

The Influence of Organizational Justice and Social Support on Employee Performance at PT Han Young Indonesia in Majalengka Regency

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Abstract: *This study aims to analyze the influence of organizational justice and social support on employee performance at PT Han Young Indonesia in Majalengka Regency. The main issue addressed in this study is the suboptimal employee performance, which is suspected to be influenced by perceptions of organizational justice and the level of social support in the workplace. The study employs a quantitative approach with a causal design. The sample consists of 171 respondents selected from a population of 300 permanent employees using the Slovin formula with a 5% margin of error. Data were collected via a Likert-scale questionnaire and analyzed using multiple linear regression with the assistance of SPSS 25. Indicates a relatively small contribution. This study concludes that social support is a more consistent factor in improving performance and provides a theoretical contribution to the development of the Job Demands–Resources model as well as practical implications for more supportive human resource policies.*

INTRODUCTION

In an era of globalization and increasingly competitive industrial competition, the manufacturing sector is required to continuously improve productivity and operational efficiency. Growth in the manufacturing sector in the third quarter of 2025 was recorded at 5.60% (year-over-year), higher than the national economic growth rate of 5.12% (year-over-year). This situation indicates that the manufacturing sector plays a strategic role in the economy, thereby requiring organizations to improve the quality of their human resources, particularly regarding employee performance. Employee performance is a critical element as it reflects the outcomes achieved—both in terms of quality and quantity—in accordance with the responsibilities assigned (Mangkunegara, 2009). However, in practice, employee performance is influenced not only by technical factors but also by psychological and social factors within the organization. The primary issue of concern in this study is how perceptions of organizational justice and levels of social support influence employee performance, particularly in labor-intensive manufacturing industries. A complex work environment, production target pressures, and the dynamics of work relationships can influence employees' perceptions of the justice and support they receive.

Theoretically, the relationship between organizational justice, social support, and employee performance can be explained through the Job Demands–Resources (JD-R) theory. This theory posits that job resources, such as organizational justice and social support, play a role in enhancing employee motivation and performance (Bakker & Demerouti, 2007; Bakker & Demerouti, 2023). Organizational justice is viewed as an organizational resource related to perceptions of fairness in distribution, procedures, interactions, and information, which plays a crucial role in shaping employee attitudes and performance (Adamović, 2023). Organizational justice has been shown to influence employee performance significantly (Hyder et al., 2022). Meanwhile, social support is an interpersonal resource that reflects care, assistance, and recognition within the work environment (Rhoades & Eisenberger, 2002). Social support can be provided in several forms, including instrumental support, informational support, emotional support, and appraisal support (Werenfridus et al., 2023).

Various previous studies indicate that organizational justice influences employee performance. Research by Adamović (2023) found that perceptions of fairness significantly influence positive work behavior across diverse cultural contexts. Another study by Aini, Rahmawati, and Fadli (2023) indicates that organizational justice has a positive effect on Organizational Citizenship Behavior (OCB), which ultimately supports improved employee performance. Additionally, Colquitt et al. (2001), through their meta-analysis, also demonstrated a significant relationship between organizational justice and performance.

On the other hand, social support has also been shown to play a significant role in enhancing employee performance. Research by Sabir et al. (2022) indicates that perceived organizational support has a positive and significant effect on employee performance in IT companies in Pakistan and Saudi Arabia. These findings align with the research by Jolly et al. (2021), which states that social support in the workplace can boost motivation, reduce stress, and positively impact work outcomes. In the Indonesian context, Sengkey, Mongdong, and Hartati (2021) also found that social support from coworkers has a positive effect on employee performance.

Nevertheless, previous research still has several limitations. Most studies were conducted in organizational contexts in developed countries or non-manufacturing sectors, such as education and information technology. Furthermore, there is a limited body of research that simultaneously examines the effects of organizational justice and social support within a single integrated model, particularly in labor-intensive manufacturing industries in Indonesia. This indicates a research gap that needs to be addressed to understand the dynamics of these two variables within a local context.

The situation at PT Han Young Indonesia in Majalengka Regency indicates that there are challenges in the work environment, such as communication between supervisors and subordinates, coordination among departments, and the pressure of high production targets. These conditions can affect employees' perceptions of organizational justice and their level of perceived social support. When social support is low, employee performance tends to decline, whereas high social support can improve performance because employees feel valued and supported in their work.

