



The Influence of Managerial Support and Organizational Justice on Employee Performance: A Case Study at PT Pratama Abadi Industri-JX

Pengaruh Dukungan Manajerial dan Keadilan Organisasional terhadap Kinerja Karyawan: Studi Kasus pada PT Pratama Abadi Industri-JX

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Abstract

This study aims to analyze the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX, a shoe manufacturing company. In today's competitive business environment, management support and organizational justice perceptions have become crucial factors in enhancing employee productivity. This research employed a quantitative approach using survey methods with 24 respondents randomly selected from 130 company employees. The research instrument consisted of questionnaires developed based on managerial support indicators, organizational justice indicators, and employee performance indicators. Data were analyzed using descriptive statistics and multiple linear regression with SPSS software. Validity and reliability tests showed that all research instruments were valid and reliable (Cronbach's Alpha = 0.833). The Kolmogorov-Smirnov normality test confirmed normal data distribution (Sig. = 0.057 > 0.05). Multiple regression analysis results indicated that managerial support and organizational justice simultaneously have a positive and significant influence on employee performance ($F = 10.143$, Sig. = 0.001 < 0.05) with R^2 value of 0.491, meaning 49.1% of employee performance variation can be explained by both independent variables. These findings provide practical implications for PT Pratama Abadi Industri-JX management to enhance managerial support and create a fair organizational climate as strategies for improving employee performance.

Keywords: Managerial Support, Organizational Justice, Employee Performance, Manufacturing Industry, Human Resource Management.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh dukungan manajerial dan keadilan organisasional terhadap kinerja karyawan di PT Pratama Abadi Industri-JX, sebuah perusahaan manufaktur sepatu. Dalam era bisnis yang kompetitif, dukungan manajemen dan persepsi keadilan organisasional menjadi faktor krusial dalam meningkatkan produktivitas karyawan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 24 responden yang dipilih secara acak dari 130 karyawan perusahaan. Instrumen penelitian berupa kuesioner yang dikembangkan berdasarkan indikator dukungan manajerial, keadilan organisasional, dan kinerja karyawan. Data dianalisis menggunakan statistik deskriptif dan regresi linier berganda dengan software SPSS. Hasil uji validitas dan reliabilitas menunjukkan semua instrumen penelitian valid dan reliabel (Cronbach's Alpha = 0.833). Uji normalitas Kolmogorov-Smirnov mengkonfirmasi distribusi data normal (Sig. = 0.057 > 0.05). Hasil analisis

regresi berganda menunjukkan bahwa dukungan manajerial dan keadilan organisasional secara simultan berpengaruh positif dan signifikan terhadap kinerja karyawan ($F = 10.143$, $\text{Sig.} = 0.001 < 0.05$) dengan nilai $R^2 = 0.491$, yang berarti 49.1% variasi kinerja karyawan dapat dijelaskan oleh kedua variabel independen. Temuan ini memberikan implikasi praktis bagi manajemen PT Pratama Abadi Industri-JX untuk meningkatkan dukungan manajerial dan menciptakan iklim organisasi yang adil sebagai strategi peningkatan kinerja karyawan.

Kata Kunci: Dukungan Manajerial, Keadilan Organisasional, Kinerja Karyawan, Industri Manufaktur, Manajemen Sumber Daya Manusia.

INTRODUCTION

In today's increasingly competitive and dynamic business environment, organizations must continuously enhance their managerial support systems and organizational justice practices to maintain competitive advantage and ensure long-term business sustainability (Robbins et al., 2014). The global marketplace demands that companies not only focus on operational efficiency but also prioritize the human capital that drives organizational success. One of the critical factors influencing organizational justice and overall workplace effectiveness is the establishment of effective team performance and seamless communication among team members (Kozlowski & Ilgen, 2006). PT Pratama Abadi Industri-JX, a prominent company engaged in shoe production and manufacturing, is no exception in facing these multifaceted challenges in the modern industrial landscape.

Managerial support and organizational justice have emerged as two paramount factors that can significantly impact employee performance and organizational outcomes at PT Pratama Abadi Industri-JX. Managerial support represents the level of support, guidance, mentorship, and resources provided by managers to their employees in executing their daily responsibilities (Robbins et al., 2014). When managers actively provide comprehensive support, constructive guidance, timely feedback, and meaningful recognition to employees, those employees are more likely to feel genuinely valued, intrinsically motivated, and deeply inspired to work hard and achieve both individual and organizational goals (Zulch, 2014). Furthermore, effective managerial support can also help employees successfully overcome workplace challenges and resolve professional problems, which ultimately leads to higher levels of job satisfaction, enhanced productivity, and improved organizational commitment (Mangkunegara, 2011).

