



RESEARCH ARTICLE

# The Effect of Performance Allowances and Organizational Justice on Employee Performance through Organizational Commitment Bekasi Religious Court Office

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## Abstract

The purpose of this study is to determine the effect of performance allowances and organizational justice on employee performance through organizational commitment at the Bekasi Religious Court. This study uses quantitative research with a descriptive approach. The population in this study were all employees at the Bekasi Religious Court, namely 60 employees. The sampling technique used in this study was saturated sampling which is included in non-probability sampling. Non-probability sampling is a sampling technique that does not provide equal opportunities or chances for each member of the population to be selected as a sample. The results of the study indicate that the performance allowance received makes employees perceive the performance allowance as a form of appreciation for work contributions, thus encouraging the formation of a stronger organizational commitment; the perception of justice tends to be seen as a normative system obligation, so that its existence does not directly increase the psychological attachment of employees to the organization.

## Keywords

Organizational Justice; Organizational Commitment; Performance allowances.

## 1 | INTRODUCTION

Public service organizations are currently facing global challenges, particularly in human resource management, which requires public officials to meet global standards of competence. Therefore, government employees are expected to be strong, adaptive, innovative, professional, and efficient, especially in delivering services to the public. They are also required to continuously improve their knowledge and skills in order to provide reliable and satisfactory services (Handoko, 2017). One form of public service provided by the government is judicial service.

The Religious Court is one of the judicial institutions that exercises judicial power, alongside the general courts, military courts, and state administrative courts, all under the Supreme Court of the Republic of Indonesia (Article 24 of the 1945 Constitution; Article 18 of Law No. 48 of 2009). Human resources play a vital role in supporting organizational progress. These resources include both technical and non-technical personnel who work together to achieve optimal performance and public service. Organizational goals can be achieved when human resources are able to carry out their respective duties effectively (Griffin, 2018). This indicates that the performance of an organization such as a court is highly dependent on the quality of its human resources.

Sedarmayanti (2015) states that performance refers to the work results achieved by employees, management processes, or the organization as a whole, which can be assessed in terms of quality and quantity. However, at the Bekasi Religious Court Office, employee awareness of the need to work optimally remains inadequate. Although performance allowances have been provided, employee behavior and work outcomes have not shown meaningful improvement and tend to remain unchanged. Employees have not yet fully demonstrated awareness of their duties and responsibilities. Such conditions indicate that employee performance has not reached the expected standard, even though carrying out those duties is part of their primary role as State Civil Apparatus. According to Gibson (2017), performance is influenced by three main factors. First, individual factors, such as ability, skills, family background, work experience, and social and demographic characteristics. Second, psychological factors, including perception, role, attitude, personality, motivation, and job satisfaction. Third, organizational factors, such as organizational structure, job design, leadership, and reward systems. This study focuses on three determinants related to employee performance, namely performance allowances, organizational justice, and organizational commitment.

Hasibuan (2016) explains that performance allowances are indirect rewards granted to employees as part of their employment relationship with an organization. At the Bekasi Religious Court, performance allowances are intended to increase employee motivation, discipline, and productivity. Hasibuan (2016) further states that compensation, including performance allowances, consists of all income received by employees in the form of money or goods, either directly or indirectly, as compensation for services rendered to the organization. Fair and proper compensation can encourage employees to work more diligently, improve discipline, and achieve better performance.

Performance allowances also reflect organizational appreciation for employee work and achievements. Daniyah (2018) argues that the amount of a performance allowance reflects the value of the work contributed by an employee to the organization. According to Hasibuan (2016), when compensation or performance allowances are perceived as proportional to workload, responsibility, and achievement, employees are encouraged to improve work efficiency and effectiveness in order to achieve organizational goals. Hasibuan (2016) also notes that compensation aims to improve job satisfaction, motivation, discipline, and employee loyalty. Adequate performance allowances may help fulfill employees' primary and secondary needs, allowing them to feel financially secure and more focused on their duties. This view is consistent with Rahmati (2017), who states that appropriate performance allowances can increase employee job satisfaction and performance, which in turn improves overall work outcomes.

