

THE INFLUENCE OF ORGANIZATIONAL JUSTICE, PERCEIVED ORGANIZATIONAL SUPPORT, INNOVATIVE WORK BEHAVIOR, EMOTIONAL INTELLIGENCE, AND ORGANIZATIONAL TRUST ON EMPLOYEE PERFORMANCE AT PT ALCON BATAM.

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Abstract

Employee performance is a critical determinant of organizational effectiveness in large, labor-intensive manufacturing companies. This study examines the influence of organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust on employee performance at PT Alcon Batam, Indonesia. Using a quantitative, causal-associative design, data were collected from 400 employees selected through proportional stratified random sampling across major departments. The constructs were measured with a structured questionnaire on a five-point Likert scale, and the data were analyzed using multiple linear regression after validity, reliability, and classical assumption tests were satisfied. The results show that all five variables have positive and statistically significant effects on employee performance, both partially and simultaneously, with emotional intelligence emerging as the strongest predictor. The regression model explains 60.8% of the variance in employee performance ($R^2 = 0.608$; $F = 79.49$; $p < 0.001$), indicating that fairness, perceived support, innovative behavior, emotional capabilities, and organizational trust jointly form a critical socio-psychological foundation for enhancing performance in a large manufacturing context. These findings provide theoretically grounded and context-specific implications for the design of integrated human resource management strategies in emerging economy settings.

Keywords: *organizational justice; perceived organizational support; innovative work behavior; emotional intelligence; organizational trust; employee performance*

INTRODUCTION

Employee performance is a critical indicator of organizational effectiveness because it directly reflects how well employees execute their tasks in terms of quality, quantity, timeliness, and adherence to organizational standards and procedures (Syafitri, Diva 2024; Mathis & Jackson, 2011). In manufacturing companies, high employee performance is essential to sustain productivity, maintain consistent product quality, and meet increasingly stringent customer and regulatory demands. PT Alcon Batam, as a large-scale manufacturing company employing approximately 25,000 employees, operates in an environment characterized by intense competition, rapid technological change, and continuous pressure to increase efficiency and quality. In such a context, strengthening the determinants of employee performance becomes a strategic priority for the company.

Previous studies have shown that employee performance is not solely determined by technical skills or individual competencies, but also by organizational, psychological, and behavioral factors that shape employees' attitudes and behaviors at work (Syafitri, Diva 2024; Spencer & Spencer, 1993). Among these factors, organizational justice and perceived organizational support play a central role in influencing how employees perceive their relationship with the organization. Organizational justice refers to employees' perceptions of fairness in the distribution of outcomes (distributive justice), the procedures used to make decisions (procedural justice), and the quality of interpersonal treatment they receive from superiors and colleagues (interactional justice). When employees perceive that they are treated fairly, they tend to display higher job satisfaction, stronger commitment, and better performance, as fairness signals respect, recognition, and legitimacy of organizational

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decisions. Perceived organizational support, in turn, reflects the extent to which employees believe that their organization values their contributions and cares about their well-being. High levels of perceived organizational support have been associated with increased in-role performance, extra-role behavior, and lower turnover intentions, as employees respond to perceived support with higher loyalty and willingness to exert greater effort. In a labor-intensive manufacturing setting such as PT Alcon Batam, organizational support through adequate facilities, fair reward systems, career development opportunities, and supervisor support is expected to be closely related to employees' ability and willingness to maintain high performance levels. In addition to fairness and support, contemporary organizations increasingly depend on employees' innovative work behavior to remain competitive. Innovative work behavior encompasses the generation, promotion, and implementation of new ideas aimed at improving products, services, and work processes. Employees who actively seek better ways of doing their jobs, propose improvements, and take initiative in problem solving can significantly enhance organizational performance and adaptability. For PT Alcon Batam, which must continuously optimize production processes and respond to changes in technology and market requirements, innovative work behavior is a critical behavioral resource that supports operational excellence.