Based on the above discussion, this study aims to analyze the influence of organizational justice and social support on employee performance at PT Han Young Indonesia in Majalengka Regency. The hypotheses proposed in this study are: (1) organizational justice influences

employee performance, (2) social support influences employee performance, and (3) organizational justice and social support simultaneously influence employee performance. Thus, the research questions posed are how each of these variables, as well as their simultaneous influence, affects employee performance in the context of the manufacturing industry.

This study is expected to make a theoretical contribution to the development of organizational behavior research based on the Job Demands–Resources theory, as well as to provide practical implications for organizations in designing more equitable and supportive human resource policies.

LITERATURE REVIEW

Job Demands–Resources (JD-R)

The Job Demands–Resources (JD-R) theory serves as the primary theoretical foundation for this study. This theory posits that employee performance and well-being are influenced by two key components: job demands and job resources. According to Bakker and Demerouti (2007), job resources are physical, psychological, social, and organizational aspects that help employees achieve work goals, reduce work stress, and enhance motivation and performance. In the context of this study, organizational justice is positioned as an organizational resource, while social support is positioned as an interpersonal resource. Both variables are believed to enhance work motivation and contribute to improved employee performance. Therefore, the JD-R theory serves as the basis for explaining the relationship between organizational justice, social support, and employee performance.

Organizational justice

Organizational justice is defined as employees' perceptions of the extent to which the organization treats them fairly in various aspects of their work. This concept is rooted in Equity Theory, proposed by Adams (1965), which states that individuals compare the ratio between inputs (effort, time, ability) and outputs (rewards, recognition) received. An imbalance in this ratio can lead to a perception of unfairness that impacts work behavior. According to Colquitt (2001), organizational justice consists of four main dimensions: distributive justice (fairness of outcomes received), procedural justice (fairness in decision-making processes), interpersonal justice (courteous and respectful treatment), and informational justice (transparency and clarity of information). Adamović (2023) asserts that organizational justice influences positive work behavior across various cultural contexts. Furthermore, based on the Social Exchange Theory proposed by Blau (1964), when employees feel they are treated fairly, they tend to reciprocate by improving their performance and contributions to the organization.

Social Support

Social support within an organization refers to the extent to which employees feel cared for, valued, and supported by their supervisors, coworkers, and the organization as a whole. This concept aligns with Perceived Organizational Support (POS) introduced by Eisenberger et al. (1986), which emphasizes that employees form perceptions regarding the extent to which the organization values their contributions and cares about their well-being. Rhoades and Eisenberger (2002) explain that social support in the workplace encompasses several forms, namely emotional, instrumental, informational, and recognition support. Social support plays a crucial role in enhancing motivation, reducing stress, and improving employee performance. Research by Jolly

et al. (2021) shows that social support is a key factor in improving employee well-being and performance. Additionally, Sengkey et al. (2021) found that social support from coworkers has a positive and significant impact on employee performance.

Employee Performance

Employee performance refers to the work outcomes achieved by an individual, both in terms of quality and quantity, in accordance with the responsibilities assigned (Mangkunegara, 2009). Campbell (1990) explains that performance encompasses not only final outcomes but also behaviors that support the achievement of organizational goals. Borman and Motowidlo (1993) divide performance into two dimensions: task performance, which refers to the ability to complete core tasks; and contextual performance, which refers to behaviors that support the work environment, such as cooperation and concern for the organization. Furthermore, Wibowo (2010) emphasizes that performance is the implementation of the organization's work plan, influenced by ability, motivation, and workplace support.

METHOD

This study employs a quantitative approach with a causal design (Sugiyono, 2022) aimed at testing the influence of organizational justice (X1) and social support (X2) on employee performance (Y). The data used consists of primary data obtained through the distribution of questionnaires, as well as secondary data from relevant literature and documents. The study population consists of all 300 permanent employees of PT Han Young Indonesia, with a sample of 171 respondents determined using the Slovin formula with a 5% margin of error. The research instrument used a 1–5 Likert scale based on indicators of organizational justice (Colquitt, 2001), social support (Rhoades & Eisenberger, 2002), and employee performance (Mangkunegara, 2009; Borman & Motowidlo, 1993). Validity was tested using the Corrected Item–Total Correlation (>0.30) and reliability using Cronbach's Alpha (≥ 0.70), indicating that all instruments were suitable for use. Data analysis was performed using SPSS version 25 through descriptive analysis, classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis (Ghozali, 2018). Hypothesis testing was performed using the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) with a significance level of 0.05. The study was conducted at PT Han Young Indonesia in Majalengka Regency from December 2025 to January 2026, in accordance with research ethics principles, including data confidentiality and respondent consent.

