



# The Influence of Empowering Leadership, Perceived Organizational Support, Job Satisfaction, and Organizational Justice on Employee Performance at PT. Mandiri Jogja Internasional

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**Abstract.** Recognizing the importance of employee contributions and performance in supporting organizational productivity, this research intends to investigate the impact of empowering leadership, perceived organizational support, job satisfaction, and organizational justice on employee performance in the context of the local industry at PT Mandiri Jogja Internasional. This study employs uses a quantitative methodology approach with a causal associative design and involves 80 respondents through a census method. The research instrument was compiled based on a multiple linier regression analysis was used SPSS 27. The findings indicate that empowering leadership, job satisfaction, and organizational justice have a significant impact on improving performance, the impact of perceived organizational support is negligible. These findings confirm that a leadership approach that offers autonomy and trust, accompanied by a fair work environment and high job satisfaction, has a significant impact on raising worker performance. This research also highlights the importance of an integrative approach to human resource management, where performance improvement strategies cannot be separated from aspects of perception, leadership, and organizational justice. This study recommends that organizations invest in developing empowering leadership, strengthening organizational justice policies, and creating work systems that encourage employee satisfaction and commitment. The results show that empowering leadership has a significant positive effect on employee performance, job satisfaction has a significant positive effect on employee performance, and organizational justice has a significant positive effect on employee performance, while perceived organizational support has a negative and insignificant effect on employee performance.

**Keywords:** Empowering Leadership, Perceived Organizational Support, Job Satisfaction, Employee Performance.

## 1. Introduction

In an era of globalization and digital transformation marked by increasingly complex business competition, organizations face a strategic imperative to optimize human resource capabilities as a fundamental asset in achieving sustainable competitive advantage. Human resources are no longer viewed as a passive factor of production, but rather as intellectual capital and the main driver of organizational innovation that requires strategic management through holistic and adaptive management practices [1]. The contemporary paradigm of HRM emphasizes the importance of integrating workforce diversification with the cultivation of an inclusive organizational culture, not only as a response to ethical demands, but as a competitive strategy that enhances the organization's capacity for innovation and resilience in the face of global business environment volatility.

The degree of individual efficacy and efficiency in completing designated duties and obligations is known as employee performance, which is measured through the achievement of quantitative targets and the quality of work output produced [2]. The concept of performance is a multidimensional construct that not only includes individual productivity, but also contextual performance that supports the holistic functioning of the organization, including organizational citizenship behavior, adaptability, and contribution to a positive work climate [3]. Employee performance serves as the main benchmark for the success of an organization in carrying out its operations its strategic objectives. Optimal employee contribution to organizational performance and accomplishing requires a prerequisite condition, namely the emergence of a perception of value that makes employees feel appreciated, supported, and possess a feeling of community and membership to the company. When employees develop robust organizational identification, they tend to show higher discretionary effort, which manifests itself in improved both performance contextual and task performance.

The phenomenon of declining employee performance has become a global concern that requires serious attention from HR management practitioners and academics. The State of the Global Workplace report reveals a global trend of declining employee engagement from 23% in 2023 to 21% in 2024, resulting in an estimated productivity loss of USD 438 billion. This decline is triggered by various systemic factors, including: (1) declining managerial leadership quality and manager involvement in team development; (2) escalating work stress caused by excessive workloads, role ambiguity, and organizational uncertainty; and (3) increasing employee dissatisfaction with fundamental aspects of work, such as compensation and career development. In Indonesia, the decline in employee performance is influenced by a combination of factors originating from organizational and individual aspects that interact with each other. According to research from [4], the main determinants of declining employee performance in the Indonesian context include: (1) a leadership style that tends to be authoritarian and less adaptive to the psychological needs of employees; (2) a lack of organizational support as perceived by employees, which manifests itself in limited resources, a lack of recognition, and a weak human resource development system; (3) inadequate physical and psychosocial working conditions; and (4) low intrinsic motivation caused by management practices that do not support the satisfaction of fundamental psychological needs (relatedness, competence, and autonomy) in line with the

conceptual framework of Theory of Self-Determination. The mismatch between HR management practices and the psychological needs and expectations of employees is a fundamental problem. Authoritarian leadership practices that limit employee autonomy, lack of empowerment, unfairness in the allocation of workloads and rewards, and low perceived organizational support collectively contribute to decreased motivation, job satisfaction, and ultimately, employee performance.

Field observations reveal several employee performance issues, including task delays due to low motivation or ambiguous priorities, substandard productivity due to limited competencies and support, delays in task completion that impact operational effectiveness, and disparities in work speed between individuals that disrupt team consistency and create perceptions of unfairness in workload distribution.

