pressure, flexibility, and social complexity, organizational justice is key to maintaining a balance between business interests and human well-being.

RESEARCH METHOD

This study uses a quantitative approach, namely research that aims to explain the causal relationship between organizational justice, organizational commitment, and employee performance. This approach was chosen because it was able to test direct and indirect influences through structural models based on Partial Least Squares-Structural Equation Modeling (PLS-SEM) using the SmartPLS application. The research population is all employees of PT Sokonindo Automobile with a total of 324 people. The sample is determined by the probability sampling method, especially the simple random sampling technique, so that each member of the population has the same chance of being selected as a respondent. The sample count was determined using the Slovin formula with an error rate of 5%. By entering the population value of 324 people, a total sample of 179 respondents was obtained. This amount is considered adequate for PLS-SEM analysis because it has exceeded the minimum limit of sample adequacy. Each variable was measured using several indicators adjusted from theories that had been validated in previous studies. All statement items use a five-point Likert scale, ranging from "strongly disagree" to "strongly agree". Organizational justice includes employees' perceptions of the extent to which procedures, distributive, and interaction in the organization are perceived as fair (Zulkarnain et al., 2024). Employee performance describes the level of achievement of tasks and responsibilities given by the organization according to the set standards (Sumarjo et al., 2025). Organizational

commitment includes affective attachment, appreciation for employees' contributions, and recognition that their existence is a strategic asset that is not easily replaced (Hosen et al., 2024).

Primary data was collected through the dissemination of closed-captioned questionnaires. Instruments are distributed directly or through online media to ensure that the number of respondents is met. Data analysis is carried out in stages to ensure that the research model has a strong level of validity and reliability before drawing conclusions regarding the relationships between variables. The process begins with testing the instrument, which includes assessing the discriminant validity using a *cross loading* matrix to ensure that each construct is unique and does not overlap and an AVE value of ≥ 0.50 to ensure each indicator is able to represent its construct (Hair et al., 2022). Once the validity aspect is met, the reliability of the instrument is checked through a Composite Reliability value of ≥ 0.70 and Cronbach's Alpha ≥ 0.60 to see the internal consistency of the indicator (Ghozali. I & Latan. H, 2015). The next stage is the evaluation of the outer model to assess the suitability of the relationship between the indicator and the latent variable. If the measurement model has met the criteria, the analysis is continued on the inner model, which tests the direct influence of organizational justice on commitment and performance, as well as the influence of organizational commitment as a mediator. All tests were conducted through bootstrapping in SmartPLS using a t-statistic value of ≥ 1.96 and a p-value of <0.05 as the basis for significance (Hair et al., 2022). The strength of the model was tested through R^2 values to see the predictability of independent variables with criteria of 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al., 2022). In addition, in PLS-SEM analysis, the Q^2 (Predictive Relevance) value is used to see the extent to which the structural model has the ability to predict the value of endogenous variables. This test uses the blindfolding technique, which is the process of removing some data and then predicting the missing value. If the model is able to predict well, then the value of Q^2 will be greater than 0.

RESULTS AND DISCUSSIONS

The majority of respondents were aged 20–35 (72%), while the gender composition was dominated by men (82%) due to the majority of positions being on the production line. Length of service varied from less than 2 years (28%), 2–5 years (41%), to more than 5 years (31%). The results of cross-loading in Table 1 show that each indicator has the highest loading value on the construct that represents it, so that there is no overlap of measurements between variables. This can be seen from employee performance indicators that always show a greater loading value in the performance construct than the value that appears in the organization's commitment and justice. The same pattern also occurs in all indicators of commitment and justice. These findings indicate that respondents can clearly distinguish the concepts measured in this study, so that each variable has a strong conceptual identity. This condition is important because it shows that the measurement process is not only accurate, but also free from contamination between constructs, so that the interpretation of relationships in the model can be carried out more validly (Sumarjo et al., 2024).

