International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Perceived Organizational Support, Organizational Justice On Employee Performance With Job Satisfaction As A Mediation Variable At PT Sampoerna Kayoe Bukateja

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Abstract

This study aims to examine the effect of Perceived Organizational Support, organizational justice on employee performance with job satisfaction as a mediating variable. The population in this study were employees of PT. Sampoerna Kayoe Bukateja engaged in the production of processed wood in Purbalingga. This study applies a quantitative approach method. The sample used was 185 employees and respondents were obtained using non-probability sampling with purposive sampling. The type of data in this study is primary data and the instrument used in data collection is a questionnaire with a 5-point Likert scale measurement. While the analysis technique used is SEMPLS version 3.0. The results of the study indicate that Perceived Organizational Support and organizational justice have a positive and significant effect on job satisfaction, Perceived Organizational Support and organizational justice have a positive and significant effect on employee performance, Perceived Organizational Support and organizational justice have a positive and significant effect on satisfaction, satisfaction mediates the effect of organizational justice on employee performance, and satisfaction mediates the effect of Perceived Organizational Support on employee performance.

Keywords: Perceived organizational support, organizational justice, employee performance, employee satisfaction.

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INTRODUCTION

Indonesia's manufacturing industri managed to experience growth of 4.64% in 2023 and contributed around 20% of the total national Gross Domestic Product (GDP) which reached US$1,371 trillion. There has been increasing demand in recent times from Small and Medium Enterprises (SMEs) along with the emergence of manufacturing startups in the country. The number of businesses using the manufacturing industri in 2023 reached 4.19 million business units, representing 99.7% of the total industrial businesses in Indonesia (East Ventures Pte.Ltd).

It is known that population growth is a factor in the increasing number of SMEs (east.vc accessed on April 30, 2025). However, domestic manufacturing production and orders decreased in August 2024. In this period, the decline in production and orders was the sharpest since August 2021 (Kompas.id accessed April 30, 2025).

One of the Manufacturing Industries in Central Java Province that contributes to the development of SMEs is PT Sumber Graha Sejahtera, which is under the auspices of the Sampoerna Kayoe Group. This company is a wood processing industri that operates in several regions, including Purbalingga, Central Java. This company has a long history in the wood industri and is known as one of the leading processed wood producers in Indonesia. The company's performance has increased over time. The production performance of this company is highly dependent on human resources that contribute maximally to the company (Sampoernakayoe.id accessed April 30, 2025).

Human resources in a company have a very important role and function in achieving the company's goals, human resources here include all humans in the organization, namely those involved in the company's operational processes, from the lowest to the highest level, employees are the main and most important assets for the company. Therefore, employees are required to complete their tasks optimally in order to create superior performance, which ultimately has a positive impact on the company's growth (Simarmata, 2023).

Research from Febriantoro & Juariyah, (2018) states that a positive response from the company can affect employee performance. The success of an organization depends on the performance of individual employees, so that each organization strives to manage human resources optimally (Robbins, 2016).

It is important for organisations to know the factors that can influence employee performance, one of which is through the perception of Organisational support or perceived Organisational support (POS) (Sunyoto & M. Alfatah Kalijaga 2022; Prastyo

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2020; Karneli & Nasution 2023; Rini Loliyani, 2024; Ratnasari et al., 2022; Pratiwi & Muzakki, 2021).

Apart from support from the organization, employee performance can also be driven by the high level of Organisational justice felt by employees (Rasyid et al., 2024; Herlambang et al., 2022; Karlinda et al., 2022; Donal Mon & Jennifer, 2022; Liana & Putra, 2022). Good perception of Organisational justice by employees in the organization will increase the positive emotions of the employees. Employees who feel that their organization has provided justice, then the employees will do their work with a sense of pleasure and positivity. Explaining that every employee needs fair treatment in various aspects, because this can encourage work motivation while increasing their satisfaction. Employees will feel that the organization is acting fairly when the results they get at work are given in a balanced and fair manner (Sutisno, 2024).

In the development of an organization, until now there is still Organisational injustice towards employees, where employees feel unfair in the provision of wages that do not match the workload they do. In addition, the results of the study (Syafruddin et al., 2023 ; Sudibjo & Ananta, 2021 ; Moges & Amentie, 2022) stated that Organisational justice has no significant effect on employee performance.

