Journal of International Conference Proceedings (JICP)
Vol. 9 No. 5, pp 674-686, November, 2026
E-ISSN: 2621-993X P-ISSN: 2622-0989
https://ejournal.aibpmjournals.com/index.php/JICP/index

The Mediating Role of Work Commitment in the Influence of Organizational Justice on Employee Performance at Government Agencies in Wakatobi Regency

Anas Sutrino[1*], Nitri Mirosea[2], Supriyadi[1]
[1]STIE Enam Enam Kendari, Kendari, Southeast Sulawesi 93121, Indonesia
[2]Halu Oleo University, Kendari, Southeast Sulawesi 93232, Indonesia
*Corresponding Email: anassutrino97@gmail.com

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE
Sutrino, A., Mirosea, N., & Supriyadi, S. (2026). The mediating role of work commitment in the influence of organizational justice on employee performance at government agencies in Wakatobi Regency. *Journal of International Conference Proceedings*, *9*(5), 674-686.

DOI:
https://doi.org/10.32535/jicp.v9i5.5227

Copyright @ 2026 owned by Author(s).
Published by JICP

This is an open-access article.
License:
Attribution-Noncommercial-Share Alike
(CC BY-NC-SA)

Received: 10 September 2026
Accepted: 14 October 2026
Published: 26 November 2026

ABSTRACT

This study aims to examine the effect of organizational justice on employee performance, mediated by work commitment, within the government agencies of Wakatobi Regency. This is an explanatory study. The population consists of all employees across 21 agencies in Wakatobi Regency (totaling 521 employees); using Slovin's formula, a sample of 215 respondents was obtained. Data were analyzed using Structural Equation Modeling (SEM) with the AMOS 24.0 software package to determine the causal relationships between the variables in the model. The analysis results indicate that organizational justice has a positive and significant effect on work commitment and employee performance, and that work commitment has a positive and significant effect on employee performance. Furthermore, work commitment serves as an effective mediator in the relationship between organizational justice and employee performance. The study contributes to the advancement of knowledge, particularly regarding the importance of fostering positive relationships among employees, relationships based not on individual backgrounds, but on the professionalism with which each employee performs their duties.

Keywords: Employee Performance; Government Agencies; Organizational Justice; Structural Equation Modeling; Work Commitment

Journal of International Conference Proceedings (JICP)
Vol. 9 No. 5, pp 674-686, November, 2026
E-ISSN: 2621-993X P-ISSN: 2622-0989
https://ejournal.aibpmjournals.com/index.php/JICP/index

INTRODUCTION

The implementation of regional autonomy grants local governments the authority to administer and manage governmental affairs within their respective jurisdictions. Pursuant to Law Number 23 of 2014 concerning Regional Government, which replaced Law Number 32 of 2004 (Republik Indonesia, 2004, 2014a), regency and city governments possess broad authority to manage local affairs based on the principle of autonomy. The distribution of governmental authority across central, provincial, regency, and city levels is delineated in Government Regulation Number 38 of 2007 (Republik Indonesia, 2007). These regulations serve as the foundation for the division of governmental responsibilities regarding the provision of protection, services, and empowerment, as well as the enhancement of public welfare.

The implementation of regional autonomy, which began on January 1, 2001, elicited varied responses from regions across Indonesia. Areas rich in natural resources and possessing adequate revenue streams held high expectations for the policy. Conversely, regions with limited revenue sources harbored concerns regarding their ability to finance their own governance operations. These disparities demonstrate that regional financial capacity is a key factor supporting the implementation of regional autonomy.

Through decentralization, local governments gain the authority to develop revenue sources and manage budgets in alignment with local needs and development priorities. This authority is intended to strengthen regional self-reliance and gradually reduce dependence on central government financial support. A region's ability to identify revenue potential, manage financial resources, and fund public services constitutes a crucial component of its capacity to exercise autonomy. Therefore, increasing locally generated revenue must be accompanied by budget management that is effective, efficient, and oriented toward the public interest.

Wakatobi Regency, established through administrative division in 2003, is one of the regions exercising this autonomous authority. In doing so, the regency government faces the imperative to strengthen its fiscal capacity by optimizing local revenue sources and improving financial management. Such efforts are essential to support autonomy in governance and development. In line with the objectives of regional establishment under Law Number 23 of 2014, governance in Wakatobi Regency is directed toward improving the quality of public services and accelerating community welfare.