Several determinants influence employee performance, according to [5], which emphasizes that leadership empowerment is a highly relevant leadership approach amid the current climate of uncertainty and business volatility. In such a context, employees are required to have a substantial level of adaptive capacity coupled with the initiative to respond to change quickly and effectively. In addition, Perceived Organizational Support (POS) reflects employees' opinions of the extent to which the company recognizes and values their contributions and is concerned about their wellbeing [6]. Another important determinant is job satisfaction, which, according to [7], has a vital influence on a person's quality of life. Given that the workplace is where individuals spend most of their time, an increase in job satisfaction tends to have a beneficial effect on overall life satisfaction, resulting in a positive feedback loop characterized by increased energy, engagement, and productivity among employees. Furthermore, organizational justice, as articulated by [8], refers to conditions in which individuals feel they are treated fairly in all dimensions of their work, including resource allocation, decision-making processes, and interpersonal interactions, thus emerging as a fundamental element in fostering a supportive work environment that nurtures employee commitment.

Based on the above explanation, this research attempts to analyze the influence of empowering leadership, perceived organizational support, job satisfaction, and organizational justice on employee performance. Thus, the findings of this research is anticipated to make a substantial contribution to the understanding of the elements that influence employee performance as a whole. The findings of this study are anticipated to provide a foundation for businesses, particularly PT Mandiri Jogja Internasional, to develop human resource management strategies that can optimally encourage employee productivity and motivation.

## **2. LITERATURE REVIEW**

### **2.1 Social Exchange Theory**

The theory of social exchange is an important theoretical framework for understanding individual responses. Communication networks create a sense of accountability in the realm of social exchange. According to social exchange theory the significance of organizations and managerial roles in fostering a sense of responsibility among employees and cultivating a positive perspective toward work [9]. Social exchange relates to initiatives undertaken by an organization in its treatment of employees, with the expectation of reciprocal behavior. This

results in an obligation for employees to respond with a positive approach, not just by providing a supportive work environment.

## 2.2 Empowering Leadership

Empowering leadership is creating a connection of mutual trust between superiors and subordinates, to encourage workers to be prepared to contribute, share knowledge, and collaborate with their team because they are confident that their abilities are recognized by their superiors [10]. This statement is in line with [11], which states that empowering leadership is an effort to motivate employees by distributing authority and encouraging employee growth through the provision of autonomy and accountability. Superiors strengthen employees' self-confidence, affirming their capacity to formulate innovative concepts and methodologies, consistent with the principles of empowerment and facilitation of success. The focus is on promoting initiative, self-management, and self-leadership by providing autonomy, responsibility, self-confidence, and opportunities for growth for employees. It can be concluded that employee empowerment aims to achieve common goals, where to achieve these goals, employees are given the trust and opportunity to take initiatives for mutual progress. According to [10], empowering leadership enables employees to unleash their abilities because there is delegation of work tasks and resources in guiding them to adjust their work. Fikri & Prastyani (2021) argue that employee abilities can be maximized depending on how their leaders' behavior and attitudes influence employees so that they can work more actively. When organizations show concern, employees will tend to be more productive at work and be encouraged to apply their knowledge optimally.

According to [12], there are several indicators of empowering leadership, namely: (1) Increasing the significance of work. (2) Encouraging involvement in the decision making process. (3) Displaying a great level of confidence employee performance. (4) Granting independence. As stated by [13], employee performance has been shown to benefit from empowered leadership. This study's conclusions [14] state that employee performance is positively and significantly impacted by empowering leadership.

H1: Empowering leadership possesses a favorable and significant effect on employee performance.

## 2.3 Perceived Organizational Support

Employee view of organizational support is known as perceived organizational support, which reflects the extent to which the organization provides assistance. Organizational support can be manifested through actions or positive reinforcement of employee contributions and needs, thereby fostering the perception that they are cared for, valued, and considered valuable contributors within the organizational environment [15]. *Perceived organizational support* is a form of comprehensive support received by employees, whether from the organizational system, management, or personal relationships between employees [16]. The existence of *perceived organizational support* in an organization that is received by employees, by appreciating employee contributions to the progress of the organization and the attention given to employees regarding their lives and needs. The existence of perceived organizational support encourages commitment and reciprocal

relationships from employees, through increased performance and loyalty [17]. The indicators of perceived organizational support according to [18] are as follows: (1) Recognition. (2) Development. (3) Working conditions. (4) Employee welfare. Research from [15] explains that employee performance is positively and significantly impacted by perceived organizational support and in another study, [19] explains that perceived organizational support has a favorable and substantial impact on worker performance.