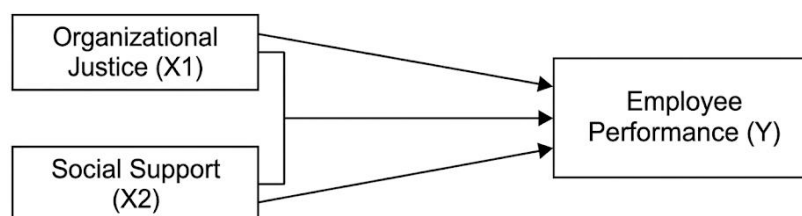


Figure 1. Research Framework

RESULT AND DISCUSSION

Overview of the Research Object

PT Han Young Indonesia is a company operating in the non-woven materials and chemical industry, serving the footwear and adhesive (chemical glue) sectors. The company focuses on the production and development of non-woven materials as well as the formulation of chemical adhesives used in the manufacturing of shoes and soles, thereby supporting production quality standards in the footwear and textile industries. Operationally, PT Han Young Indonesia has established a production facility in Blok Kasim, Beusi, Ligung District, Majalengka Regency, West Java, which serves as one of its manufacturing hubs. This location is strategically positioned to meet national production needs and plays a key role in the supply chain for Indonesia's footwear industry. Additionally, the company is known for collaborating with various local and international factories to fulfill production material requirements. Some of the recorded collaborations include partnerships with local factories as well as global brands in the footwear industry. PT Han Young Indonesia is committed to product quality and innovation, enabling it to compete in the non-woven materials and industrial adhesives markets.

1. Descriptive Statistics

This study involved 171 respondents who are employees of PT Han Young Indonesia. The characteristics of the respondents in this study include gender, age, highest level of education, and length of service. The following are the results of the descriptive analysis of the respondents' characteristics.

a. Respondent Characteristics by Gender

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	126	73,7 %
Female	45	26,3%
Total	171	100%

Source: Data processed by the researcher using SPSS 25

Based on the analysis results, the majority of respondents were male, totaling 126 people or 73.7%, while female respondents numbered 45 people or 26.3%. This indicates that the majority of PT Han Young Indonesia employees who participated in this study were male.

b. Characteristics of Respondents by Age

Table 2. Distribution of Respondents by Age

Age	Frequency	Percentage (%)
<20	7	4,1 %
20-30	99	57,9%
31-40	45	26,3%
>40	20	11,7%
Total	171	100%

Source: Data analyzed by the researcher using SPSS 25

By age group, the respondents were predominantly employees aged 20–30 years, totaling

99 people or 57.9%. This was followed by those aged 31–40 years, totaling 45 people or 26.3%; those over 40 years old, totaling 20 people or 11.7%; and those under 20 years old, totaling 7 people or 4.1%. These data indicate that the majority of employees are of working age.

c. Characteristics of Respondents Based on Highest Level of Education

Table 4. Distribution of Respondents Based on Highest Level of Education

highest level of education	Frequency	Percentage (%)
SMA/SMK/Sederajat	106	62,0 %
Diploma	14	8,2%
Sarjana (S1)	40	23,4%
Pascasarjana (S2/S3)	11	6,4%
Total	171	100%

Source: Data analyzed by the researcher using SPSS 25

Based on the highest level of education, the majority of respondents had a high school diploma or equivalent (106 people, or 62.0%). There were 40 respondents with a bachelor's degree (S1), accounting for 23.4%; 14 with a diploma, accounting for 8.2%; and 11 with a master's or doctoral degree (S2/S3), accounting for 6.4%. This indicates that the majority of the workforce in the company has a secondary education background.

d. Respondent Characteristics Based on Length of Service

Table 5. Distribution of Respondents Based on Length of Service

length of employment	Frequency	Percentage (%)
<1	28	16,4 %
1-3	79	46,2%
>3	64	37,4%
Total	171	100%

Source: Data analyzed by the researcher using SPSS 25

Based on length of service, 79 respondents (46.2%) had been employed for 1–3 years, 64 respondents (37.4%) for more than 3 years, and 28 respondents (16.4%) for less than 1 year. This indicates that the majority of respondents have had more than one year of work experience at the company.