During the observation, the researcher identified a problematic phenomenon that often arises in the organization, namely the challenge of retaining employees to remain loyal and able to work optimally in accordance with the standards and directions applicable in the organization. The results of interviews with HRD revealed that ineffective communication and a less than optimal reward system were factors that influenced employee loyalty. Meanwhile, employees said that they needed clarity of work direction, a sense of appreciation, and fair treatment to increase job satisfaction. This data highlights how fundamental the role of job satisfaction is in mediating the relationship between perceived Organisational support and Organisational justice regarding performance, as stated by Afandi (2021) and (Astuty & Udin, 2020).

High levels of dissatisfaction among employees increase their tendency to engage in sabotage and passive aggression (Solihatun et al., 2021). The progress of a company is greatly influenced by the performance of its employees. The level of performance is determined by the extent to which the company is able to provide satisfaction to employees (Karneli & Nasution, 2023). Research from (Fadhilla Akbar, 2021; dan Karneli & Nasution, 2023) suggests that job satisfaction is an appropriate variable in mediating the influence of POS and justice on employee performance.

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Satisfied employees will show high motivation, loyalty to the organization, and better performance. Budhiana et al., (2022) According to the findings of his study, a significant positive connection was identified between job satisfaction and employee performance. As job satisfaction increases, performance also improves. Furthermore, job satisfaction can serve as a mediating variable in conveying the effect of perceived Organisational support and Organisational justice on employee performance. This means that POS and justice not only have a direct influence on performance, but also increase job satisfaction which ultimately has an impact on improving performance.

Avianto (2023) states that POS increases satisfaction which then contributes to increased performance. Likewise, research Sudibjo & Ananta (2021) states that fairness has an impact on satisfaction, which in turn affects employee performance.

This research thoroughly analyzes the link between perceived Organisational support, Organisational justice, and job satisfaction, also including the role of job satisfaction as a mediating factor in the context of employee performance. This research develops research Sunyoto & Kalijaga, (2022) by adding job satisfaction as a mediator. This study has a novelty where there are still few studies that discuss job satisfaction in its role as a mediating variable in the influence of Organisational justice on employee performance. Therefore, this study aims to determine the effect of Perceived Organisational Support, Organisational justice, on employee performance at PT. Sampoerna Kayoe Bukateja with job satisfaction as a mediator.

LITERATURE REVIEW

Human Capital Theory

Human Capital theory, which was initiated by (Becker, 1964), states that human capital has a direct relationship and an important role in the production process. This theory functions to increase work productivity in carrying out tasks, managing organisations, and in various production situations and conditions. Becker's early work on Human Capital applied this theory to various fields of research, such as investment in human capital, family (or household) behavior, including the division of roles and time allocation in the family, violations and sanctions, and discrimination in the labor and goods markets. He also used Human Capital theory to explain the historical decline in prosperity in industrialized countries and the differences in prosperity between developed and developing countries, and between urban and rural areas.

Performance

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Performance is behavior that is actually demonstrated by each individual as a result of work achievements that are in accordance with their role in the company (Gaol, 2014). Siregar & Pasaribu (2022) reveals that employee performance is the final result of work completed by employees, both in terms of quantity and quality, in accordance with the responsibilities given. Then according to Rahmawati et al., (2022) defines performance by how much contribution employees have made to the organization or company.

***Preceived Organisational Support* (POS)**

Perceived Organisational Support (POS) refers to an employee's perception of the extent to which the organization recognizes their efforts and shows concern for their personal well-being. (Rhoades dan Eisenberger, 2002). Metria & Riana (2018) reveals that organisations need to treat employees with respect, considering that they are expected to deliver optimal performance, while still paying attention to their needs, such as well-being, rewards, recognition, and opportunities for growth. Perceived Organisational Support with dimensions of Fairness, Supervisor support, Organisational rewards and job conditions has an impact on employee performance (Rhoades & Eisenberger, 2002). In general, organisations offer various forms of positive support that are beneficial to employees. This support also influences how employees perceive the organization (Febriantoro & Juariyah, 2018).

Organisational Justice

According to Rejeki & Wulansari (2019) Organisational justice is an employee's view of what is considered fair in the work environment, and the level of employee job satisfaction can increase along with the strength of the sense of Organisational justice they feel. Employees who feel that there is justice in the organization tend to carry out their duties with feelings of happiness and a positive attitude. When employees have a favorable perception of justice within the organization, their positive emotions increase. Organisational justice encompasses the dimensions of distributive justice, procedural justice, and relational justice (Robbins, 2016).

