

# The Effect of Organisational Justice and Leader Member Exchange on Employee Performance Mediated by Organisational Commitment: A Case Study at the Education and Culture Office of Wakatobi Regency

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## Paper History

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**Abstract:** The aim of this research is to test and explain the influence of organizational justice and leader member exchange on employee performance, mediated by organizational commitment. Data collection was carried out using a questionnaire. The population of this research was all employees at the Wakatobi Regency Education and Culture Service, totaling 1,341 employees, then the author used cluster sampling, resulting in 134 respondents. The analysis tool used is SmartPLS. The results of the research show that organizational justice has no significant effect on organizational commitment at the Wakatobi Regency Education and Culture Service, organizational justice has a positive and significant effect on employee performance at the Wakatobi Regency Education and Culture Service, leader member exchange has a positive and significant effect on organizational commitment, leader member exchange has a positive and significant effect on employee performance at the Wakatobi Regency Education and Culture Service, organizational commitment has a positive and significant effect on employee performance at the Wakatobi Regency Education and Culture Service, organizational commitment does not play a role in mediating the influence of organizational justice on employee performance at the Education and Culture Service Wakatobi Regency, and organizational commitment play a role in mediating the influence of leader member exchange on employee performance at the Wakatobi Regency Education and Culture Service

**Keywords:** Organisational Justice, Leader Member Exchange, Organisational Commitment, and Employee Performance.

## INTRODUCTION

Optimal performance of human resources is a key factor in organisational success and survival (Parinsi and Musa, 2023). Effective organisations require employees who are able to perform their duties and responsibilities well, and make a significant contribution to the achievement of overall organisational goals. This includes not only aspects of work quality and efficiency, but also the ability to adapt, innovate, collaborate, and provide quality services to organisational stakeholders (Septiana et al., 2023). The education office of Wakatobi district is one of the regional apparatus organisations that is expected to contribute to improving the quality of

employee performance in Wakatobi district and have a positive and significant impact on improving overall organisational performance. However, based on employee performance data in the Wakatobi Regency Education and Culture Office in 2023, it shows that out of 1,225 employees there are still 87 people or 7.10% of civil servants who do not have a performance score on the State Civil Apparatus Professionalism Index Application (IP ASN). This data shows that the overall performance of civil servants within the scope of the Wakatobi Regency Education and Culture Office is not yet optimal.

The suboptimal performance is caused by the distribution of resources and information that is not fair/even and affordable

by all Civil Servants, especially those on Kaledupa Island, Tomia, Binongko and Runduma Island. Research results (Kristanto, 2015), explain that justice in the organisational work environment which includes fairness in resource allocation, decision-making processes, and interpersonal relationships, is key to employee performance. In addition, employees who feel treated fairly tend to perform better and contribute more to organisational success (Lansart et al., 2019).

Based on the results of observations, it shows that the limited facilities and infrastructure available at the Wakatobi Regency Education and Culture Office cause the existence of civil servants, especially school supervisors, totalling 11 people at the Wakatobi Regency Education Office, not to have adequate work space and facilities. This condition shows that organisational justice at the Education and Culture Office has not run optimally. On the other hand, the level of organisational justice makes a significant contribution to employee performance as a result of Herdalda's research (2021), which found that employee performance was rated high thanks to a high level of organisational justice, where justice had a significant positive impact on employee performance. Similar results were also found by Nur and colleagues (2023), who emphasised that organisational justice contributes to improved performance because employees who feel they are treated fairly are more motivated to contribute to organisational goals.

Increased organisational performance in addition to being influenced by organisational justice is also strongly influenced by Leader Member Exchange (LMX). The relationship between superiors and subordinates within the Wakatobi Regency Education and Culture Office plays an important role in improving organisational performance. This condition is in accordance with the results of a study conducted by Hidayatullah et al (2024) found that the exchange relationship between leaders and members has a significant impact on performance. This finding shows that leaders who are able to build positive relationships with subordinates can increase motivation and job satisfaction, which in turn has an impact on overall employee performance.

Another factor that affects performance is organisational commitment. According to Allen and Meyer (1990), organisational commitment refers to the psychological relationship between individuals and organisations and their desire to remain in the organisation. It reflects employees' emotional attachment to the values, goals, and vision of the organisation, which encourages them to contribute to the maximum. Rizal et al (2023), Putri et al (2024), and Rostini & Nasir (2024), confirmed that organisational commitment has a significant positive impact on performance.