Achieving these goals requires a bureaucracy capable of working effectively and efficiently. The bureaucracy serves as both an instrument for policy implementation and a liaison between the government and the public. Government officials exercise public authority through the duties and functions inherent in their positions. Consequently, the ability to direct and coordinate personnel is a crucial factor in ensuring that government activities align with organizational objectives (Nugraha et al., 2020).

The State Civil Apparatus (ASN) plays a vital role in implementing government policies, providing public services, and supporting development. The quality of the apparatus significantly influences the government's capacity to respond to public needs and achieve regional and national development targets. However, the abuse of authority by some personnel highlights the challenges involved in maintaining bureaucratic integrity. This situation underscores the need to strengthen ASN ethics and accountability, enabling them to play an active role in preventing corruption, collusion, and nepotism.

To support the achievement of national goals as outlined in the Preamble to the 1945 Constitution, a professional and principled civil service capable of delivering public services responsibly is required. Personnel are also expected to maintain neutrality and perform their duties free from political interference that conflicts with their obligations. Values such as honesty, fairness, and a service-oriented mindset must underpin work conduct, while enhancing competence and welfare serves to support professionalism.

Regulations governing personnel management provide the foundation for cultivating a civil service characterized by competence, responsibility, and workplace discipline. Regarding the legal framework underpinning this document, personnel-related provisions refer to Law Number 20 of 2023 concerning the State Civil Apparatus, which replaced Law Number 5 of 2014, and Government Regulation Number 94 of 2021 concerning Civil Servant Discipline (Republik Indonesia, 2014b, 2021, 2023). The existence of these regulations highlights the importance of civil service governance in supporting the administration of government and national development.

The smooth execution of government duties is closely linked to the quality of work performed by the State Civil Apparatus (ASN). As policy implementers and service providers, these officials bear the responsibility to deliver public services professionally and accountably, which makes their performance a central concern for government agencies.

Employee performance, however, depends not only on regulations and formal procedures but also on how employees experience their workplace. Perceptions of fairness in the distribution of outcomes, in decision-making procedures, and in interpersonal treatment shape employees' attitudes toward their organization (Moorman, 1991), and fair treatment can strengthen the commitment employees bring to their duties. Organizational justice has been examined as a determinant of employee and job performance in several settings (Kalay, 2016; Krishnan et al., 2018), but the mechanism linking the two warrants further examination among local government employees, whose working conditions are shaped by the bureaucratic and regulatory context described above. This study therefore examines the effect of organizational justice on employee performance in government agencies in Wakatobi Regency and tests whether work commitment mediates this relationship.

LITERATURE REVIEW

Organizational Justice

Organizational justice refers to employees' perceptions of fairness in the treatment they receive while performing their duties and its relationship with other aspects of work (Moorman, 1991). This study conceptualizes organizational justice as a latent construct measured through three indicators adapted from Moorman (1991): procedural justice, interactional justice, and distributive justice.

The construct has been refined considerably since its early formulation, and reviews of the field document both continuity and change in how fairness at work is conceptualized (Silva & Caetano, 2014). Organizational behavior texts treat justice perceptions as an important influence on employee attitudes and behavior (Robbins & Judge, 2016; Thoha, 2012), and empirical studies in different national settings have examined how

organizational justice relates to employee and job performance (Kalay, 2016; Krishnan et al., 2018).

Work Commitment

Work commitment describes the psychological bond that motivates individuals to carry out their responsibilities in support of organizational goals. In this study, it is operationalized as a latent construct with two indicators: job involvement and work engagement, the latter reflecting emotional attachment to one's tasks or job. These indicators are adopted from Kanungo (1982, as cited in Blau, 1985) and Wiley et al. (2010).

Work engagement has itself been measured with validated instruments, including the short-form questionnaire tested cross-nationally by Schaufeli et al. (2006). Evidence from the International Journal of Applied Business and International Management points to the performance relevance of commitment: organizational commitment was found to have a positive and significant effect on the performance of permanent employees of a telecommunications company in Denpasar (Artha et al., 2023) and on human resource performance in Islamic boarding schools (Sutanto et al., 2022).

Employee Performance

Employee performance denotes the extent to which individuals accomplish work objectives by fulfilling their assigned duties (Cascio, 1992). This study measures employee performance as a latent construct using three indicators adapted from the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014).

