

The Effect Of Organizational Justice And The Ability To Manage Conflicts Of Interest On Organizational Commitment And Its Implications On Sustainable Human Resource Performance In Mining Companies In East Kalimantan

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ABSTRACT

The problem of this research departs from the low performance of sustainable human resources (HR) in mining companies in East Kalimantan. This phenomenon is characterized by high turnover rates, low employee engagement, weak conflict of interest management, and low perception of organizational fairness. This condition indicates structural and psychosocial problems that hinder the formation of strong organizational commitments, which ultimately leads to a decline in long-term performance consistency. This research is directed to explore the impact of organizational justice and ability to manage conflicts of interest on organizational commitments, as well as its implications for the sustainability of human resource (HR) performance in the mining sector in East Kalimantan. In addition, this study investigates the function of organizational commitment as a mediator in the relationship between organizational justice, conflict of interest management, and sustainable human resource performance. Quantitative methods are used, with a correlational research design. This study involved all employees of mining companies totaling 1,669 people; The proportional random sampling technique was used to sample as many as 190 people from them. The data collection tool is a questionnaire created based on theoretical indicators for each variable. The direct and indirect relationships between variables were tested using Structural Equation Modeling (SEM) using a Smart PLS device for data analysis. The results of the study show that organizational fairness benefits organizational commitment and HR performance. In addition, the ability to manage conflicts of interest also benefits organizational commitment and human resource performance. In

addition, organizational commitment benefits overall HR performance. In addition, organizational commitment as a mediation variable has an indirect impact on organizational justice and the ability to manage conflicts of interest on performance. This research shows that sustainable improvement of human resource performance does not only depend on technical components, but also requires the improvement of psychosocial elements such as conflict of interest management and organizational justice. Therefore, mining companies in East Kalimantan must create a fair and transparent system and implement a collaborative conflict management strategy. Ultimately, these measures will result in a high organizational commitment, which will ensure the sustainability of human resource performance and support the achievement of long-term business targets and compliance with sustainability (ESG) principles

Keywords: Organizational Justice, Conflict of Interest Management Capability, Organizational Commitment

INTRODUCTION

Organizational justice reflects employees' perceptions of how fairly they are treated by the organization across procedural, distributive, and interactional dimensions. Recent studies have shown that perceived justice significantly influences loyalty, sense of belonging, and work commitment. According to Ghosh et al. (2021), organizational justice is positively correlated with affective commitment and has an indirect impact on employee retention through increased job satisfaction. In a demanding work environment like mining, a sense of justice can act as a buffer against job stress and risks, while also building employee trust in the organizational system.

An organization's ability to manage conflicts of interest is also a crucial factor influencing the stability of work relationships and the effectiveness of collaboration. Conflict within an organization can arise from differences in individual and group goals, resource allocation, and opaque managerial decisions. If not handled appropriately, these conflicts can lead to team disintegration and reduced productivity. Arici et al. (2022) emphasize that collaborative and communicative conflict management not only reduces tension but also increases employee engagement and organizational commitment. Effective conflict management reflects managerial competence in creating a balance between personal, group, and organizational interests.

Organizational commitment acts as a mediating variable that bridges the influence of justice and conflict management on HR performance. Commitment is not only about employee attachment to the organization but also about the willingness to contribute voluntarily and continuously. A study by Putra and Febrian (2021) found that organizational justice and work conflict significantly influence employee commitment, which in turn determines individual performance in the long term. Strong commitment is a key driver for employees to persist, develop themselves, and demonstrate adaptive performance amidst organizational dynamics.

The first problem lies in the aspect of organizational justice. Many employees feel that the performance appraisal system, bonus distribution, job promotions, and decision-making within the organization are not conducted fairly and transparently. This unfairness results in decreased loyalty and work motivation. Research by Ghosh, Rai, and Sinha (2021) shows that perceptions of organizational justice significantly influence employee affective commitment and are an important predictor of turnover intention. In the context of the mining sector, which demands high collaboration and work discipline, unfairness weakens the sense of belonging to the company and encourages disengagement.