Table 1. Cross-loading

| | Employee Performance | Organizational Commitment | Organizational Justice |
|-----|-------------------------|------------------------------|---------------------------|
| EP1 | 0,768 | 0,539 | 0,485 |
| EP2 | 0,827 | 0,456 | 0,445 |
| EP3 | 0,763 | 0,476 | 0,438 |
| OC1 | 0,559 | 0,847 | 0,573 |
| OC2 | 0,501 | 0,881 | 0,658 |
| OC3 | 0,558 | 0,850 | 0,591 |
| OJ1 | 0,524 | 0,524 | 0,841 |
| OJ2 | 0,473 | 0,615 | 0,862 |
| OJ3 | 0,461 | 0,626 | 0,797 |

Table 2 shows that the entire construct shows adequate reliability, characterized by Cronbach's Alpha value being in the value range of 0.692-0.823 and Composite Reliability being in the value range of 0.830-0.895 which exceeds the minimum limit. This indicates that each indicator consistently describes the concept being measured. At the same time, an AVE above the 0.5 threshold indicates that most of the indicator's variation can be explained by its own construct. In other words, the indicators are not only consistent but also really capture the essence of the research variables. These findings reinforce the belief that the measurement structure has stood firm and does not cast doubt on the quality of the data in the model. When convergent reliability and validity are achieved, the results of the structural analysis can be interpreted with greater confidence.

Table 2. Reliability

| | Cronbach's alpha | Composite reliability | Average variance extracted (AVE) |
|---------------------------|------------------|-----------------------|----------------------------------|
| Employee Performance | 0,692 | 0,830 | 0,619 |
| Organizational Commitment | 0,823 | 0,895 | 0,739 |
| Organizational Justice | 0,780 | 0,872 | 0,695 |

The Fornell-Larcker analysis shows that the AVE root for each construct is always greater than the construct's correlation with the other variables. This pattern confirms that each variable has its own conceptual space, not duplicated by the others. In the context of this study, for example, organizational commitment appears as a completely different psychological concept from organizational justice, even though the two are interconnected. Likewise, employee performance remains an independent outcome in the model structure. The findings are very important because they allow the structural model to be analyzed without the risk of overlapping meanings between variables, so that the direction of the relationship found reflects the actual relationship, not just a measurement artifact.

Table 3. Fornell-Larcker Criterion

| | Employee Performance | Organizational Commitment | Organizational Justice |
|---------------------------|----------------------|---------------------------|------------------------|
| Employee Performance | 0,787 | | |
| Organizational Commitment | 0,627 | 0,860 | |
| Organizational Justice | 0,583 | 0,707 | 0,834 |

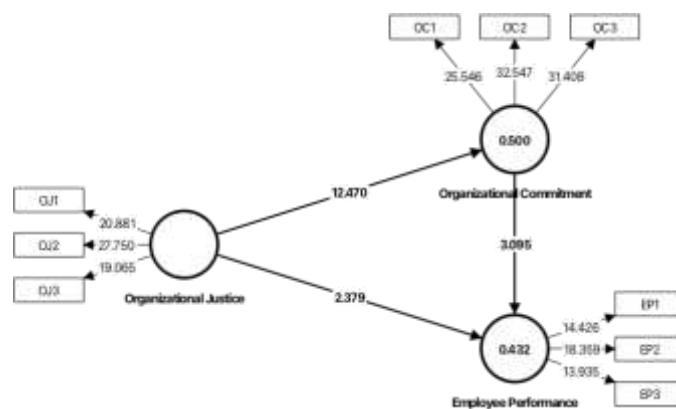


Figure 1. The path coefficients

Table 4, the results of the hypothesis test show that organizational justice has a positive influence on employee performance (OJ>EP, $\beta = 0.278$, $t = 2.379$, $p = 0.017$). When employees feel

that the organization's treatment is fair, whether in procedures, benefit distribution, and daily interactions, they are motivated to make a better contribution. In addition, justice has also been proven to be the main driver of the formation of commitments (OJ>OC, $\beta = 0.707$, $t = 12.470$, $p = 0.000$). This mechanism makes psychological sense, as the perception of justice creates a sense of security, value, and recognition, thus giving rise to an emotional attachment to the organization. Furthermore, this commitment plays a significant role in improving performance (OC>EP, $\beta = 0.430$, $t = 3.095$, $p = 0.002$), which shows that employees' internal dedication is an important foundation for work achievement. The role of commitment mediation further strengthens the understanding that justice works not only directly, but also through the process of internalizing positive values in employees (OJ>OC>EP, $\beta = 0.304$, $t = 3.027$, $p = 0.002$). The relationship between variables is not a simple linear, but rather takes place through layered psychological mechanisms.

