

The Mediation Effects of Organizational Engagement between HRM Practices and Employee Job Satisfaction in the Pharmaceutical Industry in Thailand

Ratirath Na Songkhla¹, Oraphan Decha², Suwita Prugsarporn³, Ronnakorn Vaiyavuth⁴

¹College of Innovation and Management, Suan Sunandha Rajabhat University, Thailand

Email: ratirath.na@ssru.ac.th

²College of Innovation and Management, Suan Sunandha Rajabhat University, Thailand

Email: oraphan.de@ssru.ac.th

³College of Innovation and Management, Suan Sunandha Rajabhat University, Thailand

Email: suwita.pr@ssru.ac.th

⁴Chulalongkorn University, Bangkok, Thailand

E-mail: ronnakorn.v@chula.ac.th

Article History:

Submitted: 27.12.2019

Revised: 26.01.2020

Accepted: 25.02.2020

ABSTRACT

Employers should practice the human resources management practices such as procedural justice, distributive justice, and career management program that employees engage at work with greater satisfaction. In the context of Thailand, limited study has focused on exploring career engagement, organizational justice as human resource practices. This study aims to explore the connection between HRM Practices (organizational justice, career management) with organizational engagement, and job satisfaction. A total of 400 participants were told that their answers would remain unidentified and confidential, and the participation was voluntary. Out of 400, a total of 386 participants give back their envelopes after filling up the questionnaires. After the screening of questionnaires, 377 data proceeded for further analysis. This study found organizational engagement is an important mediator who

could be valuable to the organization to look for employee satisfaction. Further, distributive justice found has no significant influence on both organizational engagement and employee job satisfaction.

Keywords: Organizational Engagement, Human Resource Management, Job Satisfaction, Thailand

Correspondence:

Ratirath Na Songkhla
College of Innovation and Management
Suan Sunandha Rajabhat University
Thailand

E-mail: ratirath.na@ssru.ac.th

DOI: [10.5530/srp.2020.2.84](https://doi.org/10.5530/srp.2020.2.84)

@Advanced Scientific Research. All rights reserved

INTRODUCTION

Employee satisfaction is becoming increasingly important, and the finest human resource provides competitive advantages to achieve organizational effectiveness as a part of the firm's strategy (Sangperm & Jermstittiparsert, 2019; Siriattakul, Jermstittiparsert, & Abdurrahman, 2019; Aeknarajindawat & Jermstittiparsert, 2020). However, employers face the difficulties of losing qualified and

trained staff who move to other companies for better chances. To prevent such loss of skilled and talented employees, employers are doing everything possible to create talent management plans that can be effective in cultivating talents and retain staff that provide greater satisfaction through the human resource management practice.



Figure 1: Objective of HRM
Source : (Kundu & Lata, 2017)

Figure 1 shows the objective of HRM practice. Personal, Functional, organizational and social are the main objective of HRM. These objectives carry employees to practices HRM in real-world work.

Employers face pressure to satisfy employees. If employees leave a position and imply their knowledge and experience in other companies, large investments in the

design and development of human capital will simply fail. Employees leave the organization with dissatisfaction for many reasons includes lack of justice and future career development. Otherwise, the loss of a good employee can adversely affect the productivity of the company, as it can shrink the quality and performance. A previous study examined factors affecting employee satisfaction, Human

Resource Management (HRM) practices, for instance, performance management, employee development and compensation, and identified a number of key variables, such as demographics, organizational engagement, and organizational commitment. In addition to the HRM system, management can operate a functioning environment that motivates employees to innovate and therefore increases the competitiveness of the organization. However, previous studies still lack how HRM practices, for instance, career management,

organizational justice boots employee satisfaction through the organization engaged in the context of the pharmaceutical industry in Thailand. Given the imprecise notion, limited research has been conducted for the study so far. Therefore, factors are needed that affect job satisfaction through HR practices and organizational interactions in Thai pharmaceutical companies. This study aims to investigate the relationship between HRM Practices (career management, organizational justice) with organizational engagement, and job satisfaction.