Performance has been framed both as a theoretical construct and as a measurable outcome (Uno & Lamatenggo, 2012). Studies of employees have examined determinants such as competence (Dahliah & Narwis, 2019) and the conditions under which employees remain motivated to go the extra mile in adverse organizational contexts (Gomes et al., 2013). In the public sector, a study of employees in two provincial government agencies in North Maluku found that personal factors and leadership positively influenced employee performance (Husen et al., 2024).

Conceptual Framework

Figure 1. Conceptual Framework

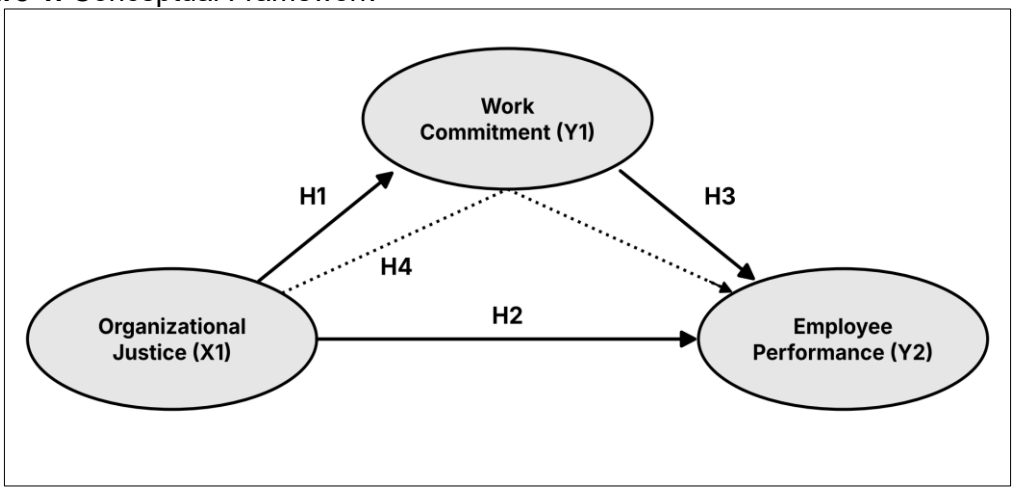

Figure 1 summarizes the relationships examined in this study. Organizational justice (X1) is expected to influence work commitment (Y1; H1) and employee performance (Y2; H2); work commitment is expected to influence employee performance (H3); and work

commitment is expected to mediate the effect of organizational justice on employee performance (H4).

H1: Organizational justice has a positive and significant effect on work commitment.
H2: Organizational justice has a positive and significant effect on employee performance.
H3: Work commitment has a positive and significant effect on employee performance.
H4: Work commitment mediates the effect of organizational justice on employee performance.

RESEARCH METHOD

An explanatory research design was adopted to investigate the relationships specified in the proposed model. The population consisted of 521 employees working in 21 government agencies in Wakatobi Regency. Applying Slovin's formula yielded a sample of 215 respondents. Structural Equation Modeling (SEM) was performed using AMOS version 24.0 to evaluate the hypothesized relationships among the study variables.

RESULTS

Data processing was conducted using the AMOS (Analysis of Moment Structures) application, version 24.0, to perform a series of tests, namely confirmatory factor analysis, data normality testing, outlier testing, model fit testing, and structural model evaluation, including hypothesis testing. The results of the Confirmatory Factor Analysis are presented in Table 1.

Table 1. Standardized Regression Weights (Default Model)

			Estimate
X1.3	<---	Organizational Justice	0.673
X1.2	<---	Organizational Justice	0.664
X1.1	<---	Organizational Justice	0.707
Y1.2	<---	Work Commitment	0.648
Y1.1	<---	Work Commitment	0.914
Y2.3	<---	Employee Performance	0.695
Y2.2	<---	Employee Performance	0.739
Y2.1	<---	Employee Performance	0.678

Data Normality Test

Data normality is evaluated via the "assessment of normality" section of the AMOS output by comparing the critical ratio (C.R.) value against the range of −2.58 to +2.58 at a significance level of 0.01.