Based on the results of the theoretical review, previous studies and the phenomena found in the Education and Culture Office of Wakatobi Regency as mentioned above, it is important to

conduct research with the title -The Effect of Organisational Justice and Leader Member Exchange on Employee Performance Mediated by Organisational Commitment (Case Study at the Education and Culture Office of Wakatobi Regency).

## LITERATURE REVIEW AND HYPOTHESIS

### 2.1. The Effect of Organisational Justice on Organisational Commitment

Organisational commitment, according to Rejeki and Wulansari (2015), is influenced by various factors, including organisational justice. They emphasise that the higher the level of organisational justice, the greater the employees' feelings that they are valued and prosperous, which in turn will increase organisational commitment. Srivastava (2015) also highlighted the increased interest of academics and students towards the study of organisational justice in recent years. He argues that improving perceptions of fairness among employees can have a significant positive impact on the overall organisation. In this context, distributive justice refers to how employees rate the outcomes or rewards they receive, while procedural justice relates to how employees rate the policies and procedures used in determining those outcomes.

Findings from Yuliani & Suhana (2023), Dewi et al (2023), and Rahmawati & Budiman (2023) also support this view. They found that organisational justice has a significant influence on organisational commitment. Thus, improving organisational justice can be an effective strategy to increase employee commitment to the organisation.

Based on this, the proposed hypothesis 1 is:

#### **Hypothesis 1: Organisational Justice Has a Positive and Significant Effect on Organisational Commitment.**

### 2.2. The Effect of Organisational Justice on Performance

Robbins and Judge (2016) define distributive justice as fairness in the distribution of amounts and rewards among individuals. Organisational justice plays an important role in determining the quality of work in an organisation. When employees feel they are treated fairly and equally in various aspects of the job, they tend to be more motivated and high performing. Aspects of justice such as reasonable resource allocation, transparent decision-making processes, and fair interpersonal interactions can influence employees' perceptions of their work environment. Thus, organisational justice can be a key factor in creating a productive work environment and motivating employees to contribute maximally to organisational success.

Herdalda (2021) showed that the level of organisational justice and employee performance of the Bandung City Youth and Sports Agency were in the high category, with organisational justice having a significant influence on employee performance. This suggests that organisational justice plays an important role in the work environment and overall employee performance. Nur et al (2023) found that organisational justice has a role in improving performance. Employees who feel they are treated fairly tend to have higher performance, contribute actively, collaborate, and take initiative in achieving organisational goals. Conversely, organisational injustice can lead to dissatisfaction, anxiety, and counterproductive behaviour in the workplace.

Based on this, the proposed hypothesis 2 is:

### **Hypothesis 2: Organisational Justice Has a Positive and Significant Effect on Performance**

#### **2.3. The Effect of Leader Member Exchange on Organisational Commitment**

The relationship between employees and supervision can be grouped into two categories, namely good relationships and bad relationships. A good superior-subordinate relationship will form better citizenship in the organisation. Such citizenship behaviour creates voluntary behaviour outside of formal work that is determined but has a positive impact on the company effectively and efficiently (Wijanto, 2013).

A good leadership process is able to unite all subordinates and change the beliefs, attitudes, and personal goals of each subordinate in order to achieve goals, even beyond the set goals. Findings from research by Megarani et al (2024), Safarila et al (2021), and Sukoco et al (2020) show that Leader Member Exchange has a significant effect on organisational commitment.

Based on this, the proposed hypothesis 3 is:

### **Hypothesis 3: Leader Member Exchange Has a Positive and Significant Effect on Organisational Commitment**

#### **2.4. The Effect of Leader Member Exchange on Performance**

Morrow (2005) explains that Leader Member Exchange is an increase in the quality of interactions between leaders and employees that can optimise the performance of both parties. The multidimensional interpersonal relationship between leaders and subordinates is defined as a working relationship from leaders to subordinates. According to Robbins and Judge (2015), this concept with high quality, that is, a good relationship between leaders and subordinates, will result in better performance. Truckenbrodt (2000) revealed that

the focus of the relationship between superiors and subordinates aims to increase organisational success through the interaction between the two. Good treatment from leaders towards employees can encourage employees to be willing to sacrifice for the benefit of the organisation.

Research by Hidayatullah et al (2024) found that the exchange relationship between leaders and members (LMX) has a significant impact on performance. This finding shows that at RSUD Dr Mohamad Saleh, the Head and Head of Division have a good ability to build positive relationships with employees in various fields and sections. A strong LMX between leaders and employees can increase motivation, job satisfaction, and achievement of performance targets. Maniani et al (2023) and Widodo et al (2021) also support these findings, showing that LMX can improve the performance of human resources in organisations.