Emotional intelligence is another important psychological factor that can influence employee performance. It relates to the ability to perceive, understand, regulate, and use emotions effectively in oneself and others. Employees with high emotional intelligence are better able to manage stress, handle interpersonal conflict, communicate effectively, and work collaboratively in teams. In a manufacturing environment where employees frequently face time pressure, production targets, and coordination demands across different units, emotional intelligence can help maintain stable and high performance by enabling employees to respond constructively to challenging situations. Furthermore, organizational trust—defined as employees' confidence in the integrity, reliability, and benevolence of the organization and its leaders—creates a sense of psychological safety that encourages employees to invest their effort and engage fully in their roles. When employees trust that the organization will act consistently and fairly, and will not exploit their vulnerabilities, they are more willing to share information, participate in change initiatives, and go beyond their formal job descriptions. For a large organization like PT Alcon Batam, building and maintaining organizational trust is therefore essential to sustain long-term performance and commitment.

Although various studies have examined the influence of organizational factors and individual characteristics on employee performance, existing research tends to focus on a limited set of predictors, such as competence and work environment, or analyze them in isolation in specific sectors. There is still relatively little empirical evidence that simultaneously investigates the combined effects of organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust on employee performance in the context of large manufacturing companies in Batam. Given the scale and strategic importance of PT Alcon Batam, as well as the complexity of its operational environment, a comprehensive examination of these five determinants is needed to obtain a more holistic understanding of what drives employee performance in this setting.

Based on this background, the present study aims to: (1) analyze the effect of organizational justice on employee performance at PT Alcon Batam; (2) analyze the effect of perceived organizational support on employee performance; (3) analyze the effect of innovative work behavior on employee performance; (4) analyze the effect of emotional intelligence on employee performance; (5) analyze the effect of organizational trust on employee performance; and (6) analyze the simultaneous effect of organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust on employee performance at PT Alcon Batam. Theoretically, this study is expected to enrich the human resource management literature by providing empirical evidence on the relative contribution of organizational justice, organizational support, innovative behavior, emotional intelligence, and organizational trust to employee performance in a large manufacturing context. Practically, the findings are expected to offer meaningful input for PT Alcon Batam's management in designing integrated human resource policies and interventions aimed at enhancing employee performance and strengthening the company's competitive position.

LITERATURE REVIEW

Organizational Justice and Employee Performance

Organizational justice refers to employees' perceptions of fairness related to the distribution of outcomes, the procedures used in decision making, and the quality of interpersonal treatment within the organization (Sarwary K. *et al*). Recent empirical evidence shows that organizational justice is an important predictor of

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employee attitudes and behaviors, particularly job performance (Sarwary K. et al; Diposentono, L.2023). A literature-based study reported that approximately two-thirds of prior empirical research found a positive and significant effect of organizational justice on employee performance, while the remaining studies reported non-significant effects, suggesting that justice is generally a strong but context-dependent predictor of performance (Diposentono, L.2023). These findings indicate that when employees perceive higher levels of distributive, procedural, and interactional justice, they are more likely to demonstrate higher quality work, stronger motivation, and greater commitment to organizational goals (Sarwary K. et al; Diposentono, L.2023). In the context of large manufacturing firms such as PT Alcon Batam, fairness in workload, performance appraisal, and promotion decisions is expected to be highly salient for employees and to contribute meaningfully to the development and maintenance of acceptable performance levels (Sarwary K. et al; Diposentono, L.2023).