TABLE 1. Employee engagement in Asia

Country	Percentage (%)
Indonesia	76
India	71
Philippine	71
China	69
Thailand	64
Malaysia	63
Singapore	59

Source: (Tabiu & Nura, 2013)

Table 1 shows that Indonesia provides highest 76 % employee engagement in Asia. Besides that, India and Philippine also provide a decent 71 % of employee engagement. According to the table also can be observed that Thailand offer 64 % employee engagement which is also a good employee engagement between Asian countries.

LITERATURE REVIEW

Career Management and Job Satisfaction

Career management processes in firms, although they were never clearly described in these national terms, were discussed among employer and with their staffs (Orpen, 1994). In principle, employers work to assist their employees in developing their career - corporate career management that leads these national personal development programs. In the same way, people worked to advance their careers. Setting career-related goals and finding suitable strategies to achieve them is an example of career self-management (Bin, 2015). Sturges, Guest, and Mac Davey (2000) include two-term those are person-job fit and person-organization fit. This study considers **employees' career management is appropriate when they found the workplace that fit with their skills** (Haq, Nawaz, Mahtab, & Cheema, 2012). Numerous studies have shown that environmental cohesion among people is largely related to respect, including organizational commitment, employee satisfaction, organizational citizenship behaviour, and occupational mental health (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012). Person-environment fit stems from the theory of interaction suggest the good fit between the person and the environment (Deepa, Palaniswamy, & Kuppusamy, 2014). Researchers have found that job fit attracts the most attention, and empirical studies show that the **appropriateness of a person's situation at work has a significant impact on a person's attitude on the job** (Guest, 2014). This is done in three ways including congruence fit, namely people and their positions has the same characteristics; such as remuneration, which can satisfy

the needs and expectations of employees; the ability to meet the requirements, that is, the experience, skills, and capabilities of the staff to match their work descriptions (Markos & Sridevi, 2010). Meta-analysis studies demonstrate that the interaction of job-fit is closely related to organizational commitment and job satisfaction (Paré & Tremblay, 2007). In short, people value their work when job satisfaction is expressed as the intensity of a pleasant and positively sensitive experience, which means how many people love their work (Savanevičienė & Stankevičiūtė, 2011). The outcomes of the study show that coherence between people and jobs are connected to job satisfaction. Hiring a person with specific skill and experience increases the self-efficacy in the employee. Self-control is a belief in the fulfilment of a specific job and works attitude, meaning that the skill not itself, but the degree of confidence that people may perform work behaviour through their abilities, which is the main concept in social cognition and directly Influence peoples thought, behaviour and motivation. Once employees feel themselves confidence in doing work, they are more likely satisfied with the organization they work for. Wood, Van Veldhoven, Croon, and de Menezes (2012) study show that a person who has high self-efficacy works harder if they face any complication, they become more consistent, and they accept if they fail, so they are the likelihood of the desired result.

Similarly, employees with high self-efficacy have more confidence in solving problems and can achieve higher job satisfaction. The fit between a person and organization is closely linked to commitment and intentions to leave the job, but more person-job fits add more job satisfaction. These conditions prevent the formation of beliefs about individuals and firm that influence the formation of reasonable assumptions. Satisfaction can be felt when organizational conditions are created to satisfy the need-supplies fit. Simultaneously, Alfes, Truss, Soane, Rees, and Gatenby (2013) **emphasized, "Current unfulfilled need will motivate performance when anticipated supplies are expected to fulfil this need"**. So, the job attitude, such as job satisfaction and job commitment, should be affected

by needs-supplies fit. A review of compliance analysis can serve as the basis for developing HRM activities that meet the requirements of the competition and work, job planning, setting goals and creating an approach to increase employee job satisfaction.