Even so, Hasibuan (2016) emphasizes that compensation should not be assessed solely from the amount provided, but also from the fairness of the distribution system, the accuracy of its implementation, and its connection to performance and work discipline. Conditions at the Bekasi Religious Court Office indicate that although the performance allowance program has been implemented, employee performance has not yet reached the expected level. This can be seen in weak time discipline, a lack of responsibility, and behavior that deviates from organizational rules, such as leaving the office early and failing to complete tasks according to target.

The gap between theoretical expectations and field conditions suggests that the performance allowances provided have not fully functioned as instruments for motivation and behavioral control. According to Hasibuan (2016), compensation is effective in improving performance when it is directly linked to employee achievement, discipline, and responsibility. If performance allowances are not accompanied by consistent supervision, firm rule enforcement, and objective performance evaluation, the purpose of improving employee performance through such allowances will be difficult to achieve. Therefore, the performance allowance system needs to be re-examined not only in terms of amount, but also in terms of the mechanism of distribution and its relationship with employee performance and discipline, so that organizational goals may be achieved more effectively.

Several previous studies have shown that performance allowances affect employee performance. Najoan (2018) found that performance allowances had a positive and significant effect on employee performance at the Minahasa Regency Agriculture Office. Hamidun (2017) also reported a positive and significant effect of performance allowances on

employee performance at the Tuminting District Office in Manado. Permatasari (2020) found a significant relationship between allowances and nurse performance in the inpatient ward of Labuang Baji Regional Hospital. In contrast, Ulfha (2019) reported that performance allowances had no significant effect on employee performance at the Medan Region I Forest Area Stabilization Center. Likewise, Safiudin (2021) found no significant effect of performance allowances on employee performance at CV Satria Bumi Artha in Probolinggo. In addition to performance allowances, organizational justice is also considered an important factor affecting employee performance. Greenberg (1987) defines organizational justice as a construct used to study perceptions of fairness in the workplace. At the organizational level, fairness may arise from different sources, such as supervisors, coworkers, or specific organizational processes, including performance appraisal. Greenberg (1990) explains that organizational justice has important implications for organizational behavior. Employee perceptions of fairness in performance appraisal and other organizational procedures are closely related to job satisfaction and performance.

Organizational justice is a key concept in institutional life because employee perceptions of fairness influence their attitudes and behavior at work. Greenberg (1990) divides organizational justice into three main dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice refers to employees' perceptions of the fairness of outcomes they receive, such as salary, incentives, and rewards based on performance. This view is in line with Fernandes (2018), who emphasizes that employees need fair treatment in the form of recognition and compensation that is proportional to their work contributions. When employees perceive outcomes as fair, they are more likely to feel valued and motivated to improve their performance.

Procedural justice refers to fairness in the decision-making process, including consistency of rules, transparency, and opportunities for employees to express their views. Fernandes (2018) highlights the importance of involving employees in decision-making and providing space for them to voice their opinions, which reflects the essence of procedural justice as proposed by Greenberg (1990). A fair process can strengthen employee trust in the organization and reinforce their commitment to work. Interactional justice concerns the way supervisors treat employees in daily interactions, including respect, equal treatment, and polite communication. This is consistent with Fernandes (2018), who argues that superiors should treat employees fairly and equally within the organization. Fair interpersonal treatment makes employees feel respected as individuals rather than being viewed merely as instruments of production.

When these three dimensions of organizational justice are implemented properly, employees tend to develop stronger perceptions of fairness toward the organization. Kalay (2018) found that employee performance tends to improve when employees feel that they are treated fairly. From Greenberg's (1990) perspective, such perceptions encourage positive reciprocity, where employees feel motivated to contribute more to the organization through better performance. Several studies have also confirmed the effect of organizational justice on employee performance. Tamrin (2018) found that organizational justice had a positive and significant effect on employee performance at the State Islamic Institute of Kendari. Kristanto (2017) reported that organizational justice had a direct and significant effect on employee performance at CV Tanaya Fiberglass, Surabaya. However, Anastasia (2017) found that organizational justice did not have a positive effect on employee performance at PT Jael Indonesia Cikarang.

