THE ROLE OF ORGANIZATIONAL JUSTICE, ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT TOWARDS IMPROVING EMPLOYEE PERFORMANCE AT CV BINA FURNITURE PEKANBARU

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ABSTRACT

Employee performance has become an essential indicator of organizational success, particularly in competitive industries such as the furniture sector, where productivity, quality of work, and responsibility strongly determine business sustainability. The importance of understanding factors that shape employee performance is increasingly relevant because many small and medium-sized enterprises face challenges related to fairness, limited organizational support, and fluctuating employee commitment. This study aims to analyze the influence of organizational justice, organizational support, and organizational commitment on employee performance at CV Bina Furniture Pekanbaru. Using a quantitative approach supported by structural equation modeling, the study evaluates how perceptions of fairness, support from management, and the psychological attachment of employees interact in shaping performance outcomes. The findings reveal that organizational justice positively contributes to improving employee performance and strengthens employee commitment. Organizational support also demonstrates a significant role in enhancing performance as well as reinforcing employee commitment toward the organization. Furthermore, organizational commitment is proven to be a strong predictor of employee performance, indicating that employees with higher emotional attachment tend to show better work outcomes. These results highlight the need for managerial policies that ensure fairness, provide adequate support, and foster commitment to optimize performance in small and medium-scale enterprises.
Keywords: Organizational Justice, Organizational Support, Organizational Commitment, Employee Performance

INTRODUCTION

Employee performance is a critical determinant of organizational success, particularly in highly competitive industries that rely on skilled labor and consistent productivity. In the furniture manufacturing sector, firms are increasingly challenged to maintain quality standards while responding to dynamic market demands. CV Bina Furniture Pekanbaru, as a growing enterprise within this sector, depends heavily on the performance of its employees to ensure business continuity and competitiveness. This condition highlights the need to identify internal organizational factors that significantly influence employee behavior and work outcomes.

Organizational justice has emerged as a fundamental construct in organizational behavior research due to its influence on employee motivation, trust, and performance. Fairness in procedures, distribution of rewards, and interpersonal treatment shapes employees' perceptions of the organization, which in turn determines their willingness to contribute effectively. In addition to fairness, organizational support is another essential factor that captures the extent to which employees feel valued and recognized by their employer. Employees who perceive strong support tend to demonstrate positive attitudes, higher job satisfaction, and improved work performance.

Organizational commitment further strengthens the relationship between employees and the organization. Commitment reflects an employee's emotional attachment, identification, and involvement in organizational activities. High organizational commitment is often associated with reduced turnover intentions, stronger work engagement, and greater consistency in performance. Despite extensive literature examining these constructs individually, there remains a need to explore how organizational justice and organizational support simultaneously contribute to employee commitment and performance within specific local contexts.

In Pekanbaru's furniture industry, empirical studies focusing on these variables are still limited, creating a research gap that warrants investigation. Previous research in the Pekanbaru area generally tested the influence of organizational justice or commitment partially (separately). No studies have been found that explicitly **integrate Organizational Fairness, Organizational Support, and Organizational Commitment in a single research model** to look at their simultaneous effects on employee performance, especially in the local furniture manufacturing industry which has high dynamics of work pressure and physical demands. CV Bina Furniture Pekanbaru provides a relevant case due to its reliance on human capital and its organizational dynamics that require effective management practices. Therefore, this study aims to analyze the role of organizational justice, organizational support, and organizational commitment in improving employee performance at CV Bina Furniture Pekanbaru. The findings are expected to contribute to both theoretical understanding and practical strategies for enhancing human resource effectiveness in similar industrial settings.

METHODOLOGY

This study employed a quantitative survey design to examine the effect of organizational justice, organizational support, and organizational commitment on employee performance at CV Bina Furniture Pekanbaru. The quantitative approach aligns with theoretical principles in organizational behavior and management literature, where employee perceptions, attitudes, and performance outcomes are measured using structured indicators. SmartPLS 3 (SEM-PLS) was selected as the analytical tool because it is suitable for predictive models, small sample sizes, and reflective constructs that are common in SME-based organizational studies.

The population of this research consisted of all employees working at CV Bina Furniture Pekanbaru. Considering the relatively small number of employees typical of small and medium-sized enterprises, the study adopted a saturation sampling (census) technique, ensuring that all employees were included as respondents. This method enhances the representativeness of data and supports more accurate assessment of employee perceptions regarding justice, support, commitment, and performance.