According to Smith and Ecker (1969), many studies have shown that overall job satisfaction is measured by the work assigned by employees and the tasks assigned to them by person job fit which is an important component. Emphasizing job satisfaction, they usually focus on measuring work individually or in accordance with company factors. However, when rewards or remuneration is controlled, work values will be indirectly related to job satisfaction. Employees with higher positions have less satisfaction with work rather than the characteristics of the job. Thus, it is concluded that not only the specific characteristics of the job but also the perception of the employee is associated with levels of satisfaction. In a nutshell, employees with the organization who practices suitable HRM practices such as good career management are likely to be satisfied at work. Thus, the following hypothesis developed for this study:

H1: Career management significantly influence the employee's job satisfaction

Procedural Justice and Distributive Justice and Job satisfaction

Justice refers to the equality of any decision-making process for employees in the organization (Kundu & Lata, 2017). Distributed justice refers to impartiality in the distribution of results sets among recipients, and the main problem of most distributed justice studies is the reaction of disparity of payments (Adams Jr, 1965; Cook & Hegtvædt, 1983). Distributed justice is reported to occur when expectations (on an ideal basis) align with results. In the organization, individuals follow the principles of equity and evaluate it as an appropriate outcome that fits the data (e.g., experience, skills and efforts) (Adams Jr, 1965). Therefore, most of the organizations take advantage of distributive justice while the distribution of wages and benefits reflects the contribution of employees at different levels. Comparatively, Procedural justice refers to self-similarity through decision-making or sharing of results (Lamba & Choudhary, 2013). Distributed justice gives importance to the judgment of the results obtained by an individual of the company. The results can be divided on the basis of equity, demand or inputs, and individuals determine delivery well-being relative to others (Ma, Silva, Callan, & Trigo, 2016). The concept of inappropriate distribution of work payments creates stress on the individual and is prevented from eliminating individual stresses, but even after determining the outcome, the methods used can have far more impact than the outcome, emphasis was placed on the distributive justice delivered gradually through procedural justice.

Research has shown that workforces put vast importance on procedural justice (Lind & Tyler, 1988). According to Patwary, Roy, Hoque, and Khandakar (2019), commonly, it has been observed that people ensure timely continuity, suppress bias, opinion of underprivileged people, the accuracy of information. People generally observe fair processes when making the right decisions and compliance with ethical and ethical standards.

Furthermore, people want an impartial process, even if the methods do not affect the results, implying that the intentional pursuit of justice is not objectively important (Saks & Gruman, 2011). Procedural justice and publicity are significant factors in determining organizational attitudes and behaviour. Procedural justice has a positive impact on the organization, executive, and governance evaluations, and is positively related to the behaviour of organizations citizen. Distributive justice, in particular, has an influence on employees' satisfaction with their current pay and objectives (Memon, Salleh, & Baharom, 2016). However, it is uncertain whether organizational justice has any more predictable levels of job satisfaction. Theoretical and empirical both studies are equally controversial as to how distributive and procedural justice influence job satisfaction. The following are three opposing models in this review, which aims to elucidate the relationship between organizational fairness and job satisfaction on and elaborate the pragmatic findings associated with each.

Procedural justice refers to the rules that govern the process and procedures to support the perception of the participants, known as procedural justice (Rayton & Yalabik, 2014). Distributive justice, where satisfaction is offered to be the result, a hearing of justice shows that the act of satisfaction is one of the general principles of fairness of a hearing, based on justice, voice, or hearing and determination. Procedural issues, such as fairness of a process, caring for a participant and confidence in decision-making powers (Sattar, Ahmad, & Hassan, 2015) contribute to an understanding of important deliberative justice in wide literary support in the procedural justice theory of satisfaction. Generally, studies show that if administrative processes and procedures are deemed appropriate, participants are more satisfied, more willing to accept this approach are more likely to advance a positive attitude towards the organization (Lind & Tyler, 1988).