The second problem relates to the organization's ability to manage conflicts of interest. In mining companies involving multiple parties and complex hierarchies, conflicts between units or individuals are often unavoidable. Unfortunately, these conflicts are often not resolved professionally and are even allowed to fester. A study by Arici et al. (2022) highlighted that weak management capacity to handle conflict negatively impacts individual and team performance and reduces employee engagement. Uncontrolled conflict also creates social tension and widens the gap between employees and management.

The next problem is low organizational commitment, which arises as a result of the two previous factors. Weak commitment is characterized by a low sense of employee responsibility, minimal loyalty, and indifference to the company's long-term goals. According to Putra and Febrian (2021), organizational commitment is significantly influenced by the level of fairness and the intensity of conflict within the organization. When employees feel unappreciated or involved in unresolved conflict, they tend to withdraw emotionally and functionally from the organization.

The fourth problem is unsustainable HR performance. In some cases, employees demonstrate good performance early in their employment but are unable to maintain that productivity in the long term. This can be caused by burnout, psychological stress, internal conflict, or a lack of clarity about the organization's direction. Khan et al. (2021) explain that sustainable HR performance is largely determined by the dimensions of organizational justice and the quality of interpersonal relationships in the workplace. If the organizational climate is not supportive, HR will be unable to innovate, withstand pressure, or develop according to industry demands.

Thus, the core issue facing mining companies is not solely about employee technical skills, but rather the organizational foundations surrounding fairness, conflict management, and emotional commitment. These three variables collectively influence the quality and

sustainability of human resource performance in the long term. Therefore, research that empirically examines the relationship between organizational justice, conflict of interest management capabilities, and organizational commitment to sustainable human resource performance is highly relevant to addressing the challenges of human resource management in extractive sectors such as mining.

Based on the various indicators above, it is clear that low organizational justice and weak conflict of interest management contribute to the decline in commitment and sustainable human resource performance. Therefore, this study is important to delve deeper into the structural and psychological influences of these two variables on organizational commitment and how their indirect effects impact the sustainability of human resource management in mining companies in East Kalimantan.

In this context, the importance of conflict of interest management skills becomes even more apparent. Mining companies must have effective systems and mechanisms in place to identify, evaluate, and resolve conflicts of interest fairly and transparently. This will not only help prevent detrimental escalations of conflict but also create a more harmonious and productive work environment.

Furthermore, the impact of organizational justice and conflict of interest management capabilities extends beyond direct human resource performance to broader implications. Mining companies that create a fair work environment and effectively manage conflicts of interest also tend to be more attractive to potential employees and viewed more positively by the community and other stakeholders (Iskamto, 2020).

Thus, it is crucial for mining companies in East Kalimantan to understand the relationship between organizational justice, conflict of interest management, organizational commitment, and sustainable human resource performance. Only by holistically integrating these principles into their management practices can companies build a strong foundation for long-term growth and success.

Poor human resource performance in East Kalimantan mining companies is a serious problem that can have various causes and impacts. Here are some of the issues that can arise: (Jalil et al., 2019)

First, there's a lack of employee training and development. Many mining companies may not invest enough time and resources in training their employees with the skills necessary for their jobs, which can lead to decreased performance.

Second, unsafe and unhealthy working conditions. An unsafe or unhealthy work environment can negatively impact employees' physical and mental health, reducing their performance.

Third, lack of motivation and encouragement. Employees who don't feel appreciated or don't have adequate incentives may lose their motivation to work hard, which in turn can affect their overall performance.

Fourth, lack of communication and coordination between management and employees. Poor communication or lack of coordination within a company can lead to unclear goals and tasks, which can impact employee performance (Nurmayanti & Sap, 2020).

Fifth, internal conflict and tension between teams or departments. Interpersonal or interdepartmental conflict can disrupt collaboration and productivity, ultimately harming company performance.