Organizational justice, on the other hand, refers to employees' perceptions and evaluations of fairness, equity, and transparency in organizational processes, decision-making procedures, and outcome distributions (Al-Zu'bi, 2010). According to Yulianto (2022), when employees consistently feel treated fairly and equitably across various organizational contexts, they will develop positive attitudes and demonstrate behaviors that align with what is needed for successful organizational change and adaptation, even under difficult and challenging conditions, and vice versa. Bakhshi et al (2009) specifically mentioned that organizational justice is comprehensively formed from three distinct but interconnected perceptions of justice: procedural justice (fairness of decision-making processes), distributive justice (fairness of outcome allocations), and interactional justice (fairness of interpersonal treatment). These three dimensions collectively and synergistically shape employee attitudes, behaviors, and emotional responses toward the organization and its leadership (Kreitner & Kinicki, 2010).

Employee performance, as comprehensively defined by Rivai & Basri (2005), encompasses the overall result and achievement of an individual during a certain period in carrying out assigned tasks, measured against work result standards, specific targets, or predetermined and mutually agreed criteria and key performance indicators. In the manufacturing industry, particularly in the competitive shoe production sector, employee performance becomes absolutely crucial for maintaining consistent product quality, meeting demanding production targets and deadlines, and ensuring high levels of customer satisfaction and brand loyalty (Sutrisno, 2019).

Overall, managerial support and organizational justice represent two fundamentally important factors that can significantly and measurably impact employee performance and organizational effectiveness. By actively promoting and institutionalizing a strong organizational culture of support,



fairness, and justice, organizations like PT Pratama Abadi Industri-JX can help substantially improve employee engagement levels, operational productivity, and employee retention rates (Salas et al., 2005). Previous empirical research has consistently shown that these factors are deeply interconnected and play vital, complementary roles in determining organizational success and sustainability (Schermerhorn Jr et al., 2011).

The primary objective of this research on managerial support and organizational justice toward employee performance is to comprehensively understand the complex relationship between these two critical factors and their combined impact on employee work outcomes, as well as to systematically identify best practices and evidence-based policies that can effectively improve levels of employee engagement, productivity, and retention. This study aims to provide rigorous empirical evidence and actionable practical insights for management at PT Pratama Abadi Industri-JX to develop more effective, sustainable, and employee-centered human resource management strategies.

METHODS

This study employed a quantitative approach using survey methodology to analyze the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX. The quantitative approach was chosen to provide measurable and statistical evidence of the relationships between variables, allowing for objective analysis and generalization of findings (Yusuf, 2016).

The population for this study consisted of all employees at PT Pratama Abadi Industri-JX who had been working for more than one year, totaling 130 employees. The sampling technique used was simple random sampling, where each member of the population had an equal opportunity to be selected as a sample participant. This method ensures representativeness and reduces selection bias in the research findings (Ghozali, 2018). A total of 24 respondents were selected as the research sample, with the majority being female employees (19 respondents) and male employees (5 respondents) from various departments within the company.

Data collection was conducted through structured questionnaires developed based on established theoretical frameworks and validated indicators. The managerial support variable was measured using indicators developed by Mayadi et al (2024), which encompass dimensions of supervisor support, guidance provision, and recognition systems. Organizational justice was assessed using indicators proposed by Daft (2015), covering procedural justice, distributive justice, and interactional justice dimensions. Employee performance was evaluated using indicators developed by Adhari (2021), which include quality of work, quantity of work, timeliness, and job knowledge criteria.

Data analysis was performed using SPSS statistical software, employing both descriptive and inferential statistical methods. Descriptive analysis was conducted to describe respondent characteristics and research variables, providing an overview of the data distribution and central tendencies. The primary analytical technique used was multiple linear regression analysis to examine the simultaneous and individual effects of managerial support and organizational justice on employee performance.

Prior to conducting the main analysis, several assumption tests were performed to ensure the validity and reliability of the findings. Normality testing was conducted using the Kolmogorov-Smirnov test to verify that the data followed a normal distribution pattern. Validity testing employed Pearson correlation analysis to ensure that each questionnaire item accurately measured its intended construct, with the criterion that correlation values must be greater than the *r*-table value and significance levels less than 0.05. Reliability testing was performed using Cronbach's Alpha coefficient to assess the internal consistency of the measurement instruments, with the acceptable threshold set at 0.6 or higher (Oscar & Sumirah, 2019).