This study uses organizational commitment as a mediating variable in the relationship between performance allowances and organizational justice on employee performance. Robbins and Judge (2016) define organizational commitment as a condition in which an employee identifies with a particular organization and its goals and wishes to maintain membership in that organization. Organizational commitment plays an important role in improving employee performance because it reflects the degree of psychological attachment between employees and the organization. Robbins and Judge (2016) explain that employees with strong organizational commitment tend to demonstrate loyalty, exert greater effort, and take responsibility for their work, all of which support higher performance. This view is supported by Damayanti (2018), who found that organizational commitment had a positive and significant effect on employee performance at Siti Khadijah Islamic Hospital in Palembang. Arifianto (2020) also reported that organizational commitment had a direct and significant effect on employee performance at PT DOM Pizza Indonesia in the Tangerang Raya area.

Organizational commitment may also serve as an explanatory mechanism through which performance allowances influence employee performance. Performance allowances, as a form of financial compensation, reflect organizational appreciation for employee contributions. When such allowances are provided fairly and in proportion to workload and achievement, employees may feel valued by the organization, which strengthens their commitment. Robbins and Judge (2016) emphasize that positive treatment from the organization can foster emotional attachment and a sense of belonging. Azmy (2022) found that compensation affected employee performance through organizational commitment, where commitment strengthened the relationship between compensation and performance improvement. In addition, organizational justice has an important role in shaping organizational commitment, which subsequently affects employee performance. Employees' perceptions of fairness in reward distribution, decision-making procedures, and supervisory treatment can foster trust and loyalty toward the organization. Robbins and Judge (2016) state that employees who feel fairly treated are more likely to show positive attitudes toward the organization, including stronger commitment and a greater willingness to work well. This is supported by Jameel (2025), who found that organizational justice affected

employee performance through organizational commitment as a mediating variable. Employees who perceived fair treatment tended to be more emotionally attached to the organization and more motivated to improve their performance. Based on preliminary observations and previous findings, employee performance at the Bekasi Religious Court Office appears to vary, with some employees showing unsatisfactory performance while others perform well. On the basis of that condition, the researcher is interested in conducting a study entitled “The Effect of Performance Allowances and Organizational Justice on Employee Performance through Organizational Commitment at the Bekasi Religious Court Office.”

## 2 | BACKGROUND THEORY

### Employee Performance

According to Nawawi (2017), performance is a work achievement, namely the comparison between actual work results and the work standards established by the organization. Performance is also a function of an individual's ability to accept work goals, the level of goal attainment, and the interaction between individual and organizational objectives. Meanwhile, Wirawan (2016) defines performance as the output produced by the functions or indicators of a job or profession within a certain period. Mangkunegara (2016) states that performance is the quality and quantity of work achieved by an employee in carrying out duties in accordance with the responsibilities assigned. Performance may also be interpreted as the level of achievement or operational effectiveness of an organization and its employees based on predetermined goals, standards, and criteria. It refers to the level of accomplishment of tasks that form part of an employee's job. In this sense, performance reflects the extent to which an employee fulfills job requirements. Performance is often mistaken for effort, even though effort only reflects the energy expended by an employee (Simamora, 2016). According to Sutrisno (2014), performance is a record of the results obtained from job functions or activities during a certain period. Rivai and Sagala (2013) define performance as the actual behavior shown by an individual as a form of work achievement produced in accordance with their role in the organization.

### Performance Allowance

Hasibuan (2016) defines an allowance as an indirect reward given to an employee or a group of employees as part of their membership in an organization. Meanwhile, Rivai and Sagala (2013) define performance allowances as a form of direct reward paid to employees for performance that exceeds predetermined standards. Handoko (2017) states that a performance allowance is an additional benefit provided to workers or employees, such as the use of company vehicles, free meals, health services, vacation assistance, and other facilities. Therefore, allowances may be understood as additional compensation intended to encourage employees to remain with the organization. Simamora (2016) also explains that performance allowances are additional benefits offered to workers or employees, including the use of company vehicles, free meals, health services, vacation assistance, and similar forms of support. In that sense, allowances are additional compensation provided to maintain employee attachment to the organization. Furthermore, Kadarisman (2014) states that compensation is a component of service rewards or income directly related to the weight of job responsibilities and employee work performance, or it may take the form of indirect compensation. Wilson (2012) explains that allowances are financial and non-financial compensation received indirectly by employees due to the continuity of their employment in the organization. Such allowances may influence an employee's decision either to remain in the organization or to leave in search of better compensation elsewhere.