Based on this, the proposed hypothesis 4 is:

### **Hypothesis 4: Leader Member Exchange has a Positive and Significant Effect on Organisational Commitment.**

#### **2.5. Effect of Organisational Commitment on Performance**

Organisational commitment refers to how strongly an employee feels attached to the organisation they work for and the extent to which they are willing to maintain their membership in it. This attachment has a significant impact on employee performance. When an employee has high organisational commitment, they tend to see their personal goals in line with the company's goals, which in turn encourages them to try harder to achieve organisational goals (Sutanto & Ratna, 2015).

Research by Putri et al (2015) and Rostini & Nasir (2015) confirmed that organisational commitment has a major influence on employee performance. A high level of commitment indicates that employees feel attached to the organisation where they work and have a strong desire to remain part of the organisation.

Based on this, the proposed hypothesis 5 is:

### **Hypothesis 5: Organisational Commitment Has a Positive and Significant Effect on Performance**

#### **2.6. Effect of Organisational Justice on Employee Performance Mediated by Organisational Commitment**

Organisational justice refers to employees' perceptions of the extent to which they are treated fairly and equally in the organisation, while organisational commitment refers to the level of employee involvement and dedication to the

organisation where they work (Gurning, 2010). Organisational justice can affect employee performance (Rahmawati & Budiman, 2023). That is, when employees feel that the organisation treats them fairly and feel valued, they tend to have a higher commitment to the organisation. Conversely, when employees feel that they are not treated fairly, they may lose their sense of attachment and engagement to the organisation. High organisational commitment is believed to have a positive effect on employee performance, as stated by Kunecrowati & Supardin (2024).

Based on this, the proposed hypothesis 6 is:

**Hypothesis 6: Organisational Justice Has a Positive and Significant Effect on Employee Performance Mediated by Organisational Commitment.**

**2.7. The Effect of Leader Member Exchange on Performance Mediated by Organisational Commitment**

Cintia and Gilang (2016). Leader Member Exchange (LMX) refers to interpersonal interactions between superiors and subordinates that create mutual understanding, trust, and cooperation. A high-quality LMX relationship, characterised by mutual understanding and support between superiors and subordinates, can increase employee motivation, commitment, and performance. Findings by Fatmawati (2023) and Siregar et al. (2023) confirmed that organisational commitment acts as a mediator between LMX relationships and employee performance. In other words, a good LMX relationship can increase employee commitment to the organisation, which in

turn contributes to improving employee performance. Conversely, inadequate LMX relationships can reduce employee commitment to the organisation, which has a negative impact on their performance.

Based on this, the proposed hypothesis 7 is:

**Hypothesis 7: Leader Member Exchange Has a Positive and Significant Effect on Performance Mediated by Organisational Commitment**

**RESEARCH METHOD**

This research uses a quantitative approach or uses the positivism paradigm (thinking about cause and effect, hypothesis, using measurement and theory testing). This research is an explanatory survey research with the aim of explaining the cause and effect between variables. The population in this study were all civil servants within the scope of the education and culture office of Wakatobi Regency, totalling 1,341 consisting of 38 civil servants at the education and culture office, 11 school supervisors, 611 teachers on Wangi-Wangi Island, 277 teachers on Kaledupa Island, 234 teachers on Tomia Island and 170 teachers on Binongko Island. The sampling technique in this study uses cluster sampling (Silalahi; 2012) with the consideration that the population is widely spread in the areas of Wangi-Wangi Island, Kaledupa Island, Tomia Island and Binongko Island. From the total population, the sample in this study was 134 civil servants within the scope of the Wakatobi Regency Education Office with the following details:

**Table 3.1** Distribution of Research Samples

No	Sample Area	Number of Sample
1	Pulau wangi-wangi Island	55
2	Pulau Kaledupa Island	15
3	Pulau Tomia Island	15
4	Pulau Binongko Island	14
5	School supervisors	5
6	Education and Culture Office of Wakatobi District	30
Total		134

In quantitative research, data analysis is an activity after data from all respondents or other data sources are collected. The data analysis used is SEM PLS analysis

**IV. RESULTS AND DISCUSSION**

In SmartPLS analysis there are two basic things that are done. First, the measurement model (outlier model) to

determine the validity and reliability of the dimensions that measure latent variables, the validity and reliability test criteria in this study refer to discriminant validity, convergent validity and composite validity. Second, assessing the inner model to see the relationship between the construction of the significant value and R-square of the research model. Inner model testing in PLS analysis is done through bootstrapping resampling.