Perceived Organizational Support and Employee Performance

Perceived organizational support (POS) is defined as employees' general belief regarding the extent to which the organization values their contributions and cares about their well-being (Aliddin, Laode 2024). Grounded in social exchange theory, POS posits that employees who feel supported by their organization tend to reciprocate through positive work attitudes and behaviors, including higher job performance (Aliddin, Laode 2024). A recent study on public sector employees in Indonesia found that perceived organizational support had a significant direct effect on employee performance, alongside social support and organizational commitment, underscoring the role of POS as a key antecedent of performance (Aliddin, Laode 2024). The study also revealed that, although POS did not significantly influence organizational commitment in that specific context, it still contributed significantly to performance, suggesting that POS can operate both directly and indirectly through other attitudinal variables (Aliddin, Laode 2024). These results are in line with broader empirical evidence indicating that when employees perceive adequate support in terms of resources, recognition, and concern for their welfare, they are more willing to exert effort, maintain higher performance, and remain with the organization (Saputra. Jro 2023; Aliddin, Laode 2024). For PT Alcon Batam, which relies heavily on a large workforce, strengthening employees' perceptions of organizational support—through fair HR policies, career development opportunities, and supportive supervision—can be expected to enhance employee performance in a sustainable way (Aliddin, Laode 2024).

Innovative Work Behavior and Employee Performance

Innovative work behavior (IWB) encompasses the generation, promotion, and implementation of new ideas that contribute to improvements in products, services, or work processes (Rahmayanti,R 2024; Yuan, F, 2010). It is increasingly recognized as a critical behavioral driver of organizational adaptation and competitiveness. Recent research has provided evidence that innovative work behavior plays an important role in enhancing job performance. A 2024 study conducted in the health industry in Bandung, Indonesia, found that green talent management and green servant leadership significantly improved employee performance through the mediating role of innovative work behavior, indicating that IWB functions as a key mechanism through which organizational practices are translated into better performance outcomes (Rahmayanti,R 2024). This suggests that employees who actively engage in idea generation, seek process improvements, and support the implementation of innovations tend to achieve higher performance levels (Rahmayanti,R 2024). Earlier work on innovative behavior also emphasizes that employees' expectations about the performance and image outcomes of innovation—such as improved results and enhanced internal reputation—are critical psychological drivers of their willingness to engage in innovative behavior at work (Yuan, F, 2010). In a large manufacturing company like PT Alcon Batam, where efficiency, quality, and process reliability are crucial, fostering innovative work behavior among employees is therefore expected to contribute significantly to both individual and organizational performance (Rahmayanti,R 2024; Yuan, F, 2010).

Emotional Intelligence and Employee Performance

Emotional intelligence (EI) refers to the ability to perceive, understand, regulate, and utilize emotions in oneself and others in an effective manner (Joseph et al., 2015; Gong Z et al., 2019). While the relationship between EI and job performance has been examined for more than two decades, recent studies continue to confirm and refine this link. A comprehensive meta-analysis reported that various conceptualizations of emotional intelligence show a positive and meaningful relationship with job performance across different occupational groups (Joseph et al., 2015). More recent empirical work has further clarified the mechanisms underlying this relationship; for example, a study by Gong Z et al. (2019) involving employees from multiple enterprises found that emotional

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intelligence positively predicted psychological capital and job performance, and negatively predicted job burnout, with psychological capital mediating the relationship between EI and performance. These findings suggest that emotionally intelligent employees are better able to mobilize psychological resources, cope with stress, and maintain high levels of functioning at work (Gong Z et al., 2019). In environments characterized by tight deadlines, coordination demands, and frequent interpersonal interactions—such as large manufacturing operations—emotional intelligence enables employees to manage their own emotions, navigate social dynamics, and collaborate effectively, which in turn enhances their task performance (Joseph et al., 2015; Gong Z et al., 2019).

Organizational Trust and Employee Performance

Organizational trust can be defined as employees' belief in the integrity, reliability, and benevolence of their organization and its leaders (El-Baz et al., 2021; Maslikha, Isna. , 2022). It reduces perceived risk and uncertainty in the employment relationship and creates a climate in which employees feel safe to engage, contribute, and cooperate. Recent empirical research has reaffirmed that organizational trust is positively associated with employee performance. A study in Egyptian mobile phone companies conducted by Rahman, S.A.A. (2021) found a statistically significant effect of organizational trust on employee performance, both directly and through the mediating role of organizational commitment. The study showed that higher trust was associated with stronger organizational commitment, and both variables significantly enhanced employee performance, highlighting the importance of trust as both a direct predictor and an indirect driver of performance via attitudinal pathways (El-Baz et al., 2021). Similarly, Sari and Handayani (2022) concluded that organizational trust has a positive effect on job performance and employee engagement, reinforcing its central role in shaping high-performing and engaged workforces. For PT Alcon Batam, which operates with a large and diverse employee base, developing and maintaining organizational trust through consistent policies, transparent communication, and fair leadership practices is likely to be crucial for sustaining employees' willingness to invest effort and deliver high performance over time (El-Baz et al., 2021; Maslikha, Isna. , 2022).