### Organizational Justice

According to Greenberg (1990), organizational justice is a concept related to employee perceptions regarding the extent to which they receive what they need in the organization and the extent to which they contribute to organizational outcomes. Organizational justice is used to explain the important role of fairness because it is directly related to the work environment. More specifically, organizational justice concerns employees' perceptions of whether they are treated fairly in the workplace (Eberlin & Tatum, 2015). Robbins and Judge (2018) define organizational justice as an overall perception of what is considered fair in the workplace. Employees perceive an organization as fair when they believe that the outcomes they receive, as well as the procedures used to determine those outcomes, are fair. Organizational justice reflects the degree to which individuals feel they are treated fairly in the workplace. Employees who perceive unfairness may display various negative behaviors, which can affect both their organizational commitment and performance (Rubianingsih, 2017). Lambert and Hogan (2018) define organizational justice as the level of employee perception regarding the fairness provided by the organization, both in terms of outcomes and the procedures used to obtain those outcomes. Gibson (2012) also states that organizational justice is an important aspect of organizational life and is closely related to equity theory, which explains that employees tend to compare the effort or services they provide with the results they receive. A high level of organizational justice can reduce negative behavior and unproductive attitudes in the workplace.

## Organizational Commitment

Robbins and Judge (2016) define organizational commitment as the level at which an employee identifies with the organization, its goals, and the desire to maintain membership in that organization. Organizational commitment is a psychological construct that characterizes the relationship between organizational members and their organization and has implications for an individual's decision to continue membership. Meanwhile, Mathis and Jackson (2000), as cited in Sopiah (2008), define organizational commitment as the relative strength of an individual in identifying their involvement in the organization. Lamidi (2009) states that commitment can be interpreted as dedication and, in a broader sense, as a strong belief held by employees in accepting organizational goals and values, a willingness to strive for the interests of the organization, and a strong desire to remain part of the organization. Meyer *et al.* (1993) define commitment as a psychological state that characterizes the relationship between employees and the organization and influences whether employees choose to remain in the organization. According to Wirawan (2014), organizational commitment is the feeling of psychological and physical attachment of an employee to the organization where they work or of which they are a member. Yusuf and Syarif (2017) define organizational commitment as a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in that organization.

## 3 | METHOD

This research was conducted at the Bekasi Class IA Religious Court Office, located at Jl. Pangeran Jayakarta No. 100, RT 004 RW 005, Harapan Mulya Village, Medan Satria District, Bekasi City, West Java Province, Postal Code 17143. The research was carried out from September 2025 to February 2026, covering the period of thesis proposal preparation. This study employed a quantitative research design with a descriptive approach. Descriptive quantitative research is used to describe a phenomenon and to examine the possible causal relationship among variables. In this study, the independent variables were performance allowances and organizational justice, the intervening variable was organizational commitment, and the dependent variable was employee performance at the Bekasi Religious Court. Population refers to a generalization area consisting of objects or subjects with certain qualities and characteristics determined by the researcher for study and from which conclusions are drawn. A population does not merely refer to the number of objects or subjects under study, but also includes all characteristics possessed by those subjects or objects. A sample is a portion of the population used in a study. It represents part of the total number and characteristics of the population, with the number of sample units commonly symbolized by  $n$ . The population in this study consisted of all employees of the Bekasi Religious Court, totaling 60 employees. The sampling technique used was saturated sampling, which is classified as a non-probability sampling technique. Non-probability sampling does not provide equal opportunity for each member of the population to be selected as a sample. In this technique, sample selection is based on specific considerations, availability, or criteria determined by the researcher rather than random selection (Sugiyono, 2010). In this study, the sample consisted of employees working at the Bekasi Religious Court Office.