Table 2. Assessment of Normality (Group Number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y2.3	2.000	5.000	-0.817	-4.823	0.809	2.386
Y2.2	1.880	5.000	-0.833	-4.914	1.262	3.723
Y2.1	2.170	5.000	-0.795	-4.694	0.423	1.247
Y1.1	2.100	5.000	-0.860	-5.079	0.906	2.673
Y1.2	1.750	5.000	-1.007	-5.942	2.005	5.916
X1.1	2.140	5.000	-0.924	-5.456	1.278	3.770
X1.2	2.000	5.000	-0.608	-3.587	0.309	0.913
X1.3	1.800	5.000	-0.890	-5.250	1.151	3.397
Multivariate					15.356	6.055

The normality test in Table 2 indicates that the data are not normally distributed, as the critical ratio (C.R.) for kurtosis is 6.055, exceeding the expected range of approximately ±2.58 in both univariate and multivariate analyses. To address this, AMOS provides features supporting Maximum Likelihood (ML) and bootstrapping for non-normal data. The bootstrap regression weights, confidence bounds, and p-values for the hypothesized relationships are presented in Table 3.

Table 3. Regression Weights (Group Number 1 – Default Model), Bootstrapping

Parameter			Estimate	Lower	Upper	P
Work Commitment	<---	Organizational Justice	0.442	0.285	0.665	0.005
Employee Performance	<---	Organizational Justice	0.315	0.148	0.495	0.014
Employee Performance	<---	Work Commitment	0.318	0.163	0.562	0.007

Data Outlier Test

Outlier testing was conducted to identify observations with extreme values across the combination of research variables. The presence of multivariate outliers was evaluated using the Mahalanobis Distance value from the AMOS output. The assessment threshold was determined using the chi-square (χ^2) distribution at a significance level of 0.001, with degrees of freedom corresponding to the number of measured variables. This study utilized 12 indicators; consequently, calculation via the CHIINV function in Microsoft Excel yielded a threshold value of 32.910. Thus, observations with a Mahalanobis Distance value exceeding 32.910 were identified as multivariate outliers.

Model Fit Test Results

The measurement model in this study is used to evaluate the indicators representing three latent constructs: organizational justice (X1), work commitment (Y1), and employee performance (Y2). Through confirmatory factor analysis (CFA), the assessment covers two primary aspects: measurement model fit and the significance of factor loadings (λ) (Ferdinand, 2006). The research model was developed based on theoretical foundations and prior empirical findings, then analyzed using full structural equation modeling to test both the measurement model and the structural relationships between variables.

Factor loading evaluation is conducted to assess the ability of each indicator to represent the construct being measured. This study adopts a factor loading value of ≥ 0.50 as the acceptance criterion for indicators (Ghozali, 2008). Indicators meeting this threshold are considered to make an adequate contribution to explaining the latent construct. Conversely, indicators with factor loadings below 0.50 require evaluation and consideration for removal, while still taking into account theoretical foundations and the representation of the concepts being measured.

Thus, CFA aims to ensure that the indicators used align with latent constructs that cannot be directly observed. This analysis provides an empirical basis for assessing whether the indicators effectively represent the conceptual meaning of each research variable.

Subsequently, a goodness-of-fit test is performed to evaluate the extent to which the hypothesized model aligns with the empirical data. The assessment employs multiple fit indices to ensure a comprehensive evaluation of the model's viability. The criteria used for the SEM goodness-of-fit test are presented in the following table.

Table 4. Model Fit Test Results

Goodness-of-Fit Index	Cut-off Value	Analysis Result	Model Evaluation
Chi-square	Probability ≥ 0.05	$\chi^2 = 58.003$; p = 0.177	Good
CMIN/DF	≤ 2.00	1.184	Good
TLI	≥ 0.90	0.986	Good
GFI	≥ 0.90	0.957	Good
AGFI	≥ 0.90	0.931	Good
RMR	≤ 0.080	0.019	Good
CFI	≥ 0.90	0.989	Good
RMSEA	≤ 0.08	0.030	Good

The results presented in Table 4 indicate that the research model demonstrates a good overall fit with the empirical data. The chi-square value of 58.003 represents the difference between the observed covariance matrix and the covariance matrix predicted by the model. However, this statistic should be interpreted alongside the degrees of freedom and the associated probability value, so model fit should not be assessed solely on the magnitude of the chi-square value. The CMIN/DF index, which expresses the ratio of chi-square to the model's degrees of freedom, is 1.184 and meets the fit criterion applied in this study.

The other goodness-of-fit indices also support the conclusion that the model fits the data well. The Tucker–Lewis Index (TLI) is 0.986, exceeding the acceptance threshold of 0.90. The Goodness of Fit Index (GFI), which reflects the fit between the covariances predicted by the model and those observed in the data, is 0.957 and also exceeds the 0.90 criterion. Similarly, the Adjusted Goodness of Fit Index (AGFI), which adjusts the GFI to account for the model's degrees of freedom, is 0.931, placing it above the accepted threshold and within the "fit" category.