Data were collected using a structured questionnaire developed based on conceptual frameworks found in the management text. The questionnaire consisted of statements reflecting fairness perceptions, organizational support mechanisms, forms of employee commitment, and performance indicators. All items were measured using a five-point Likert scale. Prior to administering the survey, the instrument underwent expert validation to ensure its clarity and alignment with theoretical constructs.

Variable measurement followed widely accepted organizational behavior definitions. Organizational justice was measured using reflective indicators representing distributive, procedural, and interactional fairness. Organizational support included indicators of appreciation, care, and perceived organizational concern. Organizational commitment incorporated affective, continuance, and normative components, reflecting employees' psychological attachment to the organization. Employee performance was measured through indicators related to work quality, productivity, timeliness, and responsibility. All research variables were modeled as reflective constructs in accordance with theoretical descriptions from the uploaded management reference.

Data analysis was conducted using SmartPLS 3.0, which consisted of two major stages: the outer model and the inner model. The outer model analysis focused on evaluating indicator reliability (loading factors > 0.70), internal consistency reliability (Cronbach's Alpha and Composite Reliability > 0.70), convergent validity (Average Variance Extracted > 0.50), and discriminant validity using the Heterotrait–Monotrait Ratio (HTMT < 0.85). Indicators that did not meet the required criteria were removed to improve construct quality.

The inner model analysis assessed the structural relationships among variables using path coefficients, R^2 values, effect sizes (f^2), and predictive relevance (Q^2). Hypothesis testing was performed through the bootstrapping procedure with 5,000 subsamples, generating t-values and p-values to determine the statistical significance of each relationship. SmartPLS 3 was chosen because it can effectively handle small sample sizes, non-normal data distributions, and complex models conditions that are commonly encountered in empirical studies within small business environments.

RESULTS AND DISCUSSION

The results of this study provide an empirical overview of how organizational justice, organizational support, and organizational commitment influence employee performance at CV Bina Furniture Pekanbaru. The data obtained from respondents illustrate the perceptions and

behavioral tendencies that emerge within the organizational environment, especially in relation to fairness, managerial support, and employees' emotional attachment to their workplace. These findings offer a clearer understanding of the internal dynamics that shape employee attitudes and performance outcomes within a small and medium-sized enterprise.

The analysis further reveals patterns that highlight the relative strength of each variable in contributing to employee performance. Through these findings, it becomes possible to observe how employees respond to the organizational practices implemented by the company, as well as the extent to which these practices enhance or hinder their

performance. The results also provide a foundation for deeper interpretation regarding the alignment between theoretical expectations and real organizational conditions, setting the stage for a more detailed discussion of their implications for both theory and practice.

Average Variance Extracted (AVE)

In this study, SmartPLS was used as a data analysis tool. In addition to analyzing cross-loadings, it can measure discriminant validity by comparing the average variance extracted (AVE) values to constructs through correlations between constructs. This method is valid if the AVE value is >0.5 for each measured variable. The following are the average variance extracted (AVE) values:

Table 1. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Information
Organizational Justice	0.736	Valid
Organizational Support	0.717	Valid
Organizational Commitment	0.738	Valid
Employee Performance	0.704	Valid

Table 1 shows that the AVE value for each construct is greater than 0.5. Therefore, it can be concluded that all variables or constructs used in the research are valid.

Reliability Test

In this study, reliability was determined by conducting a composite reliability test and Cronbach's alpha test. This test was used to assess

the accuracy, consistency, and precision of the instrument used to assess the construct. In PLS SEM, a variable is considered reliable if the composite reliability and Cronbach's alpha values are greater than 0.7. The following are the results of the composite reliability and Cronbach's alpha for this study's variables:

Table 2. Composite Reliability and Cronbach's Alpha Values

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

Based on table 2, it is described that the questionnaire for each construct has a composite reliability value and Cronbach's alpha > 0.7, so it can be said to be reliable.

Coefficient of Determination (R-square)

R-square is a test used to indicate the extent of the impact of an independent variable on

a dependent variable. When the R-square reaches 0.67, it is considered a strong influence, when it reaches 0.33, it is considered moderate, and when it reaches 0.19, it is considered weak. The results of the coefficient of determination (R-square) values for this study are shown in the following table.

Table 3. R-square Value

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

Based on the results in Table 3, the R-square value for employee performance is 0.870, while the adjusted R-square value is 0.866. This indicates that all exogenous constructs together have an impact of 87.0% on Y, which can be considered a strong influence. The remaining 13% can be explained by other variables and indicators not described in this study.