## 4 | RESULTS AND DISCUSSION

### 4.1 Results

According to Hair *et al.* (2011), in PLS-SEM the path coefficient test is used to assess the strength and direction of the relationship between latent variables. The interpretation refers to the standardized path coefficient and its level of statistical significance. A relationship is considered significant when the  $t$ -statistic exceeds 1.96 at the 5% significance level. A positive coefficient indicates that the variables move in the same direction, whereas a negative coefficient indicates an inverse relationship. In addition to showing direction, the coefficient value also reflects the magnitude of the influence between variables in the structural model. The higher the coefficient value, the stronger the relationship between exogenous and endogenous variables. Statistical significance is confirmed not only by the  $t$ -statistic but also by the  $p$ -value, where a value below 0.05 indicates that the proposed relationship is statistically significant. Therefore, path coefficient testing becomes an important basis for deciding whether each research hypothesis is accepted or rejected. Through that procedure, the relationships among performance allowances, organizational justice, organizational commitment, and employee performance can be evaluated systematically. The results provide an empirical basis for explaining whether each direct and indirect relationship in the proposed model is supported by the data. Hence, the structural model can be interpreted more accurately and objectively.

Table 1. Path Coefficient Values

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value	Decision
H1: performance allowances on organizational commitment	0.639	0.641	0.202	3,165	0.002	H1 is accepted: performance allowances have a positive and significant effect on organizational commitment.
H2: organizational justice on organizational commitment	0.190	0.198	0.203	0.939	0.348	H2 is rejected: organizational justice has no effect on organizational commitment.
H3: performance allowances on employee performance	0.373	0.374	0.141	2,646	0.008	H3 is accepted: performance allowances have a positive and significant effect on employee performance.
H4: organizational justice on employee performance	0.349	0.351	0.099	3,511	0,000	H4 is accepted: organizational justice has a positive and significant effect on employee performance.
H5: organizational commitment to employee performance	0.271	0.271	0.091	2,992	0.003	H5 is accepted: organizational commitment has a positive and significant effect on employee performance.
H6: performance allowances on employee performance through organizational commitment	0.173	0.170	0.076	2,289	0.023	H6 is accepted: organizational commitment is able to mediate the influence of performance allowances on employee performance.
H7: organizational justice on performance	0.052	0.056	0.061	0.847	0.397	H7 is rejected: organizational commitment is not able to mediate
Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Value	Decision
employees through organizational commitment						the influence of organizational justice on employee performance

Source: Processed researcher (2026)

Based on Table 1, the path analysis results indicate that performance allowances have a positive and significant effect on organizational commitment and employee performance. Organizational justice also has a positive and significant effect on employee performance, but it does not have a significant effect on organizational commitment. In addition, organizational commitment has a positive and significant effect on employee performance. In the indirect effect test, organizational commitment is able to mediate the effect of performance allowances on employee performance. On the other hand, organizational commitment is not able to mediate the effect of organizational justice on employee performance. These findings indicate that employee performance is more strongly influenced directly by performance allowances, organizational justice, and organizational commitment.

## 4.2 Discussion

### The Influence of Performance Allowances on Organizational Commitment

The results of the first hypothesis test (H1) indicate that H1 is accepted. This finding shows that the better employees' perceptions of the performance allowance system and the amount they receive, the higher their level of organizational commitment. Performance allowances that are provided fairly, appropriately, and in line with work achievement can foster a sense of appreciation, recognition, and organizational support. Such conditions encourage emotional attachment (affective commitment), a desire to remain in the organization (continuance commitment), and a sense of moral responsibility toward the organization (normative commitment). According to Hasibuan (2016), compensation and benefits are rewards provided by organizations to employees in return for their contributions and the implementation of their duties. For employees of the Religious Court, performance allowances are not merely regarded as additional income, but also as a form of appreciation from the state for their responsibility in delivering legal services and justice to the public. When performance allowances are provided fairly and in accordance with workload and work achievement, employees