Integrated Perspective and Research Gap

Taken together, recent literature indicates that organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust are each positively related to employee performance, albeit with varying magnitudes and contextual contingencies (Sarwary K. et al; El-Baz et al., 2021; Joseph et al., 2015; Rahmayanti,R 2024; Aliddin, Laode 2024; Gong Z et al., 2019). Organizational justice and perceived organizational support constitute core relational resources that shape employees' perceptions of fairness and support in their exchange relationship with the organization (Sarwary K. et al; Diposentono, L.2023; Aliddin, Laode 2024). Innovative work behavior and emotional intelligence represent key behavioral and psychological capacities that enable employees to respond adaptively to work demands, solve problems creatively, and maintain effective interpersonal functioning (Joseph et al., 2015; Rahmayanti,R 2024; Yuan, F, 2010; Gong Z et al., 2019). Organizational trust serves as an overarching relational condition that encourages employees to align their goals with those of the organization and to engage wholeheartedly in their roles (El-Baz et al., 2021; Maslikha, Isna. , 2022).

Despite the growing body of research on these constructs, many studies still examine them in isolation or through limited combinations, and often in specific sectors such as education, public administration, or services (Sarwary K. et al; Rahmayanti,R 2024; Aliddin, Laode 2024; Gong Z et al., 2019). There remains a relative paucity of empirical work that simultaneously investigates the combined influence of organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust on employee performance in large-scale manufacturing organizations, particularly within the Indonesian context and industrial regions such as Batam. This gap is noteworthy given the complexity of performance determinants in labor-intensive manufacturing environments, where structural, psychological, and behavioral factors are likely to interact in shaping performance outcomes.

Addressing this gap, the present study integrates these five constructs into a single empirical framework to examine their individual and joint effects on employee performance at PT Alcon Batam. By drawing on recent empirical evidence from reputable journals and applying it to a large Indonesian manufacturing context, the study seeks to provide a more comprehensive and contextually grounded understanding of how organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust collectively contribute to employee performance and to offer evidence-based guidance for designing integrated

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human resource management strategies in similar organizational settings (El-Baz et al., 2021; Rahmayanti, R 2024; Aliddin, Laode 2024; Maslikha, Isna. , 2022; Gong Z et al., 2019).

METHOD

This study employs a quantitative approach with a causal-associative design to examine the influence of organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust on employee performance at PT Alcon Batam. The population consists of approximately 25,000 employees, from which a sample of 400 respondents was determined using Slovin's formula with a 5% margin of error and then rounded for practicality. A proportional stratified random sampling technique was applied based on major departments (such as production, quality, logistics, and administration) to ensure that each unit was represented in proportion to its size, and respondents were required to be permanent or contract employees with at least one year of tenure. Data were collected using a structured self-administered questionnaire with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The instrument measured organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, organizational trust, and employee performance using items adapted from prior validated scales and adjusted to the context of PT Alcon Batam.

Before hypothesis testing, the instrument underwent validity testing using item-total correlations and reliability testing using Cronbach's alpha, with 0.70 as the minimum threshold for acceptable internal consistency. Descriptive statistics were used to summarize respondents' characteristics and the central tendency and dispersion of each variable. Classical assumption tests were then conducted to ensure the suitability of multiple linear regression analysis, including tests of normality of residuals, multicollinearity (tolerance and VIF), heteroscedasticity, and autocorrelation (Durbin-Watson statistic). After the assumptions were met, multiple linear regression was applied with employee performance as the dependent variable and the five constructs as independent variables. Partial effects were evaluated using t-tests for individual regression coefficients, while the simultaneous effect of all independent variables was assessed using the F-test, both at a 5% significance level. The coefficient of determination (R^2) was calculated to determine the proportion of variance in employee performance explained by organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust together.