The residual-based measures provide further support for the model. The Root Mean Square Residual (RMR) is 0.019, indicating a small difference between the observed and predicted covariances. This value is below the threshold of 0.08 used in this study, following Hair et al. (2014). The Comparative Fit Index (CFI), which assesses the model by comparing its fit with that of a baseline model, is 0.989, exceeding the acceptance criterion of 0.90. In addition, the Root Mean Square Error of Approximation (RMSEA), which estimates the model's approximation error while accounting for its degrees of freedom, is 0.030. This falls below the maximum threshold of 0.08 and therefore supports the model's adequacy.

Overall, the reported goodness-of-fit indices indicate that the model provides an acceptable basis for testing the relationships among the variables. Nevertheless, the chi-square statistic should be interpreted together with its probability value to provide a more complete assessment of model fit.

Structural Model Evaluation

The structural model describes the relationships between exogenous and endogenous latent constructs. A summary of the hypothesis testing results is presented in the following table.

Table 5. Summary of Hypothesis Testing Results

Hypothesis		Estimate	t-value	p-value	Result
H1	Organizational Justice → Work Commitment	0.432	4.445	0.005	Accepted
H2	Organizational Justice → Employee Performance	0.348	3.248	0.014	Accepted

H3	Work Commitment → Employee Performance	0.360	3.053	0.007	Accepted
H4	Organizational Justice → Work Commitment → Employee Performance	0.156	2.712 (Sobel Z)	–	Accepted

Based on the analysis results in Table 5, organizational justice has a direct influence on work commitment and employee performance. Work commitment also directly influences employee performance. Furthermore, organizational justice demonstrates a significant indirect effect on employee performance, with work commitment serving as a mediating variable.

Hypothesis testing was conducted by examining the direction and magnitude of the path coefficients (standardized regression weights) as well as their statistical significance. A hypothesis is considered supported if the direction of the relationship aligns with the hypothesis and the absolute value of the test statistic exceeds the critical value, or if the p-value is less than the significance level of α = 0.05 (5%). For mediation hypotheses, the decision is based on the significance of the indirect effect via work commitment.

Hypothesis Testing

Hypothesis testing is conducted to determine whether the formulated hypothesis receives empirical support based on the results of data analysis.

Table 6. Hypothesis Test Results: Standardized Regression Weights (Group Number 1 – Default Model)

			Estimate
Work Commitment	<---	Organizational Justice	0.432
Employee Performance	<---	Organizational Justice	0.348
Employee Performance	<---	Work Commitment	0.360
X1.3	<---	Organizational Justice	0.662
X1.2	<---	Organizational Justice	0.657
X1.1	<---	Organizational Justice	0.723
Y1.2	<---	Work Commitment	0.645
Y1.1	<---	Work Commitment	0.923
Y2.1	<---	Employee Performance	0.588
Y2.2	<---	Employee Performance	0.737
Y2.3	<---	Employee Performance	0.741

The significance of parameter estimates was evaluated by comparing the probability values obtained from the AMOS analysis with a significance level of α = 0.05, corresponding to a 95% confidence level. Relationships between variables were considered significant if the p-value was less than 0.05. Based on these criteria, the hypothesis testing results are described as follows.

The Effect of Organizational Justice on Work Commitment

The analysis results in Table 6 show a positive path coefficient of 0.432. The test statistic value of 4.445 exceeds the critical value of 1.96, while the p-value of 0.005 is below the significance level of 0.05. Thus, the hypothesis regarding the positive effect of organizational justice on work commitment receives empirical support. These findings indicate that better perceptions of justice are associated with increased work commitment among employees of government agencies in Wakatobi Regency.

The Effect of Organizational Justice on Employee Performance

Organizational justice exhibits a positive association with employee performance, as reflected in a path coefficient of 0.348. The test statistic of 3.248 exceeds the critical threshold of 1.96, while the reported p-value of 0.014 falls below the significance level of 0.05. These findings support the hypothesized positive and significant effect of organizational justice on employee performance, suggesting that stronger perceptions of fairness are associated with better work performance.