Sixth, lack of adequate equipment and technology. Mining companies require sophisticated equipment and technology to increase efficiency and productivity. Underinvestment in this area can lead to limitations in work processes, hampering performance.

Seventh, ineffective management policies or a lack of good leadership. Unclear policies or ineffective management can lead to instability within an organization, which in turn can disrupt employee performance.

Eighth, unexpected environmental or regulatory changes. Sudden changes in regulations or the operational environment can force companies to quickly adapt their strategies, which may not be readily available to all employees.

Ninth, lack of workforce diversification. Limited employee diversity, whether in terms of background, skills, or experience, can hinder a company's innovation and adaptation to change.

Finally, there's a lack of awareness of sustainability and corporate social responsibility. Mining companies that fail to address the environmental or social impacts of their operations may face resistance from local communities, which can negatively impact their image and overall performance.

Khan et al.'s (2021) research makes an important contribution by demonstrating that commitment significantly influences sustainable HR performance. However, this study did not examine the initial effects of organizational justice and conflicts of interest on this commitment. Furthermore, most previous studies have not linked all variables into a single, integrative structural model, particularly in the context of the Indonesian mining sector, which has unique characteristics in terms of occupational risks, organizational climate, and internal and external inter-stakeholder relationships.

Thus, the research gap that needs to be filled is the absence of studies that simultaneously examine the influence of organizational justice and conflict of interest management capabilities on organizational commitment, as well as their implications for sustainable HR performance,

particularly in mining companies in East Kalimantan. This serves as the basis for this study to propose a structural model that integrates four main variables: organizational justice, conflict of interest management capabilities, organizational commitment, and sustainable HR performance with organizational commitment as a mediating variable. Unlike previous studies that tend to examine the relationship between variables partially, this study focuses on the concept of sustainable HR performance, emphasizing consistency, adaptability, and alignment with ESG (*Environmental, Social, and Governance*) principles. The novelty of this study also lies in its specific empirical context within mining companies in East Kalimantan, a high-risk sector with high complexity of conflicts of interest, thus providing relevant theoretical and practical contributions to HR management in the extractive industry. This study also offers a theoretical contribution through the use of a mediation model that integrates psychological and managerial aspects within a high-risk organizational context.

This research offers significant scientific novelty in terms of theoretical substance, model development, and empirical implementation context. Unlike previous studies that tended to examine the relationship between two variables partially and separately, this study integrates four key constructs: organizational justice, conflict of interest management capability, organizational commitment, and sustainable human resource performance, into a single, integrative and mediating structural framework.

The first novelty lies in the incorporation of organizational justice and conflict of interest management variables as direct and indirect predictors of HR performance. Most previous studies have focused solely on organizational justice as a single factor influencing employee commitment or retention, without examining its interaction with the dynamics of conflict of interest, which are highly relevant in hierarchical and multi-actor work structures such as the mining industry.

The second novelty lies in the use of organizational commitment as a mediating variable, which bridges the relationship between organizational conditions (fairness and conflict management) and the ultimate outcome of sustainable HR performance. With this approach, the study not only assesses the immediate impact but also describes the internal psychological mechanisms of employees that are important channels for achieving long-term performance. This approach enhances understanding of how psychosocial factors influence work behavior in high-risk organizational contexts.

The third novelty is the emphasis on the concept of sustainable HR performance, rather than simply traditional performance focused on short-term targets. This research highlights the importance of sustainable performance, namely performance that is not only effective in terms of productivity but also consistent over the long term, adaptive to changes in the work environment, and supports the organization's overall sustainability goals. This focus is relevant and contextual given global challenges such as industrial digitalization, ESG (*environmental,*

social, and governance) demands, and socio-ecological pressures on extractive sectors such as mining.

Finally, novelty is also evident in the context of the research location, namely a mining company in East Kalimantan. Most previous research has been conducted in the service, government, or manufacturing sectors, which present distinct organizational challenges. By examining the complex, high-risk mining sector, which involves numerous internal and external stakeholders, this research broadens the theoretical scope and deepens practical contributions to conflict- and justice-based human resource management in a nationally strategic industry.