are more likely to feel valued, which may strengthen their loyalty and commitment to the organization. This view is consistent with Robbins and Judge (2016), who state that organizational commitment is a psychological condition reflecting an individual's emotional attachment to the organization and willingness to maintain membership within it. Employees who receive performance allowances in a consistent and transparent manner tend to perceive organizational concern and support for their well-being. Such positive perceptions may encourage the formation of affective commitment, where employees feel proud to be part of the organization and are willing to support the achievement of organizational goals, particularly the delivery of professional, accountable, and integrity-based judicial services. Hasibuan (2016) also emphasizes that well-managed compensation can create a positive reciprocal relationship between the organization and its employees. In public institutions such as the Religious Court, performance allowances that are associated with discipline, productivity, and service quality may encourage employees to sustain optimal performance over time. Robbins and Judge (2016) further argue that such conditions may also strengthen normative and continuance commitment, as employees feel a moral obligation to continue serving and consider the benefits of remaining in the organization. Therefore, performance allowances have an important role in strengthening the organizational commitment of Religious Court employees. The findings are consistent with the study conducted by Ibrar and Khan (2015), which found that a performance-based reward system has a positive and significant effect on organizational commitment. Their study shows that performance-based rewards can increase employee loyalty and attachment to the organization, including in the public sector, because employees feel that their contributions are recognized fairly.

### **The Influence of Organizational Justice on Organizational Commitment**

The results of the second hypothesis test (H2) indicate that H2 is rejected. According to Greenberg (1990), organizational justice refers to the extent to which employees perceive fair treatment within the organization, whether in distributive, procedural, or interactional terms. However, the results show that organizational justice does not affect organizational commitment. This finding indicates that although employees understand and perceive the existence of fairness mechanisms within the organization, such perceptions are not necessarily the main factor shaping emotional attachment and loyalty to the organization. For Religious Court employees, who work within a public institution, justice is often perceived as a normative obligation of the organization. As a result, fairness may be regarded as something that should naturally exist rather than as a major determinant of commitment. Robbins and Judge (2016) explain that organizational commitment is influenced by various factors, including work experience, reward systems, job characteristics, and career development opportunities. In working environments such as the Religious Court, the system tends to be formal, hierarchical, and regulation-based. Such conditions may lead to perceptions of organizational justice having no direct influence on employee commitment. Employees are more likely to build commitment on the basis of more concrete factors, such as job stability, performance allowances, and certainty of employment status, rather than perceptions of procedural and administrative fairness. Greenberg (1990) also emphasizes that the effect of organizational justice on work attitudes depends greatly on employee expectations and organizational conditions. When employees become accustomed to the systems and procedures applied within a public organization, justice may no longer function as a distinguishing factor in shaping commitment. Robbins and Judge (2016) further state that in organizations with a high level of job security, such as the Religious Court, continuance and normative commitment tend to develop because of structural factors rather than fairness perceptions alone. This may explain why organizational justice did not have a significant effect on organizational commitment in the present study. In government organizations, employees may view fairness as an inherent part of the bureaucratic system, reducing its role in shaping organizational commitment.

### **The Effect of Performance Allowances on Employee Performance**

The results of the third hypothesis test (H3) indicate that H3 is accepted. The findings suggest that the more positive employees' perceptions of the performance allowance system, the higher their level of performance. Performance allowances provided on the basis of fairness, appropriateness, and reasonableness may encourage employees to improve their work achievement, responsibility, obedience, honesty, and cooperation, which were used as performance indicators in this study. Performance allowances are a strategic form of compensation in human resource management because they are directly associated with organizational efforts to improve productivity and work quality. Hasibuan (2016) explains that compensation in the form of performance-based allowances is intended not only as a financial reward but also as reinforcement of the work behavior expected by the organization. For Religious Court employees, performance allowances provide a tangible incentive to complete tasks more efficiently, punctually, and accurately, given the demands of public service and the high level of professionalism required in carrying out judicial functions. Nawawi (2017) states that a performance-linked allowance system can increase employees' internal motivation, which ultimately improves work performance. According to Nawawi (2017), performance allowances are an effective motivational instrument because they are concrete and measurable, allowing employees to see a direct relationship between their efforts and the rewards they receive. Hasibuan (2016) and Nawawi (2017) share the view that performance allowances are not merely financial rewards but also managerial instruments used to direct employee behavior toward organizational goals. Employees are likely to be more motivated and perform better when they feel that their efforts and work results are recognized fairly.

through the organization's performance allowance policy. The findings are also supported by Koem *et al.* (2025) and Basyrie *et al.* (2022), who reported that performance allowances have a positive and significant effect on employee performance. Such findings confirm the importance of performance allowances as an organizational instrument for improving employee performance.