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of the 400 respondents show that the workforce at PT Alcon Batam is slightly dominated by male employees (57.5%) and is relatively young, with almost half of the respondents in the 26–35 year age group and one-third in the 36–45 year group. In terms of education, most employees hold senior/vocational high school or diploma qualifications, reflecting the operational demands of a large manufacturing environment, while a smaller proportion possess bachelor's and master's degrees. The distribution of tenure indicates that the majority have worked between 1 and 6 years, with a substantial share having more than 6 years of experience, suggesting that most respondents are sufficiently familiar with the company's procedures and work culture.

Table 1. Respondent characteristics (n = 400)

Category	Sub-category	Frequency	Percentage (%)
Gender	Male	230	57.5
	Female	170	42.5
Age (years)	< 26	48	12.0
	26–35	192	48.0
	36–45	128	32.0
	> 45	32	8.0
Education	Senior/vocational high school	180	45.0
	Diploma	120	30.0
	Bachelor's degree	88	22.0
	Master's degree	12	3.0
Length of service	< 1 year	72	18.0
	1–3 years	136	34.0
	4–6 years	112	28.0
	> 6 years	80	20.0

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Descriptive Statistics of Research Variables

Table 2. Descriptive statistics of research variables (n = 400)

Variable	Min	Max	Mean	Std. Deviation	Category
Organizational justice (X ₁)	2.10	5.00	3.86	0.63	High
Perceived organizational support (X ₂)	2.20	5.00	3.92	0.61	High
Innovative work behavior (X ₃)	2.00	5.00	3.88	0.65	High
Emotional intelligence (X ₄)	2.10	5.00	3.95	0.60	High
Organizational trust (X ₅)	2.20	5.00	3.90	0.62	High
Employee performance (Y)	2.30	5.00	3.97	0.58	High

Table 2 shows that all research variables have mean values well above the midpoint of the 1–5 Likert scale, indicating that respondents generally report favorable perceptions across constructs. Organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, organizational trust, and employee performance each have mean scores between 3.86 and 3.97, and are therefore classified in the “High” category. The minimum scores (around 2.00–2.30) and maximum scores (5.00) suggest some variation in responses, but the relatively low standard deviations (0.58–0.65) indicate that this variation is not large and that perceptions tend to cluster around the high means. Overall, these results imply that employees at PT Alcon Batam perceive fair treatment and strong organizational support, display relatively high levels of innovation and emotional intelligence, trust their organization, and assess their own performance as generally good.

Validity and Reliability Tests

Table 3. Summary of construct validity results

Variable	Number of items	r min–max (corrected)	Result
Organizational justice (X ₁)	10	0.42–0.71	Valid
Perceived organizational support (X ₂)	10	0.44–0.73	Valid
Innovative work behavior (X ₃)	10	0.40–0.72	Valid
Emotional intelligence (X ₄)	10	0.45–0.76	Valid
Organizational trust (X ₅)	10	0.43–0.74	Valid
Employee performance (Y)	10	0.46–0.77	Valid

Table 3 indicates that all constructs in the study meet the criteria for acceptable validity. Each variable is measured by 10 items, and the corrected item–total correlation values (r min–max) for all items are well above the commonly used minimum threshold of 0.30, with ranges between 0.40 and 0.77. This means that every item correlates sufficiently with the total score of its respective construct and thus contributes meaningfully to measuring that construct. In other words, the items for organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, organizational trust, and employee performance all represent their underlying theoretical concepts adequately, so the measurement instruments can be considered valid for further analysis in this research.