Job satisfaction

Job satisfaction can be defined as an appreciation of the work felt by individuals, which is reflected through their positive attitudes, feelings, and behaviors towards work. Factors that influence job satisfaction include individual factors, social factors, and

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primary factors related to the work itself (Sinambela, 2019). Companies that treat employees fairly in both compensation and career development can make employees feel satisfied and maximize their performance (Purnama et al., 2020). In addition, company support in efforts such as providing adequate facilities such as infrastructure and facilities to fulfill employee satisfaction can make employees feel appreciated (Karneli & Nasution, 2023).

RESEARCH METHODS

The approach applied is a quantitative method, focusing on the population of employees of PT. Sampoerna Kayoe Bukateja totaling 864 people. The sampling technique used a non-probability sampling method, with the Accidental Sampling approach (Ghozali, 2018). By determining the sample of employees who have worked for at least 6 months at PT Sampoerna Kayoe Bukateja. The sampling method uses the roscoe formula (Roscoe, 1975) where the number of variables is multiplied by 40 so that 4x40 = 160. To minimize data errors, 25 respondents were added to the respondent data collection so that the sample size was 185.

Types, Data Sources and Data Collection Techniques

The primary data were collected directly using an instrument in the form of a questionnaire distributed by the researcher to employees of PT. Sampoerna Kayoe Bukateja. To measure the respondents' responses, the Likert scale measurement method was used with a rating range of 1 to 5.

Data Analysis Methods

Researchers use the Structural Equation Modeling (SEM) method with the SmartPLS (Partial Least Square) approach, which is implemented through outer model analysis to measure data validity, discriminant validity, reliability, and AVE and Cronbach's Alpha values. After the outer model test process is complete, the next step is to conduct an inner model test to evaluate the R-Square level, t-test, and the significance of the structural parameter coefficients. Furthermore, researchers conduct hypothesis tests and analyze the influence of mediation or indirect influence. This study uses Employee Performance Indicators sourced from (Robbins, 2016) namely quality, punctuality, quantity, effectiveness, commitment and independence. Organisational Justice Indicators sourced from (Judge, 2015) namely distributive justice, procedural justice, and interactional justice. Perceived Organisational Support Indicators are put

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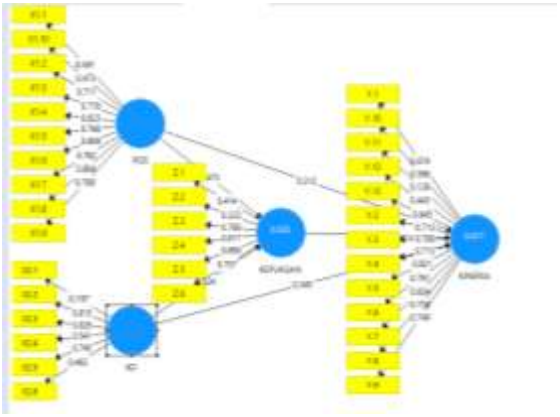
forward by (Rhoades & Eisenberger, 2002) namely Fairness in giving awards, supervisor support, Organisational awards, and working conditions. Meanwhile, Job Satisfaction Indicators were put forward by Sinambela (2019) namely wage satisfaction, teamwork satisfaction, satisfaction with leadership, satisfaction with the work environment.

RESULTS

In this study, data was collected by distributing questionnaires to employees who had worked for at least 6 months, in the period from 14 to 17 April 2025. After successfully collecting 185 respondents according to the calculation using the Roscoe formula, the majority of respondents were male, totaling 182 and female, totaling 3 in the productive age range between 20 and 41 years, most respondents had a work period of between 1 and 10 years, respondents came from various divisions, namely: production A and V (the largest division), administration, HRD, security, safety, and finance. Most respondents have a high school education level (SMA/SMK). The researcher then conducted data analysis using Smart PLS software version 3.0.

Test Outer Model

Before repair



Source: SmartPLS data processing, (2025)

From the output of the outer loadings, it can be seen that before being corrected, there were several statement items that had outer loadings values <0.60, namely POS items 1.10, Organisational Justice Items 1.4.6 Performance Items 10.11.12 and Satisfaction items 1.2 which means invalid. However, after making improvements by removing invalid items from the model, all variables showed values of more than 0.60.

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Therefore, it can be concluded that each statement in the variable is considered valid (Ghozali, 2021).