2. Validity and Reliability Tests

a. Validity Test

Table 6. Validity Test for the Organizational Justice Variable (X1)

Item	R count	R table (0,149)	Criteria
X.1	0,619	0,149	Valid
X.2	0,610	0,149	Valid
X.3	0,666	0,149	Valid
X.4	0,577	0,149	Valid

X.5	0,592	0,149	Valid
X.6	0,687	0,149	Valid
X.7	0,604	0,149	Valid
X.8	0,654	0,149	Valid
X.9	0,625	0,149	Valid
X.10	0,645	0,149	Valid
X.11	0,659	0,149	Valid
X.12	0,646	0,149	Valid
X.13	0,592	0,149	Valid
X.14	0,672	0,149	Valid
X.15	0,622	0,149	Valid
X.16	0,689	0,149	Valid
X.17	0,613	0,149	Valid
X.18	0,592	0,149	Valid
X.19	0,616	0,149	Valid
X.20	0,584	0,149	Valid

Table 7. Validity Test for the Social Support Variable (X2)

Item	R Count	R table (0,149)	Criteria
X2.1	0,631	0,149	Valid
X2.2	0,685	0,149	Valid
X2.3	0,652	0,149	Valid
X2.4	0,742	0,149	Valid
X2.5	0,663	0,149	Valid
X2.6	0,667	0,149	Valid
X2.7	0,723	0,149	Valid
X2.8	0,635	0,149	Valid
X2.9	0,736	0,149	Valid
X2.10	0,598	0,149	Valid
X2.11	0,705	0,149	Valid
X2.12	0,644	0,149	Valid

Table 8. Validity Test for the Employee Performance Variable (Y)

Item	R Count	R table (0,149)	Criteria
Y.1	0,664	0,149	Valid
Y.2	0,590	0,149	Valid
Y.3	0,504	0,149	Valid
Y.4	0,637	0,149	Valid
Y.5	0,562	0,149	Valid
Y.6	0,659	0,149	Valid
Y.7	0,565	0,149	Valid
Y.8	0,541	0,149	Valid
Y.9	0,615	0,149	Valid
Y.10	0,698	0,149	Valid
Y.11	0,551	0,149	Valid
Y.12	0,583	0,149	Valid

With a sample size of 171, the degrees of freedom (df) were calculated as $n - 2 = 169$. At a 5% significance level (two-tailed), the critical r value was 0.149. The validity test results indicate that all items in the Organizational Justice (X1), Social Support (X2), and Employee Performance (Y) variables have calculated r values greater than the table r value (0.149). Thus, all items are deemed valid and suitable for use as research instruments.

3. Reliability Test

Table 9. Reliability Test of the Research Instrument

Variables	Cronbach's Alpha	Criteria
Organizational justice	0,919	Reliable
Social support	0,890	Reliable
Employee performance	0,836	Reliable

A reliability test was conducted to determine the level of consistency of the research instrument. The test results showed that the Cronbach's Alpha values for the variables Organizational Justice, Social Support, and Employee Performance were 0.919, 0.890, and 0.836, respectively. All Cronbach's Alpha values were greater than 0.70, so it can be concluded that the entire research instrument is reliable.

4. Tests of Classical Assumptions

a. Normality Test

Table 10. Results of the Normality Test (Kolmogorov-Smirnov)

Keterangan	Nilai
N	171

Test Statistic	0,043
Asymp. Sig. (2-tailed)	0,200

Based on the results of the statistical test, the Asymp. Sig. (2-tailed) value was found to be 0.200. This significance value is greater than the significance level of 0.05, so H_0 is accepted. Thus, it can be concluded that the data are normally distributed. This indicates that the distribution of the respondents' data does not differ significantly from a normal distribution, so the assumption of normality has been met and the data are suitable for further statistical analysis.

b. Multicollinearity Test

Table 11. Results of the Multicollinearity Test

Variable	Tolerance	VIF	Notes
Organizational justice	0,999	1,101	Not present
Social support	0,999	1,101	Multicollinearity Not present

The results of the multicollinearity test indicate that all independent variables have a tolerance value >0.100 and a Variance Inflation Factor (VIF) value <10 . This indicates that there is no multicollinearity among the independent variables in the regression model.

c. Heteroscedasticity Test

Table 12. Results of the Heteroscedasticity Test (Glejser Test)

Variable	Sig	Notes
Organizational justice	0,783	did not happen heteroskedastisitas
Social support	0,989	did not happen heteroskedastisitas

Based on the results of the heteroscedasticity test using the Glejser test, all independent variables have significance values >0.05 . Thus, it can be concluded that there is no heteroscedasticity and that the regression model satisfies the assumption of homoscedasticity.