#### 4.1. Evaluation of the measurement model (outlier model)

##### 4.1.1. Discriminant Validity

Discriminant validity testing uses the cross loading value and square root average (AVE) which aims to check (test) whether the instrument used is valid in explaining or reflecting

latent variables. The results of the discriminant validity test in this study are described as follows:

Discriminant validity using the square root of average variance extracted ( $\sqrt{AVE}$ ). If the square root of average variance extracted ( $\sqrt{AVE}$ ) value of each variable is greater than the AVE value and the correlation between other latent variables, then the research instrument used can be said to be valid.

**Table 4.1** Value of AVE,  $\sqrt{AVE}$  and Correlation between Latent Variables

Research Variable	AVE	$\sqrt{AVE}$	Correlation			
			X1	X2	Y1	Y2
Organisational justice	0,572	0,756	1,000			
Leader member exchange	0,664	0,815	0,581	1,000		
Organisational commitment	0,600	0,775	0,460	0,783	1,000	
Employee performance	0,596	0,772	0,498	0,685	0,709	1,000

Based on table 4.1 above, it is known that the instruments used in this study can be said to be discriminantly valid because the square root of average variance extracted ( $\sqrt{AVE}$ ) value on each variable is greater than the AVE value and the correlation between other latent variables.

##### 4.1.2. Convergent Validity

Convergent validity measures the validity of dimensional items as a construct measure which can be seen from the outlier loading value. Indicators are considered valid if

they have an outlier loading value above 0.70 is highly recommended (Hair et al., 2010), however, a factor loading value of 0.50-0.60 is still tolerable at a p-value of 0.05. Outlier loading indicator items with the highest value means that the dimension item is the strongest or most important measure in reflecting latent variables. The results of testing and evaluating the construct measuring model in this study, namely organisational justice, leader member exchange, organisational commitment and employee performance are described in table 4.2 below:

**Table 4.2** Results of Outer Loadings of Research Variables

Research Variable	Variable dimensions	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organisational justice	X1.1 <- X1	0,593	0,574	0,144	4,109	0,000
	<b>X1.2 &lt;- X1</b>	<b>0,886</b>	0,887	0,028	31,756	0,000
	X1.3 <- X1	0,761	0,760	0,052	14,607	0,000
Leader member exchange	X2.1 <- X2	0,672	0,664	0,104	6,442	0,000
	X2.2 <- X2	0,855	0,855	0,031	27,588	0,000
	X2.3 <- X2	0,829	0,829	0,029	28,545	0,000
	X2.4 <- X2	0,826	0,824	0,046	18,027	0,000
	<b>X2.5 &lt;- X2</b>	<b>0,874</b>	0,874	0,023	37,504	0,000
Organisational commitment	<b>Y1.1 &lt;- Y1</b>	<b>0,917</b>	0,917	0,017	53,312	0,000
	Y1.2 <- Y1	0,834	0,831	0,052	16,187	0,000
	Y1.3 <- Y1	0,514	0,507	0,109	4,712	0,000
Employee Performance	Y2.1 <- Y2	0,828	0,827	0,040	20,633	0,000
	<b>Y2.2 &lt;- Y2</b>	<b>0,838</b>	0,833	0,045	18,799	0,000
	Y2.3 <- Y2	0,806	0,798	0,052	15,597	0,000
	Y2.4 <- Y2	0,691	0,693	0,063	11,019	0,000
	Y2.5 <- Y2	0,701	0,700	0,071	9,824	0,000
	Y2.6 <- Y2	0,754	0,751	0,065	11,645	0,000

Based on the results of data analysis, it shows that organisational justice when viewed from the value of estimate outer loadings obtained by procedural justice indicators is the

most important or strong in reflecting organisational justice as evidenced by the value of estimate outer loadings of 0.886. Furthermore, when viewed from the leader member exchange



variable, the highest estimate of outer loadings is the trust indicator, which is 0.874. The results of measuring organisational commitment affective commitment indicators are the most important or strongest in reflecting organisational commitment as evidenced by the estimate outer loadings value of 0.917. Meanwhile, in the employee performance variable, it is known that the quality indicator is the strongest indicator in reflecting performance as evidenced by the estimated outer loadings value of 0.838.