RESULTS AND DISCUSSION

Results

The results of this study provide comprehensive insights into the relationship between managerial support, organizational justice, and employee performance at PT Pratama Abadi Industri-JX. The



analysis began with assumption testing to ensure the validity and reliability of the data before proceeding to the main statistical analysis.

The normality test using the Kolmogorov-Smirnov method revealed that the data followed a normal distribution pattern. The test yielded a significance value of 0.057, which is greater than the alpha level of 0.05, indicating that the assumption of normality was satisfied. This finding confirms that parametric statistical analysis could be appropriately applied to the dataset.

Table 1. Normality Test Results

Test	Statistic	Significance
Kolmogorov-Smirnov	0.175	0.057

The validity testing using Pearson correlation analysis demonstrated that all research instruments were valid. All variables showed correlation coefficients greater than the r-table value (0.404 for n=24) and significance levels of 0.001, which is less than 0.05. The correlation between managerial support and employee performance was 0.647, while organizational justice and employee performance showed a correlation of 0.621. These results confirm that the questionnaire items accurately measured their intended constructs.

Table 2. Validity Test Results

Variables	Managerial Support	Organizational Justice
Managerial Support	1	0.640**
Organizational Justice	0.640**	1
Employee Performance	0.647**	0.621**

** Correlation is significant at the 0.01 level (2-tailed)

Reliability analysis using Cronbach's Alpha yielded a coefficient of 0.833, which exceeds the acceptable threshold of 0.6, indicating high internal consistency among the measurement items. This result suggests that the research instruments were reliable and could produce consistent measurements.

The multiple linear regression analysis revealed significant findings regarding the relationship between the independent and dependent variables. The ANOVA test showed an F-value of 10.143 with a significance level of 0.001, which is less than 0.05. This result indicates that managerial support and organizational justice simultaneously have a significant influence on employee performance.

Table 3. Multiple Regression Analysis Results

Model				
R	R Square	Adjusted R Square	Std. Error	F
0.701	0.491	0.443	5.568	10.143

Table 4. Coefficient Analysis

Variables	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	15.608	10.126		1.541
Managerial Support	0.346	0.166	0.422	2.086
Organizational Justice	0.374	0.215	0.351	1.735

The coefficient of determination (R^2) was 0.491, indicating that 49.1% of the variation in employee performance could be explained by managerial support and organizational justice, while the remaining 50.9% was influenced by other factors not examined in this study. The regression equation can be



expressed as: $Y = 15.608 + 0.346X_1 + 0.374X_2$, where Y represents employee performance, X_1 represents managerial support, and X_2 represents organizational justice.

Discussion

The findings of this study provide valuable insights into the dynamics of workplace relationships and their impact on employee performance in the manufacturing sector, specifically within the shoe industry context. The results demonstrate that both managerial support and organizational justice play crucial roles in enhancing employee performance, which aligns with previous research in organizational behavior and human resource management.

The significant positive relationship between managerial support and employee performance ($\beta = 0.422$, $p = 0.049$) confirms the theoretical framework proposed by Robbins et al (2014), who emphasized that managerial support serves as a critical factor in employee motivation and performance enhancement. This finding suggests that when managers provide adequate support, guidance, and recognition to their employees, it creates a conducive work environment that facilitates higher performance levels. The result is consistent with the work of Subkhi & Jauhar (2013), who argued that effective managerial support directly influences employee engagement and productivity.

The relationship between organizational justice and employee performance, while positive, showed a slightly weaker statistical significance ($\beta = 0.351$, $p = 0.097$). This finding partially supports the theoretical foundation laid by Al-Zu'bi (2010) and Bakhshi et al. (2009), who identified organizational justice as a key determinant of employee attitudes and behaviors. The relatively weaker significance may be attributed to the specific organizational culture and context of PT Pratama Abadi Industri-JX, where employees might prioritize direct managerial support over perceived organizational fairness in their immediate work environment.

The combined effect of both variables explains 49.1% of the variance in employee performance, which represents a substantial portion of the factors influencing performance outcomes. This finding aligns with the work of Lawasi & Triatmanto (2017), who emphasized the multifaceted nature of performance determinants in organizational settings. The remaining 50.9% of unexplained variance suggests that other factors, such as individual characteristics, job design, organizational culture, and external environmental factors, also play significant roles in determining employee performance.