Table 1. Outer loading test results

Variable	Indicator	Results
PERFORMANCE	Y1	0.693
	Y13	0.633
	Y2	0.735
	Y3	0.822
	Y4	0.749
	Y5	0.838
	Y6	0.804
	Y7	0.809
	Y8	0.738
	Y9	0.737
POS	X1.2	0.694
	X1.3	0.792
	X1.4	0.837
	XI.5	0.798
	X1.6	0.800
	X1.7	0.779
	X1.8	0.819
	X1.9	0.806
ORGANISATIONAL JUSTICE	X2.2	0.857
	X2.3	0.866
	X2.5	0.747
SATISFACTION	Z3	0.743
	Z4	0.831
	Z5	0.897
	Z6	0.774

Source: SmartPLS data processing, (2025)

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The outer loading results show the strength of each indicator's contribution to the construct or latent variable it measures. In general, the indicators used in this study have relatively good outer loading values, with most of them above 0.60. In the Performance variable, the outer loading value ranges from 0.633 to 0.838, where the Y5 indicator provides the highest contribution (0.838), while Y13 (0.633) has the lowest contribution but is still within acceptable limits. The POS variable also shows quite good results with an outer loading value between 0.694 and 0.837. Although the X1.2 indicator has the lowest value (0.694), its contribution is still considered adequate in the context of the exploratory model.

In the variables of Organisational Justice and Satisfaction, all indicators show very good outer loading values. Indicators in Organisational Justice range from 0.747 to 0.866, indicating high reliability, especially X2.5 and X2.3. Likewise, indicators in the Satisfaction variable have high outer loading values, with Z5 as the strongest indicator (0.897). Based on these results, it can be concluded that most of the indicators used in this model are quite reliable in representing their respective constructs.

Table 2. Validity test

Variabel	Cronbach's Alpha	Composte Reliability	Average Variance Extracted (AVE)
POS	0,914	0,931	0,627
Justice	0,773	0,864	0,681
Satisfaction	0,829	0,886	0,661
Performance	0,917	0,931	0,575

Source: SmartPLS data processing, (2025)

Composite Reliability

The value is considered good if it exceeds 0.70 (Ghozali, 2021). This can be seen from the data in table 2 which has been processed with SmartPLS 3.0, where all values are above 0.70, thus indicating that the variable model in this study has a good level of reliability.

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Cronbach's Alpha

All variables are considered reliable because the Cronbach's alpha value in the data table above, which was processed using SmartPLS 3.0, is at a value > 0.70 (Ghozali, 2021).

AVE (*Average Variance Extracted)*

If the AVE value > 0.05, each variable will be considered reliable (Ghozali, 2021).

After data processing using SmartPLS 3.0, the AVE value of each variable shows that all variables have an AVE value ≥ 0.50.

Table 3. Discriminant Validity Test

	Satisfaction	Performance	Organisational justice	POS
Satisfaction	0,813			
Performance	0,703	0,758		
Organisational justice	0,658	0,686	0,825	
POS	0,693	0,719	0,675	0,792

Source: SmartPLS data processing, (2025)

From the Fornell-Larcker standard table above, it can be seen that the square root value of AVE is greater than its correlation value. Thus, it can be concluded that this model is valid because it meets the criteria of discriminant validity.

Table 4. Inner Model Test

	R Square	R Square Adjusted
Satisfaction	0,547	0,542
Performance	0,631	0,625

Source: SmartPLS data processing, (2025)

Based on the results of the R Square test, it is known that the satisfaction variable has an R Square value of 0.547 and an Adjusted R Square of 0.542. This means that the

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regression model used can explain 56% of the variation that occurs in the satisfaction variable, while the remaining 44% is influenced by other factors outside the model. The slightly lower Adjusted R Square value, which is 55.1%, indicates that there is an adjustment to the number of predictors used in the model to avoid overfitting. Meanwhile, for the performance variable, the R Square value is 0.631 and the Adjusted R Square value is 0.625. This means that the model is able to explain 60.1% of the variation in the performance variable, and after being adjusted, its ability decreases slightly to 59%. Thus, the model has quite good explanatory power, especially for the performance variable which has a higher R Square value than satisfaction.

Table 5. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	TStatistics (O/STDEV)	P Values
POS -> Performance	0,335	0,330	3,980	**0,000**
Justice-> Performance	0,263	0,269	3,754	**0,000**
POS -> Satisfaction	0,458	0,461	6,238	**0,000**
Justice -> Satisfaction	0,349	0,346	4,415	**0,000**
Satisfaction -> Performance	0,298	0,299	4,423	**0,000**

Source: SmartPLS data processing, (2025)

Hypothesis Testing

Hypothesis 1 (H1): POS has an effect on performance

POS has a positive and significant effect on performance, with a coefficient of 0.335, t-statistic of 3.980, and p-value of 0.000 (<0.05). This shows that the perception of Organisational support directly improves employee performance.