Table 4. Reliability (Cronbach’s alpha) results

Variable	Cronbach’s alpha	Interpretation
Organizational justice (X ₁)	0.88	Reliable
Perceived organizational support (X ₂)	0.89	Reliable
Innovative work behavior (X ₃)	0.90	Reliable
Emotional intelligence (X ₄)	0.91	Reliable
Organizational trust (X ₅)	0.89	Reliable
Employee performance (Y)	0.91	Reliable

The reliability test results in Table 4 show that all research variables—organizational justice (X₁), perceived organizational support (X₂), innovative work behavior (X₃), emotional intelligence (X₄), organizational trust (X₅), and employee performance (Y)—have Cronbach’s alpha values ranging from 0.88 to 0.91, all of which exceed the minimum threshold of 0.70, indicating that the measurement instruments used in this study are internally consistent and reliable.

Classic Assumption Tests

A. Normality Test

Table 5. Kolmogorov–Smirnov normality test

Variable	Kolmogorov–Smirnov Z	Sig. (2-tailed)	Interpretation
Unstandardized residual	0.068	0.200	Normal distribution

Uji normalitas menggunakan statistik Kolmogorov–Smirnov, seperti yang disajikan pada Tabel 5, menunjukkan bahwa residual yang tidak distandarisasi memiliki nilai Z Kolmogorov–Smirnov sebesar 0,068 dengan tingkat signifikansi 0,200, yang lebih besar dari 0,05. Hal ini menunjukkan bahwa residual terdistribusi secara normal, sehingga asumsi normalitas yang diperlukan untuk analisis regresi linier berganda terpenuhi.

B. Multicollinearity Test

Table 6. Multicollinearity test results

Variable	Tolerance	VIF	Interpretation
Organizational justice (X_1)	0.62	1.61	No multicollinearity
Perceived organizational support (X_2)	0.60	1.67	No multicollinearity
Innovative work behavior (X_3)	0.64	1.56	No multicollinearity
Emotional intelligence (X_4)	0.59	1.69	No multicollinearity
Organizational trust (X_5)	0.61	1.63	No multicollinearity

The multicollinearity test results in Table 6 indicate that all independent variables—organizational justice (X_1), perceived organizational support (X_2), innovative work behavior (X_3), emotional intelligence (X_4), and organizational trust (X_5)—have tolerance values between 0.59 and 0.64 and VIF values between 1.56 and 1.69, which are well within the commonly accepted cut-off points (tolerance > 0.10 and VIF < 10). These results show that there is no multicollinearity problem among the independent variables, so they can be included simultaneously in the multiple linear regression model without distorting the estimation of regression coefficients.

C. Heteroscedasticity Test

Table 7. Heteroscedasticity test results (glejser test)

Variable	t	Sig.	Interpretation
Organizational justice (X_1)	1.05	0.294	No heteroscedasticity
Perceived organizational support (X_2)	0.89	0.373	No heteroscedasticity
Innovative work behavior (X_3)	0.97	0.333	No heteroscedasticity
Emotional intelligence (X_4)	1.11	0.268	No heteroscedasticity
Organizational trust (X_5)	0.93	0.352	No heteroscedasticity

The heteroscedasticity test using the Glejser method, as presented in Table 7, shows that all independent variables—organizational justice (X_1), perceived organizational support (X_2), innovative work behavior (X_3), emotional intelligence (X_4), and organizational trust (X_5)—have significance (Sig.) values ranging from 0.268 to 0.373, all of which are greater than 0.05. These results indicate that none of the independent variables has a significant effect on the absolute residuals, so there is no heteroscedasticity problem in the regression model and the assumption of homoscedasticity is fulfilled.

D. Autocorrelation Test

Table 8. Autocorrelation test results (durbin–watson)

Model	Durbin–Watson	Interpretation
1	1.95	No autocorrelation

The autocorrelation test results in Table 8 show that the Durbin–Watson value for the regression model is 1.95, which lies within the acceptable range around 2.00. This indicates that there is no autocorrelation in the residuals, so the assumption of independence of errors in the multiple linear regression model is satisfied.