Based on the above context, the author is interested in raising the title " The Influence of Organizational Justice and Conflict of Interest Management Ability on Organizational Commitment and its Implications on Sustainable HR Performance in Mining Companies in East Kalimantan"

RESEARCH METHODS

Research Approach

Judging from the research data being conducted, this type of research is quantitative. Quantitative research attempts to test hypotheses developed based on theory using data obtained from the field.

This study uses a correlational research model, where researchers attempt to link one variable to another, such as a positive or negative relationship, or a one-way or two-way relationship. However, the one-way positive relationship used in this study is used.

Population and Sample

The target population is the focus of a researcher's larger goal, a collection or element that contains the information sought by the researcher, and the results of the research will show an inferential conclusion for that group or population. The target population must be defined when a researcher identifies the problem and research objectives (Ferdinand, 2014) . The population in this study was all human resources at the East Kalimantan Mining Company, totaling 1,669 people.

The sampling technique used in this study was *proportional random sampling*, which is a sampling method used when the population is considered homogeneous or relatively homogeneous. This sampling technique is carried out randomly, without considering the strata within the research population.

Method of collecting data

Data collection methods are the methods used to obtain the data and information needed for research. The data collection methods used in this study are:

1. *Library research* study
This is data collection carried out by reading and studying literature, reports or scientific journal articles, lecture notes and agendas or library files, all of which are directly related to the problem being researched.
2. *Field research* study
 - a. Interviews are a data collection technique that involves gathering company data related to the research topic. Interviews are conducted with respondents while they are completing a questionnaire to obtain answers to the research problem.
 - b. Questionnaire
This is a data collection technique that involves providing respondents with a set of written statements to answer. For the purposes of this analysis, the author collected and processed the data obtained from each question and statement.

Data Analysis Methods

Descriptive statistics are used to present illustrations or factual descriptions of data obtained in research (Ferdinand, 2014). The form of descriptive statistics presentation is shown through the frequency of each answer item contained in the questionnaire (Ferdinand, 2014) .

Analytical Tools and Statistical Tests

The data analysis process was conducted using SmartPLS version 3.0 software, run on a computer or laptop. The PLS (Partial Least Squares) method itself is a variance-based structural equation approach that allows for simultaneous testing of measurement and structural models.

Validity and Reliability Test

Validity and reliability testing are crucial stages in research to ensure the quality of the instruments used. Because this study employed the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, validity and reliability testing were conducted directly using the SmartPLS 3.0 version 3.2.7 application.

Structural Equation Analysis Model

The path diagram is constructed by referring to the outer model and inner model designs. These two designs are then visualized in the form of a path diagram to make the relationships between the variables in the model easier to understand .

RESULTS AND DISCUSSION

Respondent Characteristics Based on Age

1. Respondent Characteristics Based on Last Level of Education

The distribution of respondents based on their last education can be seen in the table below:

Table 5 Distribution of Respondents Based on Last Level of Education

No	Age	Amount	Percentage (%)
1.	High School or Equivalent	161	72.11
2.	Bachelor's Degree (Bachelor's Degree)	137	14.74
3.	Strata 2 (Master)	25	13.16
Total		323	100

Source: Questionnaire data (2024)

Based on the table above, which groups respondents by education level, it is known that the majority of mining company employees in East Kalimantan have a high school education, with 161 respondents (72.11%). The government often requires a minimum of a bachelor's degree for certain employee positions to ensure they have sufficient knowledge and skills to carry out their assigned responsibilities.

2. Respondent Characteristics Based on Length of Employment

The distribution of respondents based on length of service as employees can be seen in the table below:

Table 6 Distribution of Respondents Based on Length of Employment

No	Age	Amount	Percentage (%)
1.	< 2 Years	40	14.74
2.	25 years	187	52.11
3.	6 – 10 Years	96	33.16
Total		323	100

Source: Questionnaire data (2024)

Based on the above data, with a classification based on length of service as an employee, it is known that respondents in Mining Company Employees in East Kalimantan are dominated by those with 6 to 10 years of service, with a total of 96 respondents (33.16%). On average, Mining Company Employees in East Kalimantan who have dedicated themselves for 6 to 10 years of service, this indicates that those with 6 to 10 years of service have sufficient work experience.