Hypothesis 2 (H2): Justice has an effect on performance

Justice has a positive and significant effect on performance, with a coefficient of 0.263, t-statistic of 3.754, and p-value of 0.000 (<0.05). This shows that Organisational justice encourages increased employee performance.

Hypothesis 3 (H3): POS has an effect on satisfaction

POS has a positive and significant effect on satisfaction, with a coefficient of 0.458, t-statistic of 6.238, and p-value of 0.000. The higher the Organisational support, the higher the employee satisfaction.

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Hypothesis 4 (H4): Justice has a significant positive effect on satisfaction

Justice has a positive and significant effect on satisfaction, with a coefficient of 0.349, t-statistic of 4.415, and p-value of 0.000. This finding shows that the higher the perception of justice, the higher the job satisfaction.

Hypothesis 5 (H5): Satisfaction has an effect on performance

Satisfaction has a positive and significant effect on performance, with a coefficient of 0.298, a t-statistic of 4.423, and a p-value of 0.000. More satisfied employees tend to have better performance.

Table 6. Indirect Influence

	Original Sample (O)	Sample Mean (M)	T Statistics (O/STDEV)	P Values
POS->Satisfaction->Performance	0,136	0,136	4,001	**0,000**
Justice-> Satisfaction ->Performance	0,104	0,105	2,767	**0,003**

Source: SmartPLS data processing, (2025)

Hypothesis 6 (H6): Job satisfaction is a mediating variable of POS on employee performance

Organisational support (POS) has an indirect effect on performance through satisfaction, with a coefficient of 0.136, t-statistic of 4.001, and p-value of 0.000. This finding indicates that satisfaction significantly mediates the relationship between POS and performance.

Hypothesis 7 (H7): Job satisfaction is a mediating variable of Organisational justice on employee performance

Justice has an indirect effect on performance through satisfaction, with a coefficient of 0.104, t-statistic of 2.767, and p-value of 0.003. Satisfaction significantly mediates the relationship between justice and performance.

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DISSCUSION

POS affects Employee Performance

POS has a significant influence on. Organisational support can increase the value of human capital through increased motivation, self-development, and sense of responsibility. When organisations provide support in the form of training, attention, and recognition, employees will be more motivated to actualize their potential, which has a direct impact on work performance. In the context of Human Capital theory When organisations provide high perceived support (POS), such as training, recognition, or work-life balance, this is considered an investment in human capital and states that employees who are motivated and feel appreciated will be more likely to develop themselves and contribute optimally. The results of this study are also supported by Pratiwi & Muzakki, (2021), (Sunyoto & M. Alfatah Kalijaga 2022; Prastyo 2020; Karneli & Nasution 2023; Rini Loliyani, 2024; Ratnasari et al., 2022; Pratiwi & Muzakki, 2021;).

Organisational Justice Influences Employee Performance

Fairness has also been shown to have a significant effect on employee performance. Human Capital Theory emphasizes that when organisations invest in creating a fair system, the potential of employees as strategic assets can be maximized. A sense of fairness increases motivation, loyalty, and the desire to contribute more to achieving Organisational goals. Thus, fairness becomes a factor that strengthens the effectiveness of human capital in supporting performance. This study shows that Organisational fairness has a positive and significant effect on employee job satisfaction and performance. Employees who feel treated fairly will be more motivated and feel appreciated, thereby increasing their loyalty and contribution to the organization. In addition, job satisfaction has also been shown to play an important role in driving optimal performance. The results of this study are also supported by Rasyid et al., (2024); (Rasyid et al., 2024; Herlambang et al., 2022; Karlinda et al., 2022; Donal Mon & Jennifer, 2022; Liana & Putra, 2022).

POS influences Job Satisfaction

Organisational support (POS) shows a very significant influence on satisfaction. In Human Capital theory, Organisational support reflects a form of indirect investment in employees as assets. When organisations show attention and support, employees feel more secure, valued, and empowered. This increases the sense of belonging and emotional attachment, which leads to higher job satisfaction. In the context of Human

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Capital Theory, POS acts as an Organisational strategy to protect and increase the value of human capital. Employees who feel truly supported by the organization will feel that the organization recognizes their value as an asset, resulting in high job satisfaction. Thus, Organisational support not only has an impact on positive emotions, but also strengthens the strategic relationship between human capital investment and Organisational performance. The results of this study are also supported by (Candana et al., 2022).