The Effect of Work Commitment on Employee Performance

The analysis revealed a positive relationship between work commitment and employee performance, with a path coefficient of 0.360. The test statistic of 3.053 surpassed the critical value of 1.96, and the reported p-value of 0.007 was below the 0.05 significance level. These results support the hypothesis that work commitment positively and significantly influences employee performance, indicating that stronger commitment is associated with better performance among government agency employees in Wakatobi Regency.

The Effect of Organizational Justice on Employee Performance Through Work Commitment

The mediating function of work commitment was examined by estimating the indirect relationship between organizational justice and employee performance. The indirect effect was calculated as the product of the path coefficient linking organizational justice to work commitment and the coefficient linking work commitment to employee performance.

The Sobel test was then applied to assess the statistical significance of this indirect effect. Its resulting z-statistic indicates whether work commitment significantly mediates the relationship between organizational justice and employee performance. The Sobel test statistic is calculated using the following formula:

$$Z_{value} = \frac{p_1 \times p_2}{\sqrt{p_2^2 \cdot SE_{p1}^2 + p_1^2 \cdot SE_{p2}^2}}$$

where:
p_1= path coefficient of the effect of the predictor variable (X1) on the mediating variable (Y1)
p_2= path coefficient of the effect of the mediating variable (Y1) on the dependent variable (Y2)
$p_1 \times p_2$= coefficient of the indirect effect
SE_{p1}= standard error of coefficient p_1
SE_{p2}= standard error of coefficient p_2

$$Z_{value} = \frac{0.432 \times 0.360}{\sqrt{0.360^2 \times 0.099^2 + 0.432^2 \times 0.104^2}}$$

$$Z_{value} = \frac{0.15552}{\sqrt{0.001270 + 0.002019}}$$

$$Z_{value} = \frac{0.15552}{\sqrt{0.003289}} = \frac{0.15552}{0.05735} = 2.712$$

The Sobel test yielded a Z-value of 2.71, which exceeds the critical value of 1.96 for the normal distribution at a 5% significance level for a two-tailed test. This result indicates that the indirect effect of organizational justice on employee performance, mediated by work commitment, is statistically significant. Thus, there is empirical support for the role

of work commitment as a mediator among government agency employees in Wakatobi Regency.

Referring to Hair et al. (2010) and Solimun & Fernandes (2017), partial mediation occurs when both the indirect effect via the mediator variable and the direct effect on the dependent variable are significant. Based on these test results, work commitment (Y1) acts as a partial mediator in the relationship between organizational justice and employee performance. This implies that organizational justice can influence employee performance both directly and through the enhancement of work commitment.

Furthermore, the total effect is calculated by summing the coefficients of the direct and indirect effects (Ghozali, 2006). The results of the total effect calculation are presented below:

Total influence of the organizational justice variable (X1) on employee performance (Y2): total effect = direct effect + indirect effect. 0.35 + 0.16 = 0.51. Based on the sum of the direct and indirect influence values, it can be stated that the organizational justice variable influences employee performance, with a total influence value of 0.51.

DISCUSSION

The first finding shows that organizational justice has a positive and significant effect on work commitment (β = 0.432; p = 0.005). Employees who perceive that outcomes, procedures, and interpersonal treatment in their agency are fair tend to show stronger involvement in and attachment to their work. This is consistent with the view that fairness perceptions shape employees' attitudes toward their organization (Moorman, 1991; Robbins & Judge, 2016) and with the treatment of organizational justice as a central concept in organizational behavior (Silva & Caetano, 2014; Thoha, 2012). In local government agencies, where formal rules govern most personnel decisions, how consistently and transparently those rules are applied appears to matter for the commitment employees bring to their duties.

Second, organizational justice also has a direct positive effect on employee performance (β = 0.348; p = 0.014). This finding is in line with studies that have examined organizational justice as a determinant of employee and job performance in other settings (Kalay, 2016; Krishnan et al., 2018). Fair treatment appears to support employees in fulfilling their task requirements, as captured by the performance indicators adapted from the Individual Work Performance Questionnaire (Koopmans et al., 2014).

Third, work commitment has a positive and significant effect on employee performance (β = 0.360; p = 0.007). This result corresponds with evidence that organizational commitment has a positive and significant effect on the performance of permanent employees of a telecommunications company (Artha et al., 2023) and on human resource performance in Islamic boarding schools (Sutanto et al., 2022). It also complements findings from provincial government agencies in North Maluku, where personal factors and leadership were found to drive employee performance (Husen et al., 2024), by indicating that employees' attachment to their work is a further relevant factor in the public sector.