The demographic composition of the sample, with a predominance of female employees (79.2%), reflects the nature of the shoe manufacturing industry, where certain production processes may attract more female workers. This gender distribution may have influenced the results, as previous research by Swalhi et al. (2017) has suggested that different genders may respond differently to managerial support and organizational justice initiatives.

From a practical perspective, these findings have significant implications for PT Pratama Abadi Industri-JX's management strategies. The stronger impact of managerial support suggests that investing in supervisor training and development programs could yield substantial returns in terms of employee performance improvement. This recommendation is supported by Susita et al. (2020), who emphasized the importance of developing managerial capabilities in fostering high-performance work environments.

The study's results also highlight the importance of creating fair and just organizational systems, even though the statistical significance was marginally weaker. As noted by Sule & Saeful (2019), organizational justice encompasses multiple dimensions, including procedural, distributive, and interactional justice, each of which requires careful attention from management to create a comprehensive fairness framework.

However, this study has several limitations that should be acknowledged. The relatively small sample size ($n=24$) may limit the generalizability of the findings to larger organizational contexts or different industrial settings. Additionally, the cross-sectional nature of the study prevents the establishment of causal relationships over time. Future research could benefit from longitudinal designs and larger sample sizes to provide more robust evidence of these relationships.

The findings contribute to the existing body of knowledge in organizational behavior by providing empirical evidence from the Indonesian manufacturing context, specifically in the shoe industry. This adds to the growing literature on workplace dynamics in emerging economies and provides practical insights for managers operating in similar industrial environments.



CONCLUSION

Conclusion

This study successfully examined the influence of managerial support and organizational justice on employee performance at PT Pratama Abadi Industri-JX, providing empirical evidence that both factors play significant roles in enhancing workplace performance. The research findings demonstrate that managerial support and organizational justice, when considered together, have a statistically significant positive impact on employee performance, explaining 49.1% of the variance in performance outcomes.

The analysis revealed that managerial support exhibits a stronger direct relationship with employee performance compared to organizational justice, suggesting that immediate supervisory behaviors and support mechanisms have more pronounced effects on employee work outcomes than broader organizational fairness perceptions. This finding underscores the critical importance of developing effective managerial capabilities and support systems within the organization.

The study contributes to the existing body of knowledge in organizational behavior and human resource management, particularly within the context of Indonesian manufacturing industries. The results validate theoretical frameworks proposed by previous researchers while providing specific insights relevant to the shoe manufacturing sector. The research methodology employed, including validity and reliability testing, ensures that the findings are robust and can serve as a foundation for future studies in similar organizational contexts.

From a broader perspective, this research highlights the interconnected nature of managerial practices and employee performance outcomes, demonstrating that organizations that invest in both supportive management practices and fair organizational systems are more likely to achieve superior performance results. The findings also emphasize the importance of considering multiple dimensions of workplace relationships when designing performance improvement strategies.

Recommendation

Based on the research findings, several strategic recommendations can be proposed for PT Pratama Abadi Industri-JX to enhance employee performance through improved managerial support and organizational justice initiatives. The management should prioritize the development of comprehensive supervisor training programs that focus on enhancing managers' ability to provide effective support, guidance, and recognition to their subordinates. These programs should emphasize practical skills in communication, feedback delivery, and employee development techniques that directly contribute to performance enhancement.

The organization should establish formal mentoring and coaching systems that institutionalize managerial support beyond informal interactions. This approach would ensure consistent support delivery across different departments and management levels, creating a more systematic approach to employee development. Regular performance feedback mechanisms should be implemented to provide employees with clear guidance on performance expectations and improvement areas.

Regarding organizational justice, the company should review and enhance its policies and procedures to ensure fairness in decision-making processes, resource allocation, and employee treatment. This includes developing transparent performance evaluation systems, equitable reward and recognition programs, and clear grievance procedures that address employee concerns about fairness. Regular organizational climate surveys should be conducted to monitor employee perceptions of justice and identify areas requiring improvement.

The organization should also consider implementing cross-training programs and job rotation initiatives that provide employees with broader skill sets and career development opportunities. These programs would not only enhance individual performance but also demonstrate organizational commitment to employee growth and development, thereby strengthening both managerial support and organizational justice perceptions.

Future research should expand the scope of investigation by including larger sample sizes and multiple organizations within the manufacturing sector to enhance the generalizability of findings. Longitudinal studies would provide valuable insights into the temporal relationships between managerial support, organizational justice, and employee performance, allowing for more definitive



causal inferences. Additionally, qualitative research approaches could complement quantitative findings by providing deeper understanding of the mechanisms through which these variables influence employee performance in specific organizational contexts.

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