In addition, employees with more flexible programs have a broader perception of procedural justice than traditional benefit plans (Shah & Beh, 2016). Flexible plans included the allocation of employer contributions to choose the level of benefits and coverage so that the employees could control benefits, for instance, dental insurance, health insurance, life insurance, long-term disability and pensions. Employers have become flexible instead of offering benefits to flexible benefit plans. Thus, this can deliver a higher logical value of the benefits, as workers become more aware of their value in terms of costs and employer coverage. Furthermore, constant care refers to all employees who have the chances to make a decision in favour of profit and received the right information to determine their benefits. Companies were asked to take a proactive approach to understand how companies define the concept of procedural and distributive justice and prepare a profit strategy accordingly, and increase the perception of justice for employees, and eventually, this increases employee hiring ability and job satisfaction (Jarrar et al., 2018).

All these above studies have shown that distributive and procedural justices are vital to predict the personal satisfaction of employees and their obligation to the institution they work. It was necessary for the companies to guarantee the transfer of relevant information to

employees as well (Abdallah, Obeidat, Aqqad, Al Janini, and Dahiyat, 2016). In addition to information justice, administrative justice is enhanced by information transmitted through a high level of management policy and practice.

H2 and H3: distributive justice and procedural justice positively influences job satisfaction

Career management and organizational engagement

Person-job fit, and person-organization fit refers to the people working in environments that are adapted to their personality traits could have more positive attitudes (Perrin & Ishag, 1971). The idea is that a good fit between people and the firm leads to better work engagement. Applying these characteristics attracts certain types of people because people are interested in companies with whom they can share their feelings, emotions and values (Albrecht, Breidahl, & Marty, 2018). Skilled people must stay, and those who are not worth should leave and more involved in organizations. There are limited studies have been conducted of the effects of PE-fit on organizational (Albrecht et al., 2018; Guglielmi et al., 2016). Saks and Gruman (2011) conducted a recent study on the effect of business suitability on corporate business, and it provided support for customization effects, especially for PJ, suitable for corporate business. There are claims that people are confident that KSA is responsible for managing their work and more confident in its role in empowerment and probably participated in the work. Those who know their role well (PJ Fit) will more effectively manage their work and participate in tasks; this will increase their organizational involvement. PJ fit had a positive effect on three different results. In particular, the study showed that the ability of the PJ requirements corresponds to how employees assessed their skills in accordance with their working abilities, in accordance with the hypothesis that they were influenced by the working business. High requirements for PJ - Skilled workers are those who are equipped with KSA, necessary in accordance with their job descriptions. They will facilitate the management of their work and the effective and successful implementation of their tasks (through the implementation of KSA), which will subsequently improve their organizational involvement and, thus, the following hypotheses have been developed.

H4: career management significantly influences organizational engagement.

Distributive and procedural justice and organizational engagement

The dimension and conservation levels defined by Kahn (1990) include consistent and predictable social conditions. It is specifically vital for companies to get used to the methods used to allocate and distribute awards. Although the distributive justice is related to the notion of the fairness of the judgment, procedural justice reflects the alleged rationale for the tools and procedures used to quantify and distribute resources (Karatepe & Olugbade, 2016). Various study of justice research in the organization have shown that fairness perceptions are linked to firm outcomes for instance satisfaction in the workplace, organizational citizenship behaviour, detachment, organizational commitment, and

performance (Nabi, Syduzzaman, & Munir, 2016). Nevertheless, earlier studies have not explored the relationship between justice perceptions and organizational engagement in the context of the pharmaceutical industry in Thailand. Therefore, this research conducted in the field of the pharmaceutical industry in Thailand to fill the void.

The effect of perceptions of justice on different results can be part of staff engagement. Similarly, when employees have a higher sense of fairness, they feel justified in fulfilling their job role in the organization through increased engagement. On the other hand, a lack of a sense of justice would deprive employees of their actions. Justice and fairness are important working conditions of Maslach, Schaufeli, and Leiter (2001) model as well. Impartiality can increase blindness and increase the positiveness of business equity Maslach et al. (2001). Therefore, the following hypotheses are designed to study.