H2: *Perceived* organizational support has favorable and significant effect on employee performance.

#### 2.4 Job Satisfaction

According to [20], job satisfaction is useful and thoughtful reaction and tendency of action of a person, it is a person's perspective on their job. Job satisfaction is a measure that characterizes an individual's feelings of happiness or unhappiness, satisfaction either dissatisfaction at job [21]. Job satisfaction will arise when the company is able to provide rewards that are commensurate with the performance given by employees, thereby influencing positive attitudes and perceptions towards the tasks being carried out.

Job satisfaction contributes significantly to human life satisfaction because most of our time is spent at work [22]. Workers who are content with their tasks and work will feel happier and more comfortable in their lives. According to the study carried out by [23], job satisfaction is defined as an employee's emotional reaction to their work. Job satisfaction describes the emotional feelings of employees who find their work enjoyable and are at ease with their task. In the investigation conducted by [24], there are several indicators, namely: (1) The job itself. (2) Relationship with superiors. (3) Promotion. (4) Salary and wages. According to [25], job satisfaction has favorable impact on employee performance. Based on the study by [26], it is stated that job satisfaction has a favorable and noteworthy impact on employee performance.

H3: Job satisfaction has a positive and significant effect on employee performance.

#### 2.5 Organizational Justice

As stated by [27], organizational justice describes how the principle of justice is applied in organizational systems, whether in decision-making, employee treatment, or resource distribution. This is reinforced by [28], which mentions how employees perceive that they are treated fairly in the organization. This includes perceptions of fairness in the distribution of results (salaries and rewards), the decision-making process, and how they are treated by management and coworkers. Perceptions of fairness in an organization play a crucial role in building employee job satisfaction [29]. When individuals feel that performance appraisals are conducted fairly, openly, and based on objective criteria, they typically have higher levels of job satisfaction. This also has a direct impact on reducing the desire to resign, because employees feel valued, recognized, and treated equally by the organization. According to [30], the indicators the following are examples of organizational justice: (1) Procedural Justice. (2) Distributive Justice. (3) Interactional Justice. The results of research by Rike Dian Puspita et al. (2025) state that organizational justice significantly and favorably affects on employee performance. In other research, [31] states that

organizational justice has a positive and significant effect on employee performance.

H4: Organizational justice has a favorable and significant effect on employee performance

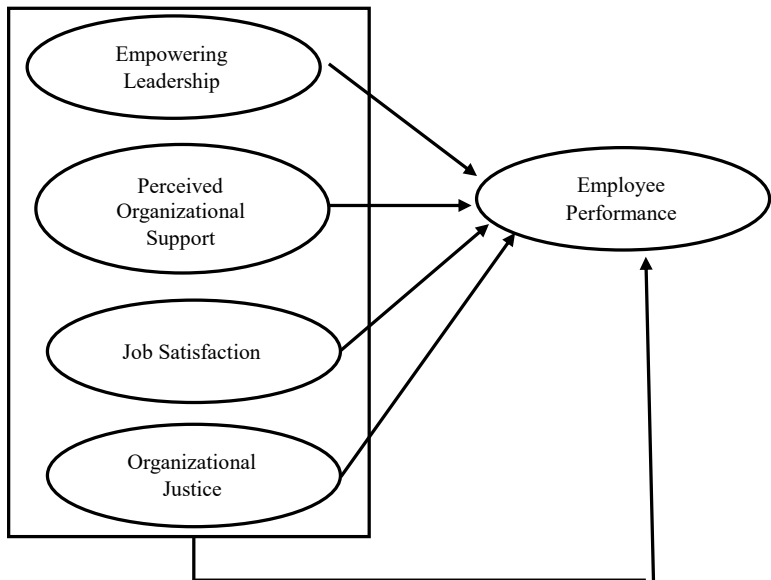
## 2.6 Employee Performance

Employee performance is the outcome of their efforts in fulfilling their roles and responsibilities to support the accomplishment of company goals [32]. In line with the research [33] which explains that employee performance is visible from employee contributions, which influence or help the organization to be efficient and effective in achieving its targets. Employee performance refers to employee achievements that can be measured by standards or criteria set by the company.

According to [34], employee performance is assessed based on individual performance, meaning how an employee carries out their duties and responsibilities. The work results achieved by employees, both in terms of quality and the number of tasks successfully completed, must align with the established standards or criteria. The indicators according to [30] are (1) Quantity of work results. (2) Quality of work results. (3) Timeliness. (4) Effectiveness.