#### 4.1.3. Composite Reliability

Composite reliability tests the reliability value between indicators of the construct, a composite reliability test result can be said to be good if it has a value above > 0.70, 0.50 and 0.60 are still recommended. The reliability test results are described in the following table:

**Table 4.3** Reliability Testing Results of Measurement Models and Instruments

Research Variable	Composite Reliability	Results
Organisational justice	0,796	Reliable
Leader member exchange	0,907	Reliable
Organisational commitment	0,810	Reliable
Employee performance	0,898	Reliable

Table 4.3 above shows the value of the composite reliability test results of the four variables of this study, namely organisational justice, leader member exchange, organisational commitment and employee performance, has a value greater than 0.70, so these results can be said to be a good value. From the results of these values it can be concluded that all measuring indicators of the four variables meet the criteria or are feasible to use in measuring the overall variables of organisational justice, leader member exchange, organisational commitment and employee performance. Based on the results of the evaluation of convergent and discriminant validity of dimensions and construct reliability for indicator items, it can be concluded that all

dimension items are valid and reliable gauges. Thus, the goodness of fit model can be known by evaluating the inner model.

#### 4.1.4. Evaluation of Goodness of Fit Model

The structural model is evaluated by looking at the Q<sup>2</sup> predictive relevance model value which measures how well the observation value produced by the Q<sup>2</sup> model is based on the coefficient of determination of all endogenous variables of the Q<sup>2</sup> magnitude with a range of 0 < Q<sup>2</sup> < 1, the closer to 1 the better the model, while the value is described in table 4.4 which is as follows:

**Table 4.4.** Goodness of Fit test results

Structural Model	Research Variable	R-square
1	Organizational Commitment	0,608
2	Employee Performance	0,551

Based on the calculation results in Table 4.4 to test the feasibility of the model, the coefficient of total determination (Q<sup>2</sup>) is used, Q-Square measures how well the observation value is produced by the model and also the parameter estimate (Ghozali, 2006). A Q-square value greater than zero (0) indicates that the model has predictive relevance, while a Q-square of less than zero (0) indicates that the model lacks predictive relevance. To determine the Q-square value, the following formula is used:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) (1 - (1 - R^2_2)) = 1 - \{(1 - 0,608) \\
 (1 - 0,551)\} &= 0,392 \times 0,449 \\
 &= 1 - 0,176 \\
 &= 0,824
 \end{aligned}$$

Based on the results of the above calculations, it can be seen that the predictive relevance value (Q<sup>2</sup>) = 0.824 or 82.4 percent means that the accuracy or accuracy of this research model can explain the diversity of organisational justice variables, leader

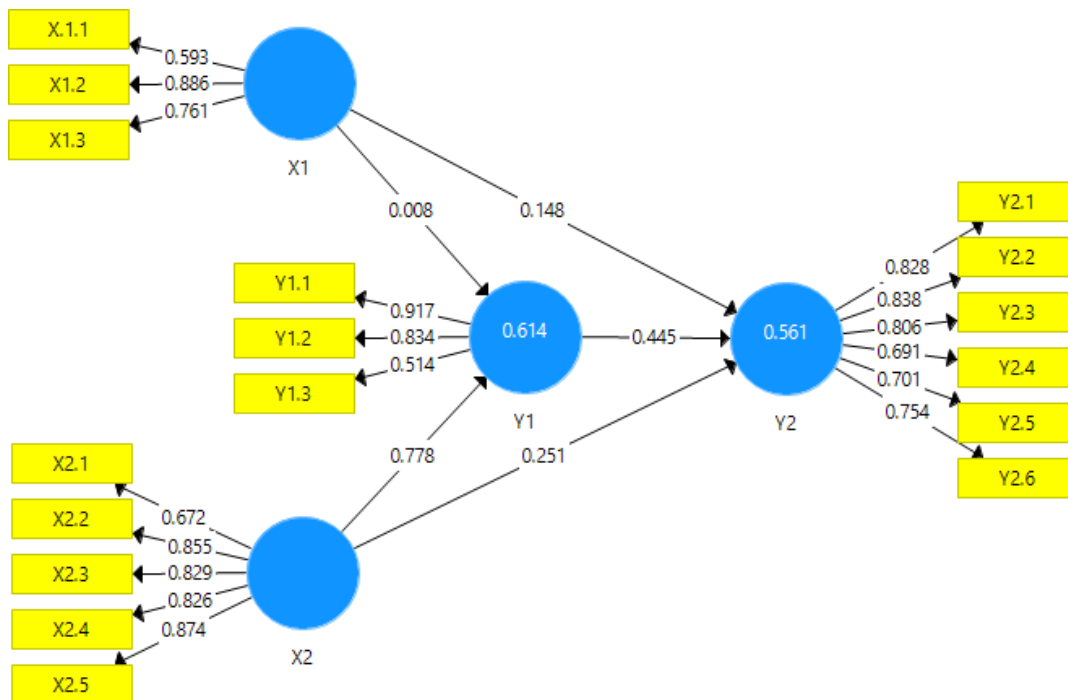
member exchange, organisational commitment and employee performance by 82.4 percent, while the remaining 17.6 percent is explained by other variables not included in this study, so that the model that has been built has a predictive relevance value or an accurate prediction level.