H5: distributive justice positively impacts the organizational engagement

H6: procedural justice positively impacts organizational engagement

The impact of organizational engagement and job satisfaction

Staffs are less likely to move from their work place if they have a high level of engagement in the organization (Ollo-López, Bayo-Moriones, & Larraza-Kintana, 2016). Based on an investigation conducted by four different organizations in the Netherland, Ollo-López et al. (2016) discovered that the turnover intention was negatively defined, meaning that negative relationship to motivate staff turnover. After observing over a long period of time, their study of serious employee and leavers in Belgium is short-term self-employed workers, and low-level jobs predict actual migration to another organization. This indicates that employees with higher engagement are less likely to move from the organization. According to Siengthai and Pila-Ngarm (2016), company staffs are those who put a lot of effort and energy into their work, are highly engaged in the organization. The resources that the highly engaged employee used in the firm, they are less likely to resign, but the results of the Siengthai and Pila-Ngarm (2016) study did not support strongly on their interpretations. The outcome suggests that other variables (such as satisfaction, commitment, and sub-representation) did not significantly contribute to the interpretation of changes in the intention to reverse the agreement during accounting.

This conclusion is not consistent with others that support the temporary effect of transactions on the purpose of the cycle. Although most researchers agree that business influences the intention of turnover, this study will suggest a similar approach (Mu'taman Jarrar & Don, 2016).

To explain organizational engagement and job satisfaction, the theory of social exchange recommends that strong relationships between employee and his organization aspire and in support of their peers to their organization (Al-dalameh, Khalaf, & Obeidat, 2018). On the contrary, a strong emotional connection with the organization can strengthen the desire to function better and get itself involved with the work. Work of an improved and skilled employee can be either emotional or

physical, reflecting attitudes and behavioural elements of retention. According to Patwary and Rashid (2016), engagement is defined as “a positive, fulfilling affective-motivational state of work-related well-being that is characterized by vigour, dedication, and absorption”.

In the same way, Kahn (1990) stated that “in engagement, people employ and express themselves physically, cognitively and emotionally during role performance”. Although both attitudinally and behaviorally has been described by work engagement, but there are still some reason to disagree that it will be considered as an behavior or attitude for the recent study purposes (García-Chas, Neira-Fontela, & Varela-Neira, 2016), and to be compatible with research and literature. Therefore, it is hoped that a higher attachment with the firm will correspond to its goals (that is, specific tasks and roles of its work). The employee’s psychological relationship with his or her organization (or lack thereof) can increase or decrease his or her chances of participating in his or her work. People who are well known in the organization are more likely to be enthusiastically engaged in goals and activities; as a result, they are motivated to do more, it is difficult to accomplish these objectives. Thus, there is hope that people who have a solid psychological connection with the organization can learn the goals and objectives of their organization and, therefore, will be more actively engaged in achieving these outcomes by participating in their actions. The greater engagement with the organization will determine the person’s attitude to work and especially his engagement in work based on

job satisfaction. This is how the following hypotheses were developed;

H7: organizational engagement positively influences employee job satisfaction

Mediating role of organizational engagement between HRM practices (career management, distributive justice, procedural justice) and job satisfaction.

Jose and Mampilly (2012) discovered in their investigation that organizational engagement mediated the relationship between job resources and employee turnover intentions. The job resources are designed to provide appropriate response on productivity, appropriate training and support for employees. This indicates that some HR practices can influence employee turnover through employee engagement. In this study, the personnel management function extends to other components of the personnel role, such as career management, organizational justice, which ultimately affect the organizational engagement of employees. Instead, staffs are more likely to be satisfied with the organization. Alternatively, employees engage in the company for the time being, which slowly increases job satisfaction. Thus, in what this study offers, organizational engagement mediates the relationship between HRM practices and employee job satisfaction.