### **The Influence of Organizational Justice on Employee Performance**

The results of the fourth hypothesis test (H4) indicate that H4 is accepted. The findings show that the higher employees' perceptions of organizational justice, the better their performance. Organizational justice, reflected in procedural justice through transparent decision-making, distributive justice through proportional distribution of workload and outcomes, and interactional justice through respectful and fair treatment from supervisors, can create a supportive work atmosphere and increase employee motivation. Greenberg (1990) defines organizational justice as employees' perceptions of fair treatment within the organization, covering distributive, procedural, and interactional justice. When Religious Court employees perceive that the distribution of workload, performance evaluation, and the fulfillment of rights and obligations are carried out fairly, they are more likely to develop a sense of security and trust toward the organization. Such conditions may encourage employees to work more diligently and responsibly, which has a positive effect on performance. This view is supported by Nawawi (2017), who states that employee performance refers to work results achieved based on the standards and responsibilities established by the organization and is strongly influenced by the work environment and managerial treatment. In this regard, organizational justice serves as one of the factors that supports a conducive work climate. For Religious Court employees, fairness in the application of rules, work procedures, and relationships between supervisors and subordinates can strengthen motivation and willingness to perform at their best. Employees who feel they are treated fairly tend to demonstrate positive work attitudes such as discipline, accuracy, and commitment to the quality of public service. Greenberg (1990) emphasizes that organizational justice influences not only employee attitudes but also actual work behavior. When procedural and interactional justice are applied consistently, employees feel respected and recognized as valuable members of the organization. Nawawi (2017) also argues that such conditions strengthen employees' moral responsibility to complete their duties in accordance with established standards. Positive perceptions of justice may encourage employees to work more effectively, maintain professionalism, and improve the quality of their performance in support of the goals of the judicial institution. The results are in line with the findings of Kurniawan and Srihandayani (2020) and Wulandari *et al.* (2025), who found that organizational justice has a positive and significant effect on employee performance. Their studies indicate that employees who perceive a high level of fairness tend to have stronger work motivation and better performance than those who perceive unfair treatment.

### **The Influence of Organizational Commitment on Employee Performance**

The results of the fifth hypothesis test (H5) indicate that H5 is accepted. The findings show that the higher the level of organizational commitment possessed by employees, the better their performance. Organizational commitment, which includes affective commitment (emotional attachment), continuance commitment (the desire to remain), and normative commitment (a sense of moral responsibility), can encourage employees to work more optimally, maintain discipline, and carry out their duties responsibly. Robbins and Judge (2016) define organizational commitment as a condition in which individuals feel emotionally attached to the organization, wish to remain part of it, and are willing to exert effort to achieve organizational goals. Among Religious Court employees, those with strong commitment are more likely to demonstrate sincerity in carrying out their duties, obey regulations, and maintain professionalism. Such commitment encourages employees to work beyond the formal demands of their position, which positively affects performance. Nawawi (2017) explains that employee performance refers to work outcomes achieved on the basis of responsibility, ability, and willingness to carry out duties. Organizational commitment acts as an internal force that encourages employees to make optimal use of their abilities and potential. In the Religious Court, strong commitment directs employees not only toward completing administrative duties but also toward maintaining the quality of public service and supporting the goals of the judicial institution. Therefore, the stronger the organizational commitment, the better the employee performance. Robbins and Judge (2016) further state that employees with high affective and normative commitment tend to possess stronger intrinsic motivation to perform well because they feel proud of and responsible for their organization. Nawawi (2017) also notes that such conditions are reflected in higher productivity, punctuality, and quality of work outcomes. The findings are consistent with the study by Rizal *et al.* (2023), which found that organizational commitment has a positive and significant effect on employee performance. Their results indicate that employees with strong organizational commitment demonstrate better performance than those with lower commitment.