H5: Empowering leadership, perceived organizational support, job satisfaction, and organizational justice has a favorable and significant effect on employee performance.

### 3. RESEARCH MODEL



**Figure 1. Conceptual Framework**

The aforementioned figure demonstrates that H1 shows that employee performance is positively impacted by empowering leadership, H2 indicates that perceived organizational support has a positive impact on employee performance, H3 shows that job satisfaction has a positive impact on employee performance, and H4 indicates that organizational justice has a positive impact on employee performance.

### 4. Research Methods

This study used a quantitative methodology to examine that impact of empowering leadership, perceived organizational support, job satisfaction, and organizational justice on the performance of employees at PT Mandiri Jogja Internasional in Yogyakarta. The study's population comprised 80 workers from PT Mandiri Jogja Internasional, and saturation sampling was method employed, so that sample was taken from the entire population. Data collection was carried out using a questionnaire, which was compiled based on indicators from each variable. The independent variables in this investigation included empowering leadership, perceived organizational support, job satisfaction, and organizational justice, whereas employee performance was the dependent variabel. SPSS 27 was used to process the collected data. The variables were measured using a survey tool a Likert

scale of 1 to 5 (from strongly disagree to strongly agree), covering the variables of empowering leadership, perceived organizational support, job satisfaction, organizational justice, and employee performance. Next, hypothesis testing and mediation analysis will be conducted.

**5. RESULTS & DISUSSION**

5.1 Results

Referring to the results of a study conducted on the impact of empowering leadership, perceived organizational support, job satisfaction, organizational justice, and employee performance at PT Mandiri Jogja Internasional in Yogyakarta, a total of 80 respondents were involved. These results are presented to provide an overview of the respondents' backgrounds that may influence the research variables, namely empowering leadership, perceived organizational support, job satisfaction, organizational justice, and employee performance. The discussion of the research results can be described as follows:

5.1.1 Characeteristik Respondents

The data analysis results show that of the 80 respondents at PT Mandiri Jogja Internasional, the majority werw women (58 people) with the dominant age group ranging from 21 to 30 years old. A bachelor's degree was the highest level of education (43 people), indicating that most employees had a higher education background. The most common length of employment was 2–5 years (40 people). This demonststrates that the vast majority of participants were of productive age, experienced, and had a sufficient level of education to support their performance quality.

5.1.2 Clasical Assumptions

The results of the clasical assumption test show that all variables (empowering leadership, perceived organizational support, job satisfaction, organizational justice) have tolerance values > 0.1 and VIF values < 10, namely: a) Empowering Leadership: Tolerance = 0.547; VIF = 1.827; b) Perceived Organizational Support: Tolerance = 0.934; VIF = 1.071; c) Job Satisfaction: Tolerance = 0.466; VIF = 2.145, d) Organizational Justice: Tolerance = 0.497; VIF = 2.011 These finding show that the independent variables do not multicollinearity. The heteroscedasticity test show significance values of X1 0,996, X2 0,165, X3 0,957, and X4 0,207(> 0,05) indicating the absence of heteroscedasticity. The normality test was performed using the Kolmogorov-Smirnov method. The test results showed an Asymp. Sig value of 0.192, it surpasses the threshold of 0.05.

5.1.3 Hypothesis Testing

Table 1. T Results

Model	Coefficients <sup>a</sup>				
	B	Std. Error	Beta	t	sig
(constant)	.989	1.966		.503	.616
Empowering Leadership	.723	.174	.443	4,160	.000

Perceived Organizational Support	-087	.138	-087	-628	.532
Job Satisfaction	.310	.089	.477	3.484	.001
Organizational Justice	.365	.104	.392	3,522	.001

From Table 1, it is obtained that employee performance is significantly impacted by empowering leadership ( $p = 0.000 > 0.05$ ). Work is not positively and significantly impacted by performance Perceived organizational support ( $p = 0.532 < 0.05$ ). Job satisfaction significantly and favorably affects effect on work performance ( $p = 0.001 < 0.05$ ). Employee performance is significantly improved by organizational justice.

Based on the results of the F test, the alculated value was  $F_{count} (5.119 > 2,48)$   $F_{tabel}$  and value sig  $0,000 < 0,05$ , which indicates that variabels X1, X2, X3, and X4 siltaneously have a significant effet on variable Y. The results the coefficient of determination test show an Rsquare value of 0.695. It can be concluded that the contribution of the independent variables of empowering leadership (X1), perceived organizational support (X2), job satisfaction (X3), and organizational justice (X4) simultaneously affects the performance of PT Mandiri Jogja Internasional employees.