Validity Test

The validity test in this study was conducted involving 35 respondents. The critical correlation coefficient value was determined based on the r distribution table at a significance level of 5%, resulting in an r-table of 0.325. The testing process was carried out by comparing the calculated r-value with the r-table. If the calculated r-value exceeds the r-table value, then the statement item is declared valid. In this study, data processing was supported by the SmartPLS application version 3.2.9, and the results of the validity test are displayed as follows:

Table 7 Validity Test Results

Variable	Item No.	r-count	Sign	Conclusion
Sustainable HR Performance	KK1	0,726	0,000	Valid
	KK2	0,805	0,000	Valid
	KK3	0,856	0,000	Valid
	KK4	0,754	0,000	Valid
	KK5	0,813	0,000	Valid
	KK6	0,802	0,000	Valid
	KK7	0,879	0,000	Valid
	KK8	0,819	0,000	Valid
	KK9	0,784	0,000	Valid
Keadilan Organisasi	AO1	0,870	0,000	Valid
	AO2	0,778	0,000	Valid
	AO3	0,728	0,000	Valid
	AO4	0,812	0,000	Valid
	AO5	0,804	0,000	Valid
	AO6	0,873	0,000	Valid
	AO7	0,918	0,000	Valid
	AO8	0,921	0,000	Valid

Variable	Item No.	r-count	Sign	Conclusion
Komitmen Organisasi	KO1	0,878	0,000	Valid
	KO2	0,847	0,000	Valid
	KO3	0,818	0,000	Valid
	KO4	0,855	0,000	Valid
	KO5	0,767	0,000	Valid
	KO6	0,759	0,000	Valid
	KO7	0,821	0,000	Valid
	KO8	0,844	0,000	Valid
	KO9	0,699	0,000	Valid
Conflict of Interest Management Skills	KMK1	0,726	0,000	Valid
	KMK2	0,806	0,000	Valid
	KMK3	0,793	0,000	Valid
	KMK4	0,824	0,000	Valid
	KMK5	0,842	0,000	Valid
	KMK6	0,763	0,000	Valid
	KMK7	0,929	0,000	Valid
	KMK8	0,744	0,000	Valid

Source: Data processed by SmartPLS v.3.2.9 (2024)

Based on Table 4.9, it shows that if the calculated r is greater than the table $r = 0.325$ or more, then of the 40 items, all instrument statements are declared valid and can be used for further analysis.

Reliability Test

Table 8 Reliability Test Results

Variables	Croanbach's Alpha	Information
Organizational Justice	0.795	Reliable
Conflict Management Skills	0.902	Reliable
Employee performance	0.933	Reliable
Organizational Commitment	0.919	Reliable

Source: Data processed by SmartPLS v.3.2.9 (2024)

The reliability test showed that the reliability coefficient (Cronbach's Alpha) value obtained exceeded 0.6. According to Ghozali (2016), an instrument can be categorized as reliable if the Cronbach's Alpha value is above 0.6. Thus, the instrument used in this study can be declared reliable or trustworthy.