## 4.2. Structural Model Testing and Research Hypotheses

The structural model (inner model) is evaluated by looking at the path parameter coefficient value of the relationship between latent variables. The purpose of testing the structural

relationship model is to determine the relationship between the latent variables designed in this study. From the PLS model output, testing the structural model and hypothesis is done by looking at the estimated value of the path coefficient and the critical point value (t-statistic) which is significant at  $\alpha = 0.05$ . The complete data analysis results can be seen in the PLS model output. Based on the conceptual framework of this study, testing the relationship model and hypothesis between variables can be done in two stages, namely: (1) testing the direct effect path coefficient, and (2) testing the mediation effect path coefficient which can be explained as follows:

**Figure 4.1** Standardised Coefficients Full Model



### 4.2.1. Hypothesis testing and direct effect path coefficient

Hypothesis testing and direct effect path coefficients in this study consist of five hypotheses, namely organisational justice (X1) and leader member exchange (X2) on organisational

commitment (Y1), and employee performance (Y2), and the effect of organisational commitment (Y1) on employee performance (Y2), the effect of each between these variables is described in the following table:

**Table 4.5** Path coefficient and Hypothesis Testing Direct Effect

Direct influence between research variables		Path Coefficient	t statistik	P Value	Results
H1	X1 -> Y1	0,008	0,157	0,438	Rejected
H2	X1 -> Y2	0,148	1,719	0,043	Accepted
H3	X2 -> Y1	0,778	12,868	0,000	Accepted
H4	X2 -> Y2	0,251	2,318	0,010	Accepted
H5	Y1 -> Y2	0,445	4,370	0,000	Accepted

Table 4.5 above provides an overview of the direct influence between variables in order to answer the hypothesis proposed in this study whether the hypothesis is accepted or rejected, the hypothesis is described as follows:

### **H1: Organisational Justice Has a Positive and Significant Effect on Organisational Commitment**

Based on the results of testing organisational justice on organisational commitment, the estimated path coefficient value is 0.008 with a positive direction. The path coefficient with a positive sign means that the effect of organisational justice on organisational commitment is unidirectional, while when viewed from a significant value of  $0.438 > \alpha = 0.05$  which means that organisational justice has no significant effect on organisational commitment, this means that organisational justice does not have a meaningful effect on increasing organisational commitment, thus it can be concluded that the first hypothesis which states that organisational justice has a positive and significant effect on organisational commitment is not proven so that the first hypothesis proposed in this study is rejected. The results of this study indicate that organisational justice which is reflected by distributive justice, procedural justice, and interactional justice does not have a positive and significant effect on employees at the Wakatobi Regency Education and Culture Office which is reflected by affective commitment, normative commitment, and continuance commitment. This means that increasing organisational justice is significantly unable to increase affective commitment, normative commitment, and continuance commitment. The findings of this study are in line with the results of Purwanto's research (2020), and Novitasari, et al (2020), Waljiyanti et al (2023), and Prayuda (2024) in their research findings explain that organisational justice does not have a significant effect on organisational commitment. Meanwhile, the research findings of Yuliani & Suhana (2023), Dewi et al (2023), Rahmawati & Budiman (2023) show that organisational justice has a significant effect on organisational commitment.