5. Multiple Linear Regression Analysis

Table 13. Results of Multiple Linear Regression

Variable	Koefisien Regresi (B)	Direction of influence	significance
(Constant)	51,985		
Organizational justice (X1)	-0,125	Negative	Signifikan
Social support (X2)	0,127	Positive	Signifikan

Based on the results of the Glejser test with a significance level > 0.05 , it can be concluded that the regression model does not exhibit heteroscedasticity. Based on the results of the multiple linear regression analysis, the following regression equation was obtained:

$$Y = 51.985 - 0.125X_1 + 0.127X_2$$

The constant value of 51.985 indicates the performance value when the independent variables are set to zero. The coefficient for organizational fairness of -0.125 indicates a negative effect on performance, while the coefficient for social support of 0.127 indicates a positive effect on employee performance.

6. Hypothesis Testing

a. T-Test

Table 14. Results of the T-Test (Partial)

Variable	t Count	Sig.	description	Decision
Organizational justice	-2,970	0,003	has a significant effect	H1 rejected
Social support	2,326	0,021	has a significant effect	H2 accepted

The results of the t-test indicate that the Organizational Justice variable has a statistically significant effect on employee performance ($\text{sig.} = 0.003 < 0.05$), but with a negative direction; therefore, H1 is rejected. The Social Support variable has a positive and statistically significant effect on employee performance ($\text{sig.} = 0.021 < 0.05$); therefore, H2 is accepted.

b. F-Test (Simultaneous)

Table 15. Results of the F-Test (Simultaneous)

F Count	Sig.	Description
6,958	0,001	significant model

The results of the F-test show a p-value of $0.001 < 0.05$, indicating that Organizational Justice and Social Support simultaneously have a significant effect on employee performance

c. Coefficient of Determination Test

Table 4.15 Results of the Coefficient of Determination Test

R	R Square	Adjusted R Square
0,277	0,076	0,065

The coefficient of determination test is used to determine the extent to which the independent variables can explain the variation in the dependent variable. Based on the results of the coefficient of determination test, the R value was 0.277, the R-squared value was 0.076, and the adjusted R-squared value was 0.065.

The Adjusted R-Square value of 0.065 indicates that the variables of organizational justice and social support account for 6.5% of the variation in employee performance, while the remaining 93.5% is explained by other variables outside the scope of this study.

This relatively low R-squared value must be understood within several contexts. First, in self-report-based organizational behavior research, an R-squared value below 20% is not uncommon, especially when the dependent variable—such as performance—is multidimensional

and influenced by multiple factors simultaneously (Cohen, 1988). Second, the low R-squared value in this study indicates that employee performance in a labor-intensive manufacturing environment is likely influenced to a greater extent by factors such as work motivation, leadership style, organizational culture, compensation systems, or individual employee characteristics that were not included in this study's model. Third, there may be non-linear relationships or mediating and moderating variables such as job satisfaction or organizational commitment; if included in the model, these could significantly enhance predictive power (Baron & Kenny, 1986).

Thus, these findings also serve as a recommendation for future research to develop a more comprehensive model by adding intervening variables and relevant moderating variables within the context of the manufacturing industry in Indonesia.

Hypothesis Test Results

The following is a summary of the overall results of the hypothesis tests conducted in this study:

Table 16. Hypothesis Test Results

Hipotesis	Description	statistical results	Decision
H1	organizational justice has a positive and significant impact on employee performance	$\beta = -0,125$; sig. = 0,003	H1 Rejected
H2	Social support has a positive and significant impact on employee performance	$\beta = 0,127$; sig. = 0,021	H2 accepted
H3	Organizational justice and social support simultaneously influence employee performance	$F = 6,958$; sig. = 0,001	H3 accepted

Based on the table above, of the three hypotheses proposed, one hypothesis was rejected (H1) and two hypotheses were accepted (H2 and H3). H1 was rejected not because it was statistically insignificant, but because the direction of the effect was negative, contrary to the initial hypothesis, which predicted a positive effect. A more in-depth discussion of each finding is presented in the following subsections.

1. The Effect of Organizational Justice on Employee Performance

Based on the results of the multiple linear regression test, the organizational justice variable (X1) has a regression coefficient of -0.125 with a significance value of 0.003 (< 0.05). Although these results indicate that organizational justice has a statistically significant effect, the direction of the effect is negative; therefore, H1 is rejected because it does not align with the hypothesis stating a positive effect.