Table 4. Results of path analysis

| Hypothesis | Path | Coefficient | STDEV | t | p | Decision |
|------------|--------------|-------------|-------|--------|-------|-----------|
| H1 | OJ > EP | 0,278 | 0,117 | 2,379 | 0,017 | supported |
| H2 | OJ > OC | 0,707 | 0,057 | 12,470 | 0,000 | supported |
| H3 | OC > EP | 0,430 | 0,139 | 3,095 | 0,002 | supported |
| H4 | OJ > OC > EP | 0,304 | 0,101 | 3,027 | 0,002 | supported |

Note: OJ: Organizational Justice, OC: Organizational Commitment, EP: Employee Performance

The R^2 value indicates that variations in organizational commitment can be explained quite strongly by organizational justice ($OC = 0.500$), this is logical because commitment is a direct psychological response to organizational treatment, so that the justice factor is very important in determining the formation of perceptions of loyalty and attachment. While employee performance is influenced by a combination of commitment and justice with moderate explanatory power ($EP = 0.432$). Theoretically, employee performance is influenced not only by fairness and commitment, but also by other factors such as organizational culture. These variables were not included in the model, so it is understandable that the R^2 for performance is not as large as for commitment. The difference in R^2 values indicates that commitment is a psychological construct more strongly influenced by fairness, while performance is a multi-determinant behavioral construct. This means that these two variables play a real role in shaping employee work behavior. The results of the calculation of the Q^2 value through the blindfolding procedure showed that all endogenous variables in the model had a Q^2 value greater than zero ($EP = 0.248$, $OC = 0.363$). This indicates that the variables of organizational justice and organizational commitment can provide a fairly accurate picture of how employee performance is formed. Not only that, but a higher Q^2 on the organizational commitment construct shows that organizational justice has a strong predictive contribution to employee psychological attachment. Meanwhile, Q^2 on the performance variable is in the moderate category, which means that a combination of commitment and justice is able to predict performance with an adequate level of accuracy.

Table 5. R2 dan Q2

| | R-square | Q-square |
|---------------------------|----------|----------|
| Employee Performance | 0,432 | 0,248 |
| Organizational Commitment | 0,500 | 0,363 |

Organizational justice has a positive and significant effect on employee performance

The results of the study show that organizational justice has a positive and significant effect on employee performance. These findings indicate that when employees feel fair treatment, both in terms of distributive justice and burden-sharing, consistent and unbiased procedures, and the quality of interaction and transparency of information from superiors (interactional justice), they tend to show improvements in task performance and other contributory work behaviors. Thus, a sense of justice is not only a normative aspect in human resource management, but also serves as a psychological factor that affects the operational effectiveness of the organization. The

findings are in line with social justice theory that emphasizes that individuals will seek to maintain a balance between inputs and outputs in employment relationships (Capeheart & Milovanovic, 2020). When an organization is considered fair, employees are encouraged to repay it by improving effort and performance. Likewise, organizational justice theory explains that employees' perception of justice in the workplace is a key factor that influences their attitudes and work behaviors (Adamovic, 2023). This psychological mechanism explains why the perception of justice can have a direct impact on the quality and quantity of work.

The findings of this study are also in line with various recent empirical studies. Song et al. (2024) emphasized that organizational justice has a positive and significant influence on employee performance. Psychologically, justice provides a sense of security, value, and recognition. When employees see that their efforts are proportionately rewarded, decisions are made transparently, and employers treat them with respect, they are encouraged to raise their standards of work. In this context, justice affects not only how employees work, but also how they interpret their roles and contributions to the organization. In addition, Faeq & Ismael (2022) show that organizational justice has a positive and significant influence on employee performance. The three dimensions of justice (distributive, procedural, and interactional) consistently make a real contribution to improving the quality of employee work. These results provide an important signal that employees not only judge the organization by how much they are rewarded, but also by how decisions are made and how they are treated in their day-to-day lives. Rahma et al. (2024) also emphasized that the dimensions of distributive and procedural justice are consistently positively correlated with employee behavior and performance in various work sectors. However, Suharto et al.'s (2019) research reported different findings that organizational justice does not have an impact on improving employee performance. This difference may be caused by variations in organizational context, work culture, work pressure levels, and value preferences embraced by employees. This condition confirms that the influence of justice on performance is contextual and not universal, so companies need to understand internal dynamics before setting policies.