Organisational Justice Influences Job Satisfaction

The test results show that fairness has a positive and significant influence on job satisfaction. In the context of Human Capital, Organisational justice creates a work environment that supports the development and appreciation of human resources. Employees who feel treated fairly will feel more appreciated, which increases their intrinsic value to the job. The resulting job satisfaction is a form of appreciation for "human capital" who feel that the organization treats them in a balanced and transparent manner. The results of this study are also supported by (Rizki & S, 2020).

Job Satisfaction Influences Employee Performance

Satisfaction has a significant influence on performance. In the Human Capital framework, satisfaction is an indicator of employee emotional well-being. When psychological needs are met and employees feel satisfied, they tend to use their skills and knowledge optimally. Satisfied employees show high commitment and maximum contribution as a form of return on the "emotional investment" they receive from the organization. In the context of Human Capital theory, satisfaction reflects emotional well-being that strengthens employees' internal motivation to use their skills and knowledge optimally. Other findings indicate that Organisational support (Perceived Organisational Support/POS) has a significant impact on satisfaction and performance. When organisations show concern and support for employees, this creates a sense of security, appreciation, and empowerment, which then increases work enthusiasm and performance. The results of this study are also supported by (Mauli & Mukaram, 2016).

Job satisfaction mediates the influence of Perceived Organisational Support on employee performance

The results of the POS mediation path on performance through satisfaction indicate a very significant mediation relationship. This is in line with the principle of Human

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Capital, that Organisational support functions as a form of investment in human capital, which increases satisfaction and ultimately optimizes employee potential in working. Organisations that care about their employees will reap benefits in the form of continuous performance improvement. Furthermore, the mediation path through job satisfaction proves that both justice and POS indirectly affect performance through increased satisfaction. Thus, job satisfaction functions as an important psychological mechanism that bridges Organisational treatment of work results. Overall, these results support the principle in Human Capital theory that Organisational investment in employees in the form of justice and support will have a positive impact on performance through increased employee welfare and engagement. The results of this study are also supported by (Karneli & Nasution, 2023).

Job Satisfaction as a Mediator of the Influence of Organisational Justice on Employee Performance

The mediation path of justice to performance through satisfaction is also significant, this shows that justice increases the value of human capital through satisfaction as a psychological variable that drives performance. Job satisfaction acts as an emotional reinforcement of the justice investment made by the organization, which then produces higher performance output. Human Capital as a whole, views employees as strategic assets that need to be developed and maintained properly. A fair company will make employees feel more appreciated and increase their intrinsic value to their work. The results of this study are also supported by (Sudibjo & Ananta, 2021).

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

By using job satisfaction as a mediating variable, this study experimentally demonstrates the important role played by perceived justice and Organisational support (POS) in enhancing employee performance. The results show that employee job happiness increases with a sense of Organisational support and justice, which in turn enhances performance. Specifically, Organisational support that appears as caring, recognition, and resources can help staff members feel accepted and have a role to play. It has also been shown that applying the principle of justice to interactions between people, Organisational processes, and resource distributions increases feelings of gratitude and strengthens emotional ties to one's work.

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In addition, it has been shown that job satisfaction is a psychological mechanism that links employee performance to corporate justice and selling points. This study suggests that job happiness is a key factor in the realization of employee potential as human capital in addition to being the result of fair and supportive Organisational treatment. Fair treatment and Organisational assistance are examples of strategic investments in human capital that directly improve performance quality, according to the human capital theory paradigm. Therefore, this researcher highlights the importance for businesses to build a fair and supportive workplace as a means to consistently improve employee performance.

Research Limitations

Based on the research results, this study has several limitations, including the sample population in this study did not include all employees, a single quantitative research design, no qualitative approach or in-depth interviews to further explore the subjective experiences of employees, which could actually strengthen contextual understanding, and limited variables focused on only three main variables: POS, Organisational justice, and job satisfaction, and data collection through questionnaires allows for subjective bias from respondents.

Recommendations

Based on the research results, PT Sampoerna Kayoe Bukateja is recommended to improve the perception of Organisational support and Organisational justice in order to improve employee satisfaction and performance. PT Sampoerna Kayoe Bukateja must have open and honest communication, offer training, and have a fair compensation structure. When assessing the effectiveness of the company, human resource management must also make job satisfaction a strategic metric.

To gain a deeper understanding, it is recommended that future research take a mixed methods approach and include additional variables such as corporate culture or leadership style. The findings would also be more widely applicable if a more representative sample method and a broader industri coverage were used.

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