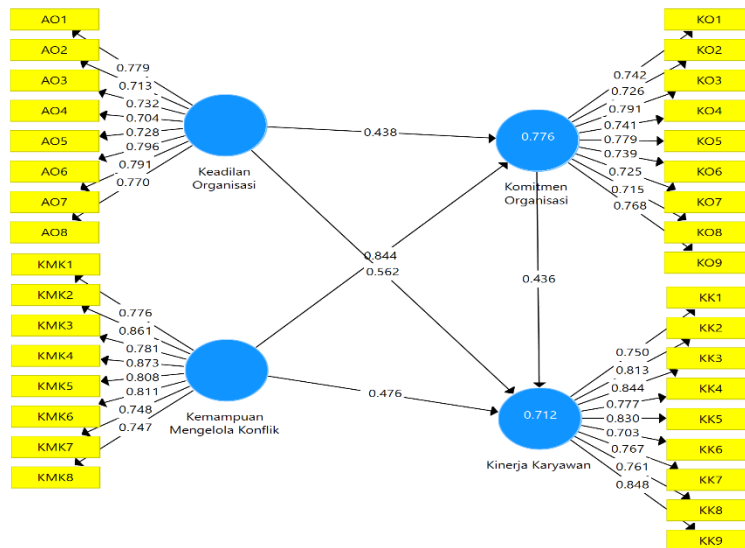


Figure 1 PLS (Loading Factor Manifest) algorithm

Source: SmartPLS v.3.2.9 processing results (2024)

Details of the loading factor values are displayed during the convergent validity test. Based on the analysis of the questions in the research instrument, all items obtained loading factor values above 0.5, thus meeting the validity criteria. Furthermore, each question item for each variable was successfully extracted, as indicated by the grouping of valid items in one column.

Composite Reliability (CR)

Table 10 Composite Reliability

	Composite Reliability
Organizational Justice	0.795
Conflict Management Skills	0.902
Employee performance	0.933
Organizational Commitment	0.919

Source: Data processed by SmartPLS v.3.2.9 (2024)

Referring to the presented data, it can be seen that all research variables have composite reliability values above 0.7. This finding confirms that each variable meets the composite reliability criteria. Therefore, it can be concluded that all variables in this study have a high level of reliability.

R Square

Table 13 R² Measurement Results

	<i>R Square</i>	<i>Adjusted R Square</i>	Criteria
Employee performance	0.712	0.700	Moderate
Organizational Commitment	0.776	0.773	Tall

Source: Data processed by SmartPLS v.3.2.9 (2024)

The R-square value for the Sustainable Human Resource Performance variable was recorded at 0.712. This figure indicates that 71.2% of the variation in Sustainable Human Resource Performance can be explained by the variables in the model, namely Organizational Justice, Conflict of Interest Management Ability, and Organizational Commitment. Meanwhile, the remaining 28.8% is influenced by other factors not included in this research model.

Composite Reliability (CR)

Table 14 Composite Reliability

	Composite Reliability
Organizational Justice	0.795

Conflict Management Skills	0.902
Employee performance	0.933
Organizational Commitment	0.919

Source: Data processed by SmartPLS v.3.2.9 (2024)

Referring to the presented data, it can be seen that all research variables have composite reliability values above 0.7. This finding confirms that each variable meets the composite reliability criteria. Therefore, it can be concluded that all variables in this study have a high level of reliability.

Average Variance Extracted (AVE)

Table 15 Average Variance Extracted (AVE)

	AVE
Organizational Justice	0.534
Conflict Management Skills	0.558
Employee performance	0.607
Organizational Commitment	0.559

Source: Data processed by SmartPLS v.3.2.9 (2024)

Based on the data processing results, it can be seen that the AVE value for each variable exceeds 0.5. This indicates that the latent variables have sufficient diversity to represent the manifest indicators of the latent construct (Hair et al., 2022). Furthermore, the square root of the AVE value for each variable (indicated by the bold number) is higher than the correlation value between the variables (shown below and above the bold number). Therefore, it can be concluded that all variables in this study have met the criteria for discriminant validity.

Discriminant Validity

Referring to the data presented in the table above, it can be seen that each indicator in the research variable exhibits the highest cross-loading value on the variable it measures compared to the values for other variables. These results confirm that the indicators used in the study have met the discriminant validity criteria in adequately representing each variable.