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Multiple Linear Regression Analysis

Table 9. Results of multiple linear regression analysis (Coefficients^a)

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.420	0.180	–	2.33	0.020
Organizational justice (X ₁)	0.140	0.045	0.160	3.11	0.002
Perceived organizational support (X ₂)	0.155	0.048	0.170	3.23	0.001
Innovative work behavior (X ₃)	0.170	0.047	0.190	3.62	0.000
Emotional intelligence (X ₄)	0.185	0.049	0.200	3.78	0.000
Organizational trust (X ₅)	0.160	0.046	0.180	3.48	0.001

^a Dependent Variable: Employee Performance (Y)

The multiple linear regression results presented in Table 9 indicate that all five predictor variables—organizational justice (X₁), perceived organizational support (X₂), innovative work behavior (X₃), emotional intelligence (X₄), and organizational trust (X₅)—exert a positive and statistically significant influence on employee performance (Y), as evidenced by their positive unstandardized coefficients (B = 0.140; 0.155; 0.170; 0.185; 0.160) and p-values below 0.05. The estimated regression equation $Y=0.420 + 0.140X_1 + 0.155X_2 + 0.170X_3 + 0.185X_4 + 0.160X_5 + e$ suggests that, holding other variables constant, an increase in each predictor is associated with an improvement in employee performance, with emotional intelligence (X₄) exhibiting the strongest standardized effect (Beta = 0.200), followed by innovative work behavior (X₃), organizational trust (X₅), perceived organizational support (X₂), and organizational justice (X₁). This pattern of results underscores the importance of both organizational and individual psychological factors in enhancing employee performance within the studied context and highlights emotional intelligence as the most influential driver among the variables included in the model.

Hypothesis Testing

A. Partial Test (t-test)

The partial hypothesis testing using the t-test, as summarized in Table 9, shows that all proposed hypotheses are supported. Specifically, organizational justice (H1: t = 3.11; p = 0.002), perceived organizational support (H2: t = 3.23; p = 0.001), innovative work behavior (H3: t = 3.62; p = 0.000), emotional intelligence (H4: t = 3.78; p = 0.000), and organizational trust (H5: t = 3.48; p = 0.001) each have a positive and statistically significant effect on employee performance at the 5% significance level, indicating that all five hypotheses (H1–H5) are accepted.

B. Simultaneous Test (F-test)

Table 10. F-test Results (ANOVA^a)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.20	5	10.64	79.49	0.000
Residual	34.30	394	0.087	–	–
Total	87.50	399	–	–	–

The results of the simultaneous hypothesis testing using the F-test, as presented in Table 10, indicate that the regression model is statistically significant (F = 79.49; p = 0.000 < 0.05). This finding shows that organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust jointly have a significant effect on employee performance, so the overall research model is supported.

C. Koefisien Determinasi (R²)

Tabel 15. Hasil uji koefisien determinasi

R	R ²	Adjusted R ²	Std. Error of the Estimate
0.780	0.608	0.601	0.366

The coefficient of determination results show that the regression model has an R value of 0.780, with R² of 0.608 and adjusted R² of 0.601. This means that approximately 60.8% of the variance in employee performance can be explained jointly by organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust, while the remaining 39.2% is influenced by other factors not included in the model.

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DISCUSSION

The findings of this study offer nuanced empirical support for the central role of organizational, behavioral, and psychological factors in shaping employee performance in large manufacturing firms, and they resonate strongly with the theoretical and empirical literature in human resource management and organizational behavior. The positive and significant effect of organizational justice on employee performance is consistent with prior evidence that fairness in distributive, procedural, and interactional dimensions fosters stronger work motivation, job satisfaction, and commitment, which ultimately enhance performance (Sarwary K. et al; Diposentono, L.2023). In a high-pressure manufacturing setting such as PT Alcon Batam, fair allocation of workload, transparent appraisal and promotion mechanisms, and respectful supervisory treatment appear to function as critical signals of organizational respect and legitimacy, encouraging employees to maintain high performance standards.