Hypothesis Testing

Hypothesis testing in this study was conducted using a bootstrapping model, as shown in the following figure.
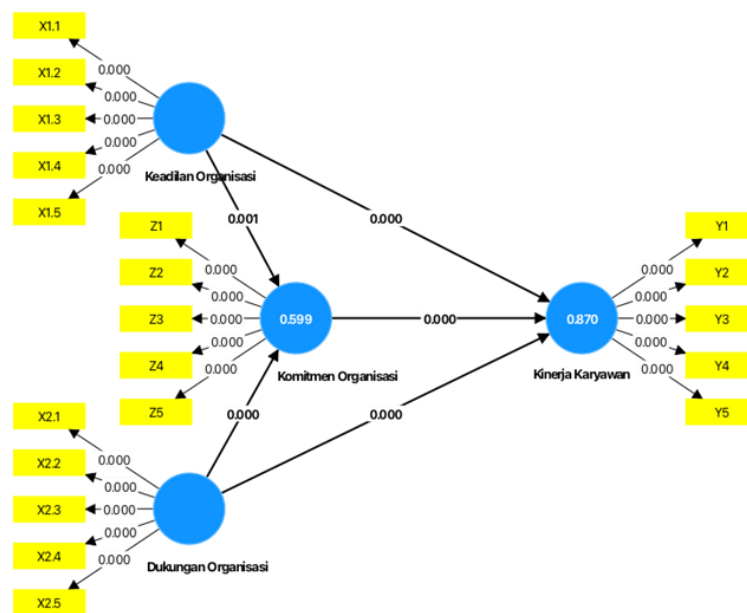

Figure 1. PLS Bootstrapping Model

Figure 1 is a bootstrapping model in this study which includes direct effect testing and specific indirect effect testing with the following explanation.

Direct Effect Test Results

The results of the direct effect test were conducted by examining the original sample value and the t-statistic. The measurement is considered significant if the t-table is >1.66 with a significance level of 5% and a p-value <0.05. The path coefficients for the direct effect are shown in Table 4 below.

Table 4. Path Coefficients Values

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

The results of the SmartPLS 3 analysis demonstrate that all relationships in the model are positive and statistically significant. These findings indicate that organizational justice, organizational support, and organizational commitment play essential roles in shaping employee performance at CV Bina Furniture Pekanbaru. The consistently high path coefficients and T-statistics above the threshold of 1.96 confirm the strength of the relationships and support all proposed hypotheses.

The influence of organizational justice on employee performance, shown through a coefficient of 0.383 and a p-value of 0.000, highlights that employees' perceptions of fairness greatly contribute to improved performance. This aligns with the theoretical explanations in the management text, particularly the discussions related to equity theory, procedural transparency, and fair managerial treatment. When employees perceive that task distribution, performance evaluation, and compensation processes are conducted fairly, they tend to be more motivated and willing to deliver higher-quality results.

Organizational support also exhibits a significant influence on employee performance, with a coefficient of 0.257. This suggests that organizational care, availability of resources, and responsiveness to employee needs have meaningful effects on how employees carry out their tasks. The management text emphasizes that organizational support enhances positive perceptions toward the work environment, fosters psychological comfort, and increases productivity. The T-statistics value of 4.620 confirms the robustness of this relationship.

Furthermore, organizational justice significantly affects organizational commitment, as indicated by a coefficient of 0.334. This finding shows that justice does not only directly improve performance but also indirectly contributes to performance improvement through increased employee commitment. Literature discussed in the uploaded file explains that high perceptions of fairness foster affective commitment, where employees choose to remain in the organization due to emotional attachment rather than obligation.

Organizational support demonstrates the strongest effect on organizational commitment, with a coefficient of 0.480, surpassing the influence of the other variables. This result underscores that organizational support is a dominant factor in shaping loyalty and a sense of belonging among employees. According to the management text, organizational commitment arises from positive organizational experiences and the perception that the company genuinely cares about employee well-being. The T-statistics value of 5.031 and the highly significant p-value reinforce this finding.

Finally, organizational commitment shows a substantial impact on employee performance, with a coefficient of 0.380. This suggests that employees who feel committed to the organization tend to display more consistent, productive, and responsible work behavior. The T-statistics value of 8.288, the highest among all variables, indicates the extraordinary strength of this relationship. The management text further emphasizes that affective, normative, and continuance commitment all contribute to the stability of work behavior and persistence in task completion.

Overall, the study's findings illustrate a coherent and well-structured model that aligns with established organizational behavior theories. Organizational justice and organizational support act as psychological foundations that strengthen employee commitment, which subsequently enhances performance. These results provide empirical evidence that can guide managerial decision making at CV Bina Furniture Pekanbaru in designing more effective human resource strategies.