## 5.2 Discussion

### 5.2.1 The Effect of *Empowering Leadership* on Employee Performance

According to statistical value of the t-test, namely empowering leadership with a significance level of 0.00, which means it is less than 0.05. Therefore, hypothesis (H1) is accepted. Therefore, it can be conculade that employee performance is significantly impacted by empowering leadership. This finding is consistent with the results of research conducted by [36], which found a significant influence between empowering leadership and employee performance. This indicates that workers believe their performance levels are significantly impacted by empowering leadership. Thus, the better the empowering leadership created, the greater the possibility of performance improvement achieved by employees of PT Mandiri Jogja Internasional.

### 5.2.2 The Influence of Perceived Organizational Support on Employee Performance

Based on the research results, it shows that, tabsca, perceived organizational support has a negative and insignificant effect on employee bioethics at PT Manditi Jogja Internasional. According to the sig.  $0.532 < 0.05$ , the table shows that perceived organizational support has a negative and insignificant effect on employee bioethics. This result is in line with the research of [39]. With this, it can be concluded that the welfare provided by the company does not automatically motivate employees without other factors such as appreciation, communication, and work involvement. The employee motivation approach needs to be more comprehensive, not only relying on welfare to improve employee performance.

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

According to statistical value of the t-test, namely organizational justice with a significance level of 0.01, which means less than 0.05, hypothesis (H4) is accepted. Therefore, it may be concluded that employee performance is significantly impacted by organizational justice. This means that if employees agree with organizational justice, they will believe that they are handled fairly by the company, which will improve their performance. Thus, the greater the employees' perception of organizational justice, the greater the possibility of improved performance by employees of PT Mandiri Jogja

Internasional. This is consistent with the findings of a research by [38], this demonstrates that employee performance is positively impacted by organizational justice.

#### 5.2.5 The influence of *Empowering Leadership*, Perceived Organizational Support, job satisfaction and Organizational Justice on Employee Performance

Hasil uji F, menunjukkan nilai F 5.119 dengan tingkat signifikansi  $0,000 < 0,05$ , menunjukkan bahwa ke empat variable independe empowering leadership, perceived organizational support, job satisfaction dan keadilan organisasi secara simultan dan signifikan mempengaruhi kinerja karyawan. Koefisien determinasi ( $R^2$ ) sebesar 0,679 hal ini berarti 69,5% variasi dalam kinerja karyawan dapat di jelaskan ke empat variabel ini, sedangkan sisanya 30,5% dipengaruhi oleh faktor lain. Hasil ini menunjukkan bahwa kepemimpinan yang memberdayakan, dukungan organisasi yang di rasakan tepat, memiliki rasa kepuasan terhadap kerja yang dikerjakan dan di perlakukan adil oleh organisasi merupakan faktor penting dalam menciptakan suasana kerja yang produktif oleh karena itu, manajemen Perusahaan perlu menyeimbangkan faktor structural dan psikologis untuk memaksimalkan potensi sumber daya manusia di perusahaan.

## 6. CONCLUSION AND SUGGESTIONS

### 6.3 Conclusion

Considering empirical findings, empowering leadership, job satisfaction, and perceptions of organizational justice have been proven to be the main factors that drive employee performance improvement. Conversely, perceptions of organizational support do not have a significant effect. From a theoretical perspective, this study broadens our understanding of the psychological processes that link human resource quality to organizational performance. In practical terms, employee perceptions inform the extent to which organizations should design human resource development policies that focus on improving competence, motivation, and job satisfaction in order to support productivity and strengthen organizational competitiveness.

### 1.4 Suggestions

Berdasarkan hasil penelitian disarankan agar PT mandiri Jogja Internasional menerapkan penguatan kepemimpinan, sistem penghargaan, keadilan organisasi, dan pengembangan kemampuan problem solving guna menciptakan lingkungan kerja yang produktif, adil, dan inovatif, agar kinerja karyawan semakin meningkat, untuk penelitian lebih lanjut dapat menambahkan variable budaya organisasi, work engagement, dan motivasi intrinsik untuk memperluas pemahaman tentang faktor-faktor yang mempengaruhi kinerja karyawan.

## AUTHORS' CONTRIBUTIONS

1. Innayah, as the first author, searched, collected, input, and calculated respondent data, processing it in the SPSS application and writing the articles.
2. Syamsul Hadi guided refining the research framework, reviewing relevant literature and offering input on developing the research concept.
3. Eko Yulianto provided guidance in statistical data analysis, offered feedback on result interpretation, and assisted in formulating the recommendations.

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