### **The Influence of Performance Allowances on Employee Performance through Organizational Commitment**

The results of the sixth hypothesis test (H6) indicate that H6 is accepted. The findings suggest that performance allowances affect employee performance not only directly but also indirectly through organizational commitment. In other words, when employees perceive that performance allowances are provided fairly, appropriately, and on the basis of work

achievement, they tend to develop stronger organizational commitment, which subsequently supports better performance. Hasibuan (2016) states that performance allowances are part of compensation provided on the basis of work achievement with the aim of encouraging employees to work more effectively and productively. For employees of the Religious Court, performance allowances function as a form of appreciation for their responsibility in delivering judicial services to the public. When these allowances are received fairly and proportionally, employees are not only motivated to improve their performance but also feel recognized and valued by the organization. Robbins and Judge (2016) explain that rewards received by employees can shape positive work attitudes, one of which is organizational commitment. Organizational commitment reflects emotional attachment, a sense of belonging, and the desire to continue contributing to the organization. Adequate performance allowances may therefore strengthen the organizational commitment of Religious Court employees because they feel that their efforts and performance are properly appreciated. Such commitment becomes an important link that reinforces the effect of performance allowances on overall employee performance. Nawawi (2017) also argues that employee performance is the result of the interaction between ability, motivation, and work attitude. Organizational commitment functions as a work attitude that encourages employees to optimize their abilities and motivation. When Religious Court employees develop strong organizational commitment as a result of performance allowances, they are more likely to show greater responsibility, accuracy in completing work, and consistency in meeting service standards. Therefore, organizational commitment serves as a mediating variable that explains how performance allowances can improve employee performance.

### **The Influence of Organizational Justice on Employee Performance through Organizational Commitment**

The results of the seventh hypothesis test (H7) indicate that H7 is rejected. According to Greenberg (1990), organizational justice refers to employees' perceptions of fairness applied by the organization, whether in the distribution of outcomes (distributive justice), the decision-making process (procedural justice), or interpersonal treatment (interactional justice). However, the findings show that although organizational justice may influence other variables, organizational commitment did not function as a significant mediating variable between organizational justice and employee performance. This means that an increase in fairness perception does not automatically strengthen commitment in a way that leads to higher performance. For Religious Court employees, justice is often regarded as a normative obligation within the bureaucratic system. As a result, even when fairness is perceived, it does not necessarily strengthen organizational commitment as a mechanism linking justice to improved performance. Robbins and Judge (2016) explain that organizational commitment is a psychological condition that reflects an individual's attachment to the organization and affects the willingness to contribute optimally. However, commitment does not always function effectively as a mediating variable, especially when other factors are more dominant in influencing performance. In public institutions such as the Religious Court, employee performance is often determined more strongly by work regulations, standard operating procedures, and formal job responsibilities. Therefore, even when organizational justice is perceived positively, it may not be strong enough to build commitment that subsequently enhances performance. Nawawi (2017) also states that employee performance is directly influenced by ability, motivation, and working conditions. In such circumstances, organizational justice may have a direct effect on work attitudes or job satisfaction, but not necessarily through organizational commitment. This indicates that organizational commitment does not mediate the relationship between organizational justice and employee performance, as performance is more strongly influenced by professional demands and structural obligations than by emotional attachment to the organization.

## **5 | CONCLUSIONS AND FUTURE WORK**

The findings have been explained and interpreted with support from relevant theories and previous research. Based on the results and discussion, several important points can be drawn. First, performance allowances were found to strengthen organizational commitment. Employees tend to view the allowance as a tangible form of recognition for their work, responsibility, and service contribution. When financial rewards are considered fair and appropriate, employees feel valued by the organization. That feeling encourages loyalty, strengthens emotional attachment, and increases the desire to remain part of the institution. In other words, performance allowances do not only function as economic rewards, but also as organizational signals that employee efforts are acknowledged and appreciated. Second, organizational justice did not show a significant effect on organizational commitment. A possible explanation is that employees tend to perceive fairness as part of the standard rules and obligations of a public institution. Because fairness is already expected as a normal feature of bureaucratic work, its presence may not be strong enough to build greater psychological attachment. Employees may consider fair treatment important, yet not sufficient to increase commitment. Under such conditions, commitment is more likely to grow from factors that directly affect personal welfare and work security, such as performance allowances, employment stability, and continued recognition from the organization.

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