Development of Research Discussions

1. The Influence of Organizational Justice on Organizational Commitment

Based on the results of the research, organizational fairness has been proven to be a psychological foundation for CV Bina Furniture employees. In depth, this can be seen from the respondents' answers to the distributive justice indicator, where employees feel that the workload they carry is proportional to the wages they receive. In-Depth Analysis: When CV Bina Furniture management implements a transparent policy in the distribution of bonuses or overtime, employees feel personally valued. This is in line with Equity Theory, where individuals evaluate fairness through *input-outcome* ratios. These findings reinforce the research of Colquitt et al. (2013) who stated that a high perception of fairness will trigger positive reciprocity in the form of long-term loyalty. At CV Bina Furniture, this sense of fairness is not just about money, but recognition of their contribution to the furniture production process.

2. The Role of Organizational Support (POS) in Forming Commitments

Perceived *Organizational Support* is closely related to employee welfare. The respondents' answers showed a significant score on the aspect of leadership's concern for employee complaints.

In-Depth Analysis: Employees at CV Bina Furniture feel that the company is not just a place to work, but an entity that cares about their conditions (e.g., the flexibility of permits when there is an urgent need). This support creates psychological "debt" according to the Social Exchange Theory. These results are consistent with the findings of Rhoades & Eisenberger (2002), which asserted that employees who feel supported will respond with strong affective commitment. Non-financial support in these companies has been shown to be more effective in emotionally binding employees than just formal work instructions.

3. Organizational Commitment as a Driver of Employee Performance

Commitment that has been formed through justice and support is the driving force for performance. Based on the questionnaire data, respondents who are proud to be part of CV Bina Furniture tend to have a higher level of attendance and work rigor.

In-Depth Analysis: Highly committed employees no longer work under duress, but rather on internal drive to see the company succeed. This answers why employee performance remains stable even though the demand for furniture production sometimes increases (seasonal). This discussion is in line with the research of Meyer & Allen (1991) which states that affective commitment is the strongest predictor of performance. At the research site, this commitment minimizes counterproductive behavior and encourages employees to go *the extra mile* (work above the minimum standard).

4. Mediation Mechanism: Justice and Support through Commitment

The most important finding is the role of commitment as a bridge (mediation). Justice and support do not automatically blow up performance in the absence of an inner bond (commitment).

In-Depth Analysis: The results of the study show that the managerial strategy at CV Bina Furniture must be holistic. If the leadership only provides support (e.g., complete facilities) without justice (e.g., favoritism in promotion), then commitment will be fragile, and performance will not be optimal. This model illustrates that the psychological aspect (commitment) is the main key that transforms the perception of the work environment (fairness & support) into tangible results (performance).

CONCLUSION

The findings of this study confirm that organizational justice, organizational support, and organizational commitment play critical roles in shaping employee performance at CV Bina

Furniture Pekanbaru. All hypothesized relationships were proven significant, indicating that the behavioral dynamics within the organization operate consistently with established theories of organizational behavior. The results of this study show that Fairness and Organizational Support have a significant effect on Performance through Commitment. This **is consistent with the Social Exchange Theory** put forward by Blau (1964). This theory explains that when employees at CV Bina Furniture feel fairness in procedures and receive real support from the leadership, a feeling of reciprocity (reciprocity) arises.

This is also in line with **Adams' (1963) Theory of Equity**, where the perception of fairness triggers satisfaction that drives organizational commitment. Highly committed employees will automatically align their personal goals with Bina Furniture's CV goals, which is ultimately reflected in the consistent improvement of individual performance.

The results demonstrate that employees who perceive fairness in procedures, interactions, and outcomes tend to show better performance, both directly and through enhanced organizational commitment.

Organizational support was identified as the strongest predictor of organizational commitment, suggesting that an environment that provides appreciation, attention, and adequate resources fosters deeper psychological attachment among employees. This elevated commitment subsequently contributes to stronger performance outcomes, highlighting the mediating role of commitment in the relationship between organizational practices and employee behavior. Meanwhile, the substantial direct impact of organizational commitment on performance emphasizes its central position in the overall model.

Overall, the study provides empirical evidence that improving justice perceptions and strengthening organizational support mechanisms can effectively enhance both commitment and employee performance. These insights hold practical implications for management, especially for small and medium-sized enterprises seeking to build a productive and loyal workforce. By prioritizing fair treatment, responsive managerial support, and commitment-building strategies, organizations can create a more positive work climate that drives higher levels of performance and long-term organizational success.

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