Although there is diversity in the results of previous research, the findings of this study make an important contribution to the development of management practices. With the consistency of the results with previous studies, this study also strengthens the validity of the relationship between justice and performance in the context of modern organizations, especially in Indonesia's increasingly competitive and dynamic work environment. These results signal to management that policies that are not only fair but also perceived fair will produce long-term benefits in the form of improved performance.

Organizational justice has a positive and significant effect on organizational commitment

The results of the study showing that organizational justice has a positive and significant influence on organizational commitment affirm the importance of the perception of justice as the main foundation that forms employees psychological attachment to the organization. Justice in the distribution of resources, decision-making procedures, as well as day-to-day interactions play a central role in determining how employees evaluate the quality of their relationships with the organization (Adamovic, 2023). When employees feel they are treated fairly, they develop a sense of trust, respect, and belief that the organization values their existence as well as their contributions. This feeling then strengthens commitment, both in the form of emotional attachment, a sense of moral obligation, and the intention to remain in the organization. These findings are in line with the theory that organizational commitment is built through consistent, positive experiences, one of which is justice. Procedural justice, for example, provides confidence that organizational decisions are made consistently and unbiasedly, while interactive justice ensures that employees are respected as individuals. When justice principles work simultaneously, employees tend to internalize organizational values and demonstrate long-term loyalty. Thus, the

significant relationship between these two variables illustrates that commitment is not just a phenomenon of affection, but a rational response to treatment that is considered fair.

The results of this study reinforce previous findings. Jang et al. (2021) show that organizational justice has a positive and significant influence on organizational commitment, both through distributive justice and procedural justice. These findings confirm that employees' perceptions of the extent to which the organization is fair in various aspects of the employment relationship will determine how willing they are to remain part of the organization, show loyalty, and work beyond minimum demands. Fair treatment of the organization creates a positive social exchange between the organization and its members. Employees feel that the organization is investing in them through procedural justice, so they respond by increasing identification with the organization's values and willingness to stick around. Fair procedures encourage positive interactions, internalization of organizational values, and a sense of moral responsibility which ultimately deepens the employee's affective and normative commitment to the organization. In other words, procedural justice produces a sense of belonging as well as a sense of moral obligation to remain in the organization. Similar findings reported by Chen et al. (2024) also confirm that when employees feel that decisions, procedures, work distribution, evaluation, and interpersonal interactions are done fairly, they will feel a stronger emotional bond with the organization. However, the findings are different from Heridiansyah et al. (2024) who provide a statement that organizational justice does not have a significant influence on influencing organizational commitment.

This research reinforces that organizational justice is an important element in building a strong commitment. These findings confirm that commitment is not created spontaneously, but develops through a series of experiences that show that organizations are objective, transparent, and value employees. Therefore, this research contributes to clarifying the mechanism of the relationship between the two variables and emphasizes that justice is a fundamental driver for the creation of sustainable organizational commitments.

Organizational commitment has a positive and significant influence on employee performance

The research findings that organizational commitment has a positive and significant influence on employee performance provide an idea that the psychological relationship between employees and the organization is not only emotional, but also closely related to real work behavior. High commitment makes employees feel part of the organization, have a sense of emotional attachment, and believe that the success of the organization is part of its own success. Under these conditions, employees do not simply work to meet minimum demands, but are encouraged to perform optimally, take initiative, and behave beyond their formal roles. This is in line with the *Three-Component Model* which states that affective commitment in particular encourages positive work behavior because it is built from a strong sense of identification and emotional attachment to the organization (Azdha et al., 2023).

Recent research reinforces these findings. For example, a study by Igbomor & Ogbuma (2024) shows that organizational commitment has been shown to play an important role in improving employee performance through different psychological mechanisms in each dimension. Affective commitment encourages employees to work better due to the emergence of emotional attachment, identification of organizational values, and intrinsic motivation to make their best contributions. Continuous commitment also improves performance, especially as employees consider high exit costs, so they strive to maintain performance to maintain their positional stability. The findings suggest that performance improvement is not only determined by retention, but primarily by the depth of emotional attachment and perceived benefit that employees feel to the organization. Hosen et al. (2024) say that in organizational behavior theory, commitment usually grows when employees feel satisfaction, support, and a safe and conducive work environment, factors that in this study were shown to correlate positively with firefighter

performance. Therefore, organizational commitment acts as a psychological mechanism that links the quality of working conditions to individual performance.