R Square

Table 17 R² Measurement Results

	<i>R Square</i>	<i>Adjusted R Square</i>	Criteria
Employee performance	0.712	0.700	Moderate
Organizational Commitment	0.776	0.773	Tall

Source: Data processed by SmartPLS v.3.2.9 (2024)

The R-square value for the Sustainable Human Resource Performance variable was recorded at 0.712. This figure indicates that 71.2% of the variation in Sustainable Human Resource Performance can be explained by the variables in the model, namely Organizational Justice, Conflict of Interest Management Ability, and Organizational Commitment. Meanwhile, the remaining 28.8% is influenced by other factors not included in this research model.

Q Square

Table 18 Construct Cross-validated Redundancy

	SSO	SSE	Q² (=1- SSE/SSO)	Information
Sustainable HR Performance	4300,000	1576,497	0.691	<i>predictive relevance value</i>
Organizational Justice	4600,000	4600,000		
Conflict of Interest Management Skills	3600,000	3700,000		
Organizational Commitment	4000.0000	1503,988	0.674	

Source: Data processed by SmartPLS v.3.2.9 (2024)

Based on the results of data processing, the interpretation of the F-Square value can be explained as follows:

1. The Organizational Justice variable on Organizational Commitment obtained an f-square value of 0.408, which indicates a strong influence.
2. The Organizational Justice variable on Sustainable HR Performance shows an f-square value of 0.408 which also reflects a high influence.
3. The Organizational Commitment variable towards Sustainable HR Performance produces an f-square value of 0.401 which indicates a strong influence.

4. The variable of Conflict of Interest Management Ability on Organizational Commitment obtained an f-square value of 0.868 so it can be concluded that it has a very high influence.
5. The variable of Conflict of Interest Management Capability on Sustainable HR Performance recorded an f-square value of 0.402, which indicates a strong influence.

Goodness of Fit Index

Table 20 Summary of AVE and R- Square

	AVE	R-Square
Organizational Justice	0.534	
Conflict Management Skills	0.558	
Employee performance	0.607	0.700
Organizational Commitment	0.559	0.773
Average	0.565	0.737

Source: Data processed by SmartPLS v.3.2.9 (2024)

From table 4.18 above and the average value of R², the GoF value is:

$$\text{GoF Indeks} = \sqrt{0,565 * 0,737} = \sqrt{0,416} = 0,645$$

The level of model suitability can be seen from the GoF value, where the higher the value, the better the resulting model representation. According to Wetzels et al. (2009), GoF value categories are divided into three: 0.10 for low level, 0.25 for medium category, and 0.36 for high category. The calculation results show a GoF value of 0.645 which is included in the high category. This indicates that the measurement model (outer model) and structural model (inner model) have met the feasibility or validity criteria.

Structural Model Test

Sub-Structure Model 1

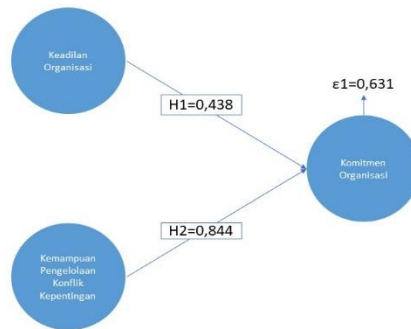


Figure 2 Bootstrapping Results of Sub-Structure Model 1

Source: SmartPLS v.3.2.9 processing results (2024)

From these calculations, it can be concluded that the Organizational Justice variable contributed 43.8% to increasing Organizational Commitment. Meanwhile, the Conflict of Interest Management variable showed a greater influence, reaching 84.4%.