### **H2: Organisational Justice Has a Positive and Significant Effect on Employee Performance.**

The results of testing the effect of organisational justice on employee performance resulted in a path coefficient estimate value of 0.148 with a positive direction. The path coefficient with a positive sign means that the effect of organisational justice on employee performance is unidirectional, while the significant level is  $0.043 < \alpha = 0.05$ , which means that organisational justice has a positive and significant effect on employee performance. Thus the results of hypothesis testing prove that organisational justice has a positive and significant effect on employee performance can be accepted. This means

that an increase in organisational justice can significantly improve employee performance. The results of this study indicate that when employees feel that they are treated fairly and objectively at the Wakatobi Regency Education and Culture Office, they will further improve performance, the findings of this study support the research results of Manihuruk (2023), Prayoga et al (2024), Nur et al (2023), Tiara et al (2023), Ningsih (2023) in their research findings show that organisational justice has a positive and significant effect on employee performance, this means that the better the level of organisational justice, the more employees will improve their performance.

### **H3: Leader Member Exchange Has a Positive and Significant Effect on Organisational Commitment.**

The results of testing leader member exchange on organisational commitment resulted in a path coefficient estimate value of 0.778 with a positive direction. The path coefficient with a positive sign means that the effect of leader member exchange on organisational commitment is unidirectional, while the significant level is  $0.000 < \alpha = 0.05$ , which means that leader member exchange has a positive and significant effect on organisational commitment. This means that increasing leader member exchange can significantly increase organisational commitment. The results of this study support the research findings of Megarani et al (2024), Wijanto (2013), Safarila et al (2021), Sukoco et al (2020) in their research findings showing that leader member exchange has a positive and significant effect on organisational commitment. This means that the better the level of relationship between superiors and subordinates, the more subordinates or employees will feel at home or survive to work for the organisation.

### **H4. : Leader Member Exchange Has a Positive and Significant Effect on Employee Performance**

The results of testing leader member exchange on employee performance produce a path coefficient estimate value of 0.251 with a positive direction. The path coefficient with a positive sign means that the effect of leader member exchange on employee performance is unidirectional, while the significant level is  $0.010 < \alpha = 0.05$ , which means that leader member exchange has a positive and significant effect on employee performance. This means that increasing leader member exchange can significantly improve employee performance. The results of this study support the research findings of Sihotang (2024) in his research findings show that leader member exchange has a positive and significant effect on employee performance. The better the leader member exchange is applied by the employer in his work, the better the employee performance. Furthermore, Hidayatullah et al (2024), Maniani



et al (2023), Widodo et al (2021) in their research findings show that leader member exchange has a positive and significant effect on performance.

**H5: Organisational Commitment Has a Positive and Significant Effect on Employee Performance**

The results of testing organisational commitment to employee performance produce an estimated path coefficient of 0.445 with a positive direction. The path coefficient with a positive sign means that the effect of organisational commitment on employee performance is unidirectional, while the significant level is  $0.000 < \alpha = 0.05$ , which means that organisational commitment has a positive and significant effect on employee performance. This means that increasing organisational commitment can significantly improve employee performance. The results of this study support the research findings of

Sihotang (2024) in his research findings showing that leader member exchange has a positive and significant effect on employee performance. The better the leader member exchange is applied by the employer in his work, the better the employee performance. Furthermore, Hidayatullah et al (2024), Maniani et al (2023), Widodo et al (2021) in their research findings show that leader member exchange has a positive and significant effect on performance.

**4.2.2. Hypothesis Testing of Indirect Influence (Mediation)**

Testing the effect of mediation aims to detect the position of intervening variables in the model. Mediation testing is carried out in order to determine the nature of the relationship between variables either as perfect mediation variables, partial mediation and not mediating variables. Testing of mediation variables is carried out using SmartPLS, the relationship between mediation variables can be seen in table 4.6 below:

**Table 4.6** Path Coefficient and Hypothesis Testing of Mediation Effect

Mediation Testing		Path Coefficient	Direct Effect	P Value	Result	Sifat mediasi
H6	X1 -> Y1 -> Y2	0,004	0,148	0,436	Ditolak	Non Mediation
H7	X2 -> Y1 -> Y2	0,346	0,251	0,000	Diterima	Full Mediation

Based on table 4.6 above, it can be seen the results of testing the mediating influence of each variable in this study, in detail the description of the table above is described as follows:

**H6 : Organisational Commitment Plays a Role in Mediating the Effect of Organisational Justice on Employee Performance**

The evaluation results of testing the role of organisational commitment in mediating the effect of organisational justice on employee performance, show that organisational commitment does not mediate the effect of organisational justice on employee performance, this is evidenced by the path coefficient value of the effect of 0.004 with a significant level of  $0.436 > \alpha = 0.05$ , so it can be said that the sixth hypothesis proposed in the study is rejected. The results of this study indicate that organisational commitment does not play a role in mediating the effect of organisational justice on employee performance at the Wakatobi Regency Education and Culture Office, the findings of this study are not in line with the results of research by Utami et al (2024), Nuraini (2021), Kurniawan (2020), Siregar et al, (2023) which show that organisational justice has a significant effect on employee performance through organisational commitment.