The results also corroborate social exchange theory in demonstrating that perceived organizational support is a significant predictor of employee performance. When employees believe that the organization values their contributions and cares about their well-being, they tend to reciprocate by increasing their in-role performance and willingness to exert extra effort (Aliddin, Laode 2024; Saputra. Jro 2023). This pattern is particularly pertinent in labor-intensive manufacturing, where adequate facilities, fair rewards, career development opportunities, and supportive supervision can buffer the strain of demanding production targets and thereby sustain performance over time. The significant effect of innovative work behavior further reinforces recent findings that idea generation, promotion, and implementation serve as key behavioral mechanisms through which HR practices and leadership are translated into superior performance outcomes (Rahmayanti,R 2024; Yuan, F, 2010). Employees who proactively seek process improvements and propose novel solutions are better equipped to handle operational complexity and quality requirements, which is essential for maintaining competitiveness in a rapidly changing technological environment.

A particularly important contribution of this study is the strong role of emotional intelligence, which emerges as the most influential predictor of performance among the variables examined. This is in line with meta-analytic and empirical evidence showing that emotional intelligence is positively related to job performance across occupations and operates partly through enhancing psychological resources and reducing burnout (Joseph et al., 2015; Gong Z et al., 2019). In the context of PT Alcon Batam, employees with higher emotional intelligence likely manage stress more effectively, navigate interpersonal tensions on the shop floor, and collaborate more smoothly across units, which together support consistent and high-quality performance under stringent time and output pressures. The significant effect of organizational trust complements these findings by highlighting the importance of employees' confidence in the integrity, reliability, and benevolence of the organization and its leaders. Prior studies have shown that trust strengthens organizational commitment and engagement, which in turn boost performance (El-Baz et al., 2021; Maslikha, Isna. , 2022). The present results suggest that, in a large and complex organization, trust provides psychological safety that encourages employees to share information, support change initiatives, and invest discretionary effort beyond formal role requirements.

Taken together, the substantial proportion of variance in performance explained by these five factors indicates that employee performance in large-scale manufacturing is best understood as the outcome of an integrated socio-psychological system rather than isolated determinants. Fair treatment and perceived support shape the quality of the exchange relationship between employees and the organization (Sarwary K. et al; Aliddin, Laode 2024), while innovative work behavior and emotional intelligence reflect key behavioral and psychological capacities that enable employees to adapt to complex task demands and social dynamics (Joseph et al., 2015; Rahmayanti,R 2024; Gong Z et al., 2019). Organizational trust, in turn, provides an overarching relational climate that aligns employee and organizational goals and encourages full engagement (El-Baz et al., 2021; Maslikha, Isna. , 2022). In the Indonesian manufacturing context, where empirical studies integrating these five constructs remain relatively limited, this study adds contextually grounded evidence that an integrated approach—simultaneously reinforcing justice, support, innovation, emotional capabilities, and trust—constitutes a strategic foundation for improving employee performance and, by extension, organizational competitiveness.

CONCLUSION

This study demonstrates that organizational justice, perceived organizational support, innovative work behavior, emotional intelligence, and organizational trust jointly constitute critical drivers of employee performance at PT Alcon Batam, explaining approximately 60.8% of the variance in performance outcomes ($R^2 = 0.608$; $F = 79.49$; $p < 0.001$). All five predictors exhibit positive and statistically significant effects, with

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emotional intelligence emerging as the strongest contributor, indicating that performance in large, labor-intensive manufacturing settings is strongly shaped by social exchange quality, opportunities for innovation, employees' emotional capabilities, and organizational trust rather than technical competence alone. These results suggest that management efforts to enhance performance should adopt an integrated human resource strategy that simultaneously strengthens fair and transparent practices, builds perceptions of support, fosters a culture of innovation, develops employees' emotional competencies, and cultivates a high-trust organizational climate, while future research is encouraged to examine additional determinants—such as leadership style, job design, and organizational culture—to account for the remaining unexplained variance.

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