Fourth, work commitment partially mediates the effect of organizational justice on employee performance (indirect effect = 0.156; Sobel Z = 2.712). Following Hair et al. (2010) and Solimun & Fernandes (2017), the mediation is partial because both the direct and the indirect effects are significant. The total effect of organizational justice on employee performance (0.51) is larger than its direct effect (0.35), indicating that a

meaningful part of the benefit of fair treatment operates through stronger work commitment. For government agencies in Wakatobi Regency, the practical implication is that improving fairness in the distribution of rewards and workloads, in decision-making procedures, and in the interpersonal treatment of employees by supervisors can raise performance both directly and by strengthening employees' commitment to their work.

CONCLUSION

This study examines the influence of organizational justice on employee performance and the mediating role of work commitment. Based on the AMOS 24.0 analysis, organizational justice has a positive and significant effect on work commitment among employees of government agencies in Wakatobi Regency. When employees perceive their workplace as fair, they tend to feel more committed and willing to devote effort to their duties.

Organizational justice also has a positive and significant effect on employee performance, suggesting that fair organizational practices help employees fulfill their responsibilities and meet work targets. In addition, work commitment positively and significantly affects performance: employees who are more involved in and attached to their work tend to perform their tasks more effectively and achieve work objectives more consistently.

Finally, work commitment partially mediates the relationship between organizational justice and employee performance. Thus, organizational justice contributes to performance both directly and indirectly by strengthening employees' work commitment.

ACKNOWLEDGMENT

The authors thank Sekolah Tinggi Ilmu Ekonomi Enam Enam Kendari and Universitas Halu Oleo for their institutional support, and the employees of government agencies in Wakatobi Regency who gave their time to participate as respondents in this study.

DECLARATION OF CONFLICTING INTERESTS

The authors declare no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

REFERENCES

Artha, D. R., Suardhika, I. N., & Landra, N. (2023). The servant leadership analysis and work motivation in determining organizational commitment and employee performance. *International Journal of Applied Business and International Management*, *8*(2), 154–166. https://doi.org/10.32535/ijabim.v8i2.1815

Blau, G. J. (1985). The measurement and prediction of career commitment. *Journal of Occupational Psychology*, *58*(4), 277–288. https://doi.org/10.1111/j.2044-8325.1985.tb00201.x

Cascio, W. F. (1992). *Managing human resources: Productivity, quality of work life, profits* (3rd ed.). McGraw-Hill.

Dahliah, D., & Narwis, A. (2019). Pengaruh elemen kompetensi terhadap kinerja pegawai. *Jurnal Bisnis, Manajemen, dan Informatika*, *16*(2), 231–240. https://doi.org/10.26487/jbmi.v16i2.7516

Ferdinand, A. (2006). *Structural Equation Modeling Dalam Penelitian Manajemen*. Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2006). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Badan Penerbit Universitas Diponegoro.

Ghozali, I. (2008). *Structural Equation Modeling: Metode Alternatif Dengan Partial Least Square (PLS)* (2nd ed.). Badan Penerbit Universitas Diponegoro.

Gomes, D., Asseiro, V., & Ribeiro, N. (2013). Triggering employee motivation in adverse organizational contexts: "Going the extra mile" while holding hands with uncertainty? *Business and Management Research*, *2*(1), 41–54. https://doi.org/10.5430/bmr.v2n1p41

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed., Pearson New International ed.). Pearson Education Limited.

Husen, R., Hasyim, A. W., & Marwan, M. (2024). Factors affecting employee performance in North Maluku. *International Journal of Applied Business and International Management*, *9*(2), 303–318. https://doi.org/10.32535/ijabim.v9i2.3465

Kalay, F. (2016). The impact of organizational justice on employee performance: A survey in Turkey and Turkish context. *International Journal of Human Resource Studies*, *6*(1), 1–20. https://doi.org/10.5296/ijhrs.v6i1.8854

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & van der Beek, A. J. (2014). Construct validity of the Individual Work Performance Questionnaire. *Journal of Occupational and Environmental Medicine*, *56*(3), 331–337. https://doi.org/10.1097/JOM.0000000000000113

Krishnan, R., Loon, K. W., Ahmad, N. A. F., & Yunus, N. A. S. (2018). Examining the relationship between organizational justice and job performance. *International Journal of Academic Research in Business & Social Sciences*, *8*(3), 484–495. https://doi.org/10.6007/IJARBSS/v8-i3/3942