These findings are theoretically inconsistent with the predictions of the JD-R theory (Bakker & Demerouti, 2007) and Equity Theory (Adams, 1965). However, this phenomenon can be explained by several possibilities. First, referring to Equity Sensitivity Theory (Huseman et al., 1987), some employees with high sensitivity to fairness actually tend to reduce their work effort

when they feel the system is already fair enough, an effect known as the entitlement effect. Second, in a manufacturing environment with high production target pressures, increased perceptions of fairness do not necessarily lead to improved performance if moderating factors such as leadership and workload are not optimal. Third, there may be a common method bias given that all data were collected via self-report questionnaires at a single measurement point.

These findings reinforce the importance of considering the local organizational context in understanding the relationship between perceptions of fairness and performance, as noted by (Adamović, 2023) that the dynamics of organizational fairness can vary significantly across cultural contexts and industrial sectors. Thus, organizational fairness is not the sole primary determinant of employee performance at PT Han Young Indonesia.

2. The Effect of Social Support on Employee Performance

The results of the study indicate that social support (X2) has a regression coefficient of 0.127 with a significance level of 0.021 (< 0.05). This means that social support has a positive and significant effect on employee performance.

This finding aligns with the concept of Perceived Organizational Support developed by (Eisenberger et al., 1986), which states that when employees feel supported and valued by the organization, they tend to increase their work contributions.

This study is also consistent with the findings of (Sabir et al., 2022) in the International Journal of Organizational Analysis, which found that perceived organizational support has a positive effect on employee performance. Furthermore, a study by (Jolly et al., 2021) in the Journal of Organizational Behavior confirms that social support in the workplace plays a role in enhancing employee motivation and work outcomes.

From a theoretical perspective (Blau, 1964), the reciprocal relationship between organizations and employees suggests that when organizations provide support, employees will reciprocate through improved performance.

Thus, the results of this study reinforce the theory that social support is an important psychological resource in enhancing employee performance in the manufacturing industry.

3. Organizational Justice and Social Support simultaneously influence Employee Performance.

Based on the F-test, a significance value of 0.001 (< 0.05) was obtained, indicating that organizational justice and social support simultaneously have a significant effect on employee performance. This is consistent with the theory (Bakker & Demerouti, 2007) stating that a combination of job resources collectively influences motivation and work performance.

However, the Adjusted R-Square value of 0.065 indicates that these two variables can only explain 6.5% of the variation in employee performance. This implies that other factors play a more dominant role in influencing performance, such as leadership, work motivation, organizational culture, or compensation systems.

These findings are also consistent with research (Rhoades & Eisenberger, 2002) indicating that organizational support is one of the key factors, though not the sole determinant, of individual performance. Overall, this study demonstrates that, in the context of PT Han Young Indonesia, social support has a more consistent and positive influence on performance than organizational justice.

CONCLUSION

This study aims to analyze the influence of organizational justice and social support on employee performance at PT Han Young Indonesia in Majalengka Regency. Based on the results of the analysis, it can be concluded that, in part, organizational justice has a significant negative effect on employee performance; thus, the first hypothesis is accepted, although it shows a relationship that contradicts most theories. Meanwhile, social support was found to have a positive and significant effect on employee performance, thus accepting the second hypothesis. Simultaneously, organizational justice and social support significantly influence employee performance, thus accepting the third hypothesis as well, although the contribution of both variables is relatively small, as indicated by a coefficient of determination of 6.5%.

The results of this study indicate that social support is a more consistent factor in improving employee performance than organizational justice. These findings align with the Job Demands–Resources theory, which states that job resources such as social support can enhance employee motivation and performance (Bakker & Demerouti, 2007). However, the findings regarding the negative influence of organizational justice suggest the presence of contextual factors within the organization that affect employees' perceptions of fairness. The practical implication of this study is the need for organizations to enhance social support through harmonious work relationships, effective communication, and the active role of supervisors in providing attention and assistance to employees. Additionally, organizations should evaluate the implementation of organizational justice to ensure it is more transparent and consistent, thereby avoiding negative perceptions that could impact performance.

This study has limitations in terms of the low value of the coefficient of determination and the limited number of variables examined; consequently, the results do not yet fully explain the factors influencing employee performance in a comprehensive manner. Furthermore, this study was conducted in only one company, so the generalizability of the results remains limited. Therefore, future research is recommended to include additional variables such as work motivation, leadership, or organizational culture, and to expand the scope of the study to different sectors and regions in order to obtain more comprehensive results and stronger generalizations.

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