H8, H9, and H10: organizational engagement mediates the relationship between career management, procedural justice, distributive justice and job satisfaction

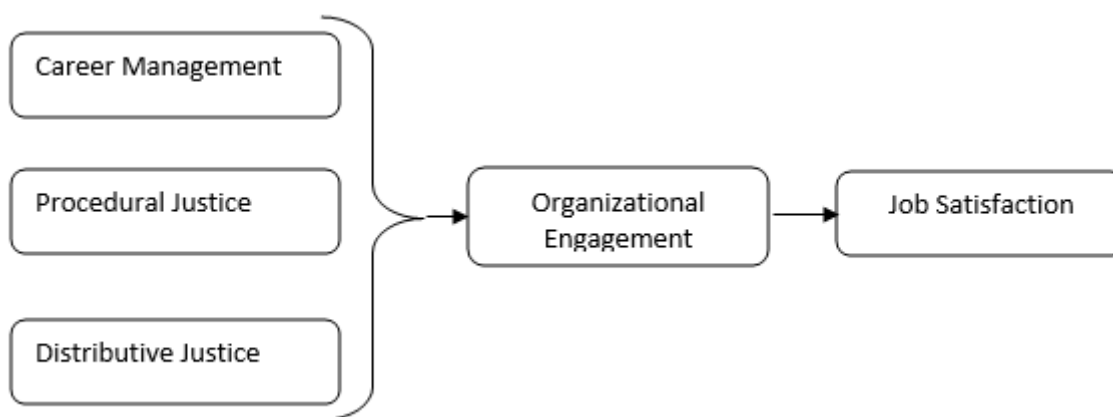


Figure 2: Research Framework

RESEARCH METHODOLOGY

Data Collection Procedures

Participants are the employees in the pharmaceutical industry in Thailand. Data collected from full-time employees working in the Thailand pharmaceutical industry. Following the snowball method, data collected from the respondents by the researchers make a group with the employees who works in the pharmaceutical industry. Then the group members added their friends working in the industry. Later on, the questionnaire sent to respondents with google.doc documents to fill up online. This method chosen as the respondents will rate their justice perception about the company. Respondents have their own say without any fair about losing a job. A total of 400 participants were told that their answers would remain unidentified and confidential, and the

participation was voluntary. Out of 400, a total of 386 participants give back their envelopes after filling up the questionnaires. Participants were requested to fill out a survey form, taking into account the experience and attitude of employees. After the screening of questionnaires, 377 data proceeded for further analysis.

Measurement

A 10 items scale for career management adopted from Sturges et al. (2000). Job satisfaction was measured through eight items from Hartline and Ferrell (1996). organizational engagement contains 6 items were adopted from Saks (2006); procedural justice (7 items), and distribute justice (4 items) were taken from Colquitt (2001).

DATA ANALYSIS AND FINDINGS

Table 2 represents the demographic distribution of the participants for gender, marital status, age, income, education level and working experience in the industry.

TABLE 2. Demographic Profile of the Respondents (n= 377)

Characteristics	Frequency	Percentage
Gender		
Male	217	57.6
Female	160	42.4
Marital Status		
Single	119	31.6
Married	258	68.4
Age (Years)		
25 years and below	92	24.4
26-35 years	159	42.2
36-45 years	59	15.6
46-55 years	37	9.8
56 years and above	30	8.0
Income		
Below 10000 Bhat	36	9.5
10000 - 30000 Bhat	86	22.8
30001- 50000 Bhat	165	43.8
Above 50000 Bhat	90	23.9
Education		
Diploma	15	4.0
Degree/Bachelor	162	43.0
Masters	160	42.4
PhD/Doctoral	40	10.6
Experience		
1-3 years	239	63.4
4-6 years	118	31.3
7-9 years	17	4.5
More than 9 years	3	.8

For gender, 57.6% of the respondents are male, and 42.4% are female. Majority of the respondents are married, which is 68.4% and single are 31.6%. In terms of age group, highest age group consists of “26 to 35 years” 42.2% followed by “25 years and below” which is 24.4%, “36 to 45 years” 15.6% “46 to 55 years” is 9.8%, and 56 years and above is 8.0%. Majority of the respondents have the income of 30001 to 50000 Bhat which is 43.8% followed by above 50000 Bhat (23.9%), 10000 to 30000 Bhat (22.8%) and below 10000 Bhat (9.5%). For education level, majority of the bachelor and master’s degree holder, which are 43.0% and 42.4% respectively, and PhD/ Doctoral degree holder (10.6%) and diploma holder is 4.0%. While looking into the job experience of the

respondents, most of them have experiences of 1 to 3 years (63.4%), followed by 4 to 6 years is 31.3%, 7-9 years is 4.5% and more than 9 years is .8%.