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, *76*(6), 845–855. https://doi.org/10.1037/0021-9010.76.6.845

Nugraha, R., Pawenang, S., & Sarsono. (2020). Pengaruh spesifikasi tugas, pola koordinasi, dan motivasi terhadap kinerja pegawai di lingkungan Kantor Kecamatan Kartasura (studi kasus: Kantor Kecamatan Kartasura, Kabupaten Sukoharjo). *Jurnal Ilmiah Edunomika*, *4*(2), 371–377. https://doi.org/10.29040/jie.v4i02.1025

Republik Indonesia. (2004). *Undang-Undang Nomor 32 Tahun 2004 tentang Pemerintahan Daerah* (Lembaran Negara Republik Indonesia Tahun 2004 Nomor 125; Tambahan Lembaran Negara Republik Indonesia Nomor 4437). https://peraturan.bpk.go.id/Details/40768/uu-no-32-tahun-2004

Republik Indonesia. (2007). *Peraturan Pemerintah Nomor 38 Tahun 2007 tentang Pembagian Urusan Pemerintahan antara Pemerintah, Pemerintahan Daerah Provinsi, dan Pemerintahan Daerah Kabupaten/Kota* (Lembaran Negara Republik Indonesia Tahun 2007 Nomor 82; Tambahan Lembaran Negara Republik Indonesia Nomor 4737). https://peraturan.bpk.go.id/Details/4760/pp-no-38-tahun-2007-pembagian-urusan-pemerintahan-antara-pemerintah-pemerintahan

Republik Indonesia. (2014a). *Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah* (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 244; Tambahan Lembaran Negara Republik Indonesia Nomor 5587). https://peraturan.bpk.go.id/Details/38685/uu-no-23-tahun-2014

Republik Indonesia. (2014b). *Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara* (Lembaran Negara Republik Indonesia Tahun 2014 Nomor 6; Tambahan Lembaran Negara Republik Indonesia Nomor 5494). https://peraturan.bpk.go.id/Details/38580/uu-no-5-tahun-2014

Republik Indonesia. (2021). *Peraturan Pemerintah Nomor 94 Tahun 2021 tentang Disiplin Pegawai Negeri Sipil* (Lembaran Negara Republik Indonesia Tahun 2021 Nomor 202; Tambahan Lembaran Negara Republik Indonesia Nomor 6718). https://peraturan.bpk.go.id/Details/177031/pp-no-94-tahun-2021

Republik Indonesia. (2023). *Undang-Undang Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara* (Lembaran Negara Republik Indonesia Tahun 2023 Nomor 141; Tambahan Lembaran Negara Republik Indonesia Nomor 6897). https://peraturan.bpk.go.id/Details/269470/uu-no-20-tahun-2023

Robbins, S. P., & Judge, T. A. (2016). *Organizational Behavior* (17th ed., Global ed.). Pearson Education.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, *66*(4), 701–716. https://doi.org/10.1177/0013164405282471

Silva, M. R., & Caetano, A. (2014). Organizational justice: What changes, what remains the same? *Journal of Organizational Change Management*, *27*(1), 23–40. https://doi.org/10.1108/JOCM-06-2013-0092

Solimun, S., & Fernandes, A. A. R. (2017). Investigation the mediating variable: What is necessary? (case study in management research). *International Journal of Law and Management*, *59*(6), 1059–1067. https://doi.org/10.1108/IJLMA-09-2016-0077

Sutanto, H., Utami, Y., & Diantoro, A. K. (2022). The influence of transformational leadership on job satisfaction, organizational commitment and human resource performance in Islamic boarding schools. *International Journal of Applied Business and International Management*, *7*(1), 124–136. https://doi.org/10.32535/ijabim.v7i1.1446

Thoha, M. (2012). *Perilaku Organisasi: Konsep Dasar dan Implikasinya*. RajaGrafindo Persada.

Uno, H. B., & Lamatenggo, N. (2012). *Teori Kinerja dan Pengukurannya*. Bumi Aksara.

Wiley, J. W., Kowske, B. J., & Herman, A. E. (2010). Developing and validating a global model of employee engagement. In S. L. Albrecht (Ed.), *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice* (pp. 351–363). Edward Elgar Publishing. https://doi.org/10.4337/9781849806374.00039