Organizational commitment can mediate organizational justice to employee performance positively and significantly

The results of the study showing that organizational commitment mediates the influence of organizational justice on employee performance positively and significantly confirms that the perception of justice does not only affect employees directly, but works through psychological mechanisms in the form of emotional attachment, loyalty, and a sense of belonging to the organization. When employees feel distributive, procedural, and interactional justice, they build a sense of being valued and recognized, this condition encourages them to make greater contributions through superior performance. These findings are in line with social exchange theory, which explains that fair treatment encourages positive reciprocity in the form of commitment and productivity.

A recent study by Jameel (2025) shows that organizational commitment plays a strong role in improving employee performance. Employees who feel emotionally attached, loyalty, and a sense of moral obligation to the organization tend to show higher work effort, consistency of positive behavior, and a willingness to contribute beyond their formal duties. Commitment has proven to be an important driver that bridges organizational justice and performance improvement, so organizations need to create a work environment that is fair, supportive, and respects employees' contributions so that these commitments continue to be built and have a direct impact on the quality of performance. Kristanto (2015) further said that organizational commitment has an important role in encouraging employee performance improvement. Commitment formed from a sense of value compatibility, willingness to try, and the desire to maintain membership make employees work more earnestly and be responsible for their work. When commitment arises, employees carry out their duties more thoroughly, disciplined, able to adjust, and show initiative in solving problems. The findings of the pathway analysis show that commitment not only has a direct effect on performance, but also reinforces the influence of organizational justice on performance. This means that employees who feel treated fairly will have a higher commitment, and that commitment translates into more optimal performance. Thus, organizational commitment serves as a psychological energy that encourages employees to work with better quality, quantity, and work behavior.

The results of this study are generally consistent with research that found that organizational justice influences commitment and performance. However, other studies have shown different results, such as the lack of a significant effect of organizational justice on performance (Suharto et al., 2019) or the lack of an effect of organizational justice on commitment (Heridiansyah et al., 2024). These differences in results are influenced by the work context of PT Sokonindo Automobile, where the procedural and hierarchical factory structure makes employees highly sensitive to procedural and interactional justice. Indonesia's collectivistic work culture also strengthens commitment when interpersonal relationships are perceived as fair. Furthermore, a clear reward system makes justice more directly linked to improved performance. These factors may contribute to the differing findings from studies in other organizational contexts. Furthermore, in the context of government or service organizations, perceptions of justice are often influenced by organizational politics, personal relationships, or lengthy bureaucratic regulations, so the effect on performance may be insignificant.

CONCLUSION

The results of this study show that organizational justice plays an important role in improving employee performance both directly and indirectly through organizational commitment. The perception of justice in reward distribution, decision-making procedures, and interpersonal

interactions has been proven to form a sense of appreciation and recognition, resulting in emotional attachment, loyalty, and belonging to the organization. This high commitment then encourages employees to show more optimal work behavior and go beyond the formal demands of the task. These findings reinforce the theory of social exchange and the three-component commitment model, in which justice is the primary stimulus that generates commitment, and commitment drives performance. Theoretically, this study contributes by elucidating the mediation mechanism of commitment in the relationship between justice and performance, especially in the context of industries in developing countries. Practically, the results of the study suggest that companies need to ensure justice in all aspects of HR management, ranging from procedural transparency, consistency of assessment, quality of leadership communication, to a proportionate reward system. Furthermore, this study provides a novel contextual contribution to automotive organizations in developing countries, where the procedure-intensive and labor-intensive work dynamics cause procedural and interactional justice to play a more prominent role than in other industrial contexts. Therefore, this study not only provides an empirical contribution but also expands the theoretical understanding of how justice translates into performance through commitment mechanisms in modern manufacturing organizational structures. However, this study still has limitations, including the limited scope of a single company and the potential for perception bias from the use of questionnaires. Therefore, suggestions for future research include conducting comparative studies between companies or between sectors to strengthen generalization. Even so, these findings remain relevant and can serve as a basis for companies to formulate equity-based policies to strengthen commitment and sustainably improve employee performance.

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