Based on the path coefficient, the path equation is:

$$Z = \rho_{41} X_1 + \rho_{42} X_2 + \epsilon$$

$$Z = 0.438X_1 + 0.844X_2 + \epsilon$$

Sub-Structure Model 2

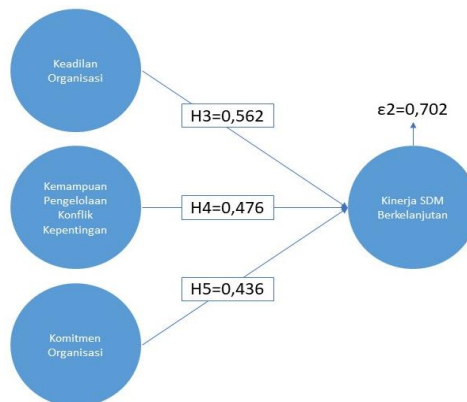


Figure 3 Bootstrapping Results of Sub-Structure Model 2

Based on the calculations above, it can be stated that the influence of *Organizational Justice* on Sustainable HR Performance is 56.2%, the influence of *Conflict of Interest Management Ability* on Sustainable HR Performance is 47.6%, and the influence of *Organizational Commitment* on Sustainable HR Performance is 43.6%.

Based on the path coefficient, the path equation is:

$$Y = \rho_{51} X_1 + \rho_{52} X_2 + \rho_{53} Z + \epsilon$$

$$Z = 0.562X_1 + 0.476X_2 + 0.436Z + \epsilon$$

Path Diagram

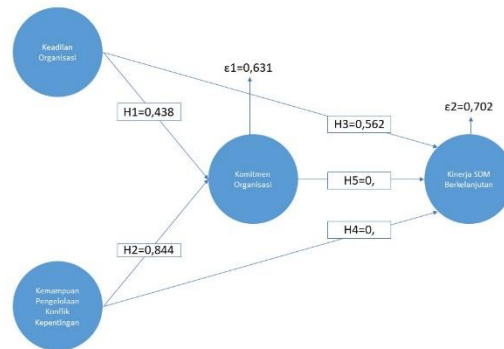


Figure 4. Bootstrapping Results of Path Analysis Model

Source: SmartPLS v.3.2.9 processing results (2024)

Based on the calculation results, it can be concluded that Organizational Justice contributes 43.8% to Organizational Commitment, while the Ability to Manage Conflicts of Interest influences 84.4% to Organizational Commitment. Furthermore, Organizational Justice influences Sustainable HR Performance by 56.2%, the Ability to Manage Conflicts of Interest influences 47.6% to Sustainable HR Performance, and Organizational Commitment contributes 43.6% to Sustainable HR Performance.

CONCLUSION

Based on the results of the coefficient of determination test, this research model has an R² value of 71.2% for the Sustainable Human Resource Performance variable and 77.6% for the Organizational Commitment variable. This indicates that most of the variation in both endogenous variables can be explained by the constructs studied in the model, while the remainder is explained by other factors outside the research model. This research aims to find out whether Organizational Justice, Conflict of Interest Management Ability, and Organizational Commitment can play a role in improving Sustainable Human Resource Performance among Mining Company Employees in East Kalimantan. This research is a quantitative study by appointing 323 Mining Company Employees in East Kalimantan as participants in this study.

SUGGESTION

Based on the conclusions and theoretical and practical implications, there are several suggestions that can be given from this research:

1. Company

Mining companies in East Kalimantan should improve perceptions of organizational fairness through transparent, consistent, and fair policies. Implementing an objective and open performance evaluation system, along with merit-based rewards, can increase employee trust in management. Furthermore, companies should provide ongoing training on conflict of interest management to ensure that every employee has the ability to resolve conflicts professionally. A commitment to organizational fairness and effective conflict management will create a conducive work climate and continuously improve human resource performance.

2. Employee

Employees are expected to understand the importance of organizational justice and play an active role in creating a harmonious work environment. Employees also need to hone their communication and mediation skills to wisely resolve conflicts of interest, both at the individual and group levels. Proactiveness and openness in conveying ideas or complaints through appropriate channels can strengthen the working relationship between employees and the company, fostering a stronger commitment to the organization.

3. Related parties

The government and relevant associations need to support mining companies by providing regulations and guidelines that encourage the implementation of fairness principles and conflict management. Furthermore, training or certification programs for managers and employees on conflict management could be one solution to improve human resource competency. Partnerships between companies and the government in creating fair work practices will support the sustainability of the mining sector in East Kalimantan.

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