**H7 : Organisational Commitment Plays a Role in Mediating the Effect of Leader Member Exchange on Employee Performance**

The evaluation results of testing the role of organisational commitment in mediating the effect of leader member exchange on employee performance, show that organisational commitment plays a role in mediating the effect of leader member exchange on employee performance, this is evidenced by the indirect effect path coefficient value of 0.346 with a significant level of  $0.000 < \alpha = 0.05$ . Based on these results, it shows that directly leader member exchange has a positive and significant effect on employee performance, and indirectly through organisational commitment shows that leader member exchange has a positive and significant effect on employee performance, when compared from the path coefficient value of direct and indirect effects, it shows that the indirect effect is more dominant or greater than the direct effect, so it can be said that the nature of mediation of organisational commitment in this study is as full mediation.

The results of this study indicate that organisational commitment plays a role in mediating the effect of leader member exchange on employee performance, the findings of this study support the results of research by Fatmawati (2023)

which shows that organisational commitment plays a role in mediating the effect of leader member exchange on employee performance, as well as the research findings of Siregar et al, (2023). On the other hand, there are research findings that contradict the findings of this study, such as the research findings of Siburian et al (2022) which show that leader member exchange does not have a positive and significant effect on performance mediated by organisational commitment. Hasil penelitian ini menunjukkan bahwa komitmen organisasi berperan dalam memediasi pengaruh leader member exchange terhadap kinerja pegawai, temuan penelitian ini mendukung hasil penelitian oleh Fatmawati (2023) yang menunjukkan bahwa komitmen organisasi berperan dalam memediasi pengaruh leader member exchange terhadap kinerja pegawai, demikian juga dengan temuan penelitian Siregar et al, (2023). Disisi lain terdapat temuan penelitian yang kontradiktif dengan temuan penelitian ini, sebagaimana temuan penelitian Siburian dkk (2022) yang menunjukkan bahwa leader member exchange tidak berpengaruh positif dan signifikan terhadap kinerja yang dimediasi oleh komitmen organisasi.

## V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the discussion and research findings, several conclusions can be stated as follows: (1) Organisational justice has no significant effect on organisational commitment (2) Organisational justice has a positive and significant effect on employee performance (3) Leader member exchange has a positive and significant effect on organisational commitment (4) Leader member exchange has a positive and significant effect on employee performance (5) Organisational commitment has a positive and significant effect on employee performance (6) Organisational commitment does not act as a mediating influence between organisational justice on employee performance (7) Organisational commitment is proven to act as a mediating influence between leader member exchange on employee performance.

Based on the research results and conclusions, several suggestions can be put forward as recommendations for this study, namely: (1) The majority of the Wakatobi Regency Education and Culture Office already has a good level of organisational justice, however, there are still things that the author suggests to be improved, especially in procedural justice, increasing procedural justice strategically, leaders or related parties can take several steps including transparency in the decision-making process, this includes clear communication, informing employees about how and why certain decisions are made, as well as process documentation, ensuring that all decision-making procedures are well documented and accessible to the employees concerned. (2) Efforts to improve leader member exchange based on respondents' perceptions that still need attention from the leadership or related parties are contributions. Strategically, leaders or related parties in increasing contributions can do several rare things, including competency development and training as well as improving communication and collaboration. (3) Policy makers and leaders of the Wakatobi Regency Education and Culture Office pay attention to increasing organisational commitment, especially with regard to continuing commitment. Strategically in increasing sustainable commitment, one of the things that can be done is to increase the awareness of each employee of the costs incurred if they no longer join or are not employees of the Wakatobi Regency Education and Culture Office. (4) Employees at the Wakatobi Regency Education and Culture Office according to respondents, the indicator that is considered still low is service orientation. Strategically, leaders or related parties can take several steps, including the preparation and socialisation of service standards, and strengthening service culture. (5) Organisational justice has no significant effect on organisational commitment at the Wakatobi Regency Education and Culture Office due to the influence of political interests on positions. Therefore, further research needs to be carried out related to organisational justice and the influence of political interests on positions.

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