Measurement Model of the Study

Convergent validity

In analysing the measurement model, the Table 3 shows the Cronbach alpha, composite reliability, and average variance extracted. All the variables used in this study exceeded the recommendation Cronbach alpha value of 0.70, and the lowest composite reliability is 0.891 which is more than recommended value, and the average variance extracted more than the suggested value of 0.50.

TABLE 3. Construct Validity & Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Career Management	0.898	0.916	0.526
Distributive Justice	0.837	0.891	0.671

Job Satisfaction	0.881	0.905	0.544
Organizational Engagement	0.891	0.917	0.648
Procedural Justice	0.892	0.915	0.608

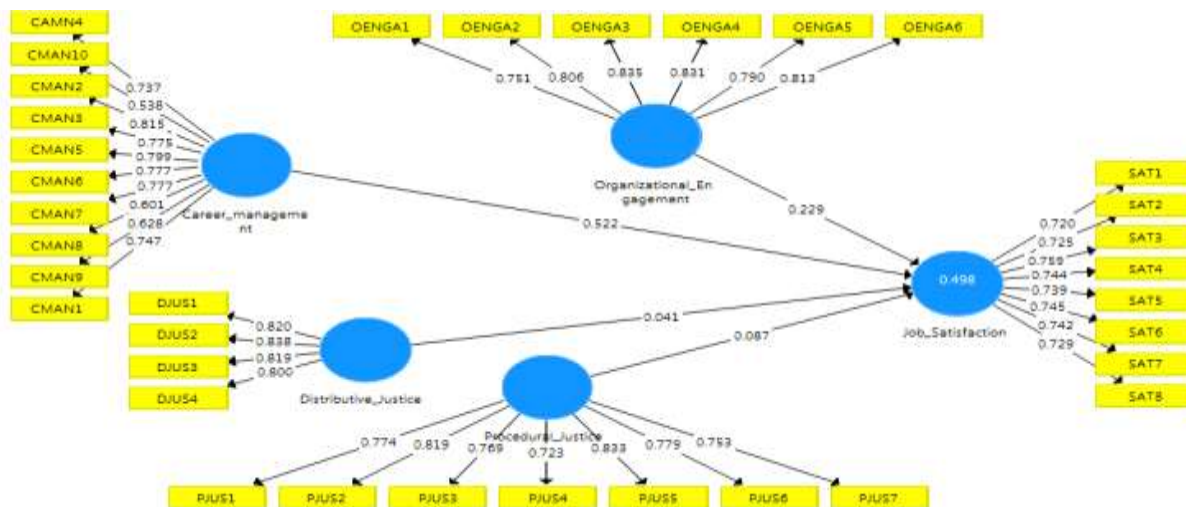


Figure 3. Measurement Model of the Study

Another important fact in measuring the measurement model is discriminant validity. Heterotrait-Monotrait Ratio is one way of testing the measurement model. Table 4 represent the correlation between the constructs is no more than 0.736, which is less than the suggested value of

0.85. Therefore, the measurement model passed all criteria for convergent validity and discriminant validity. Furthermore, SRMR for the measurement model is 0.63, which indicates a good model fit.

TABLE 4. Discriminant Validity -Heterotrait-Monotrait Ratio (HTMT)

	Career Management	Distributive Justice	Job Satisfaction	Organizational Engagement	Procedural Justice
Career Management					
Distributive Justice	0.736				
Job Satisfaction	0.724	0.585			
Organizational Engagement	0.405	0.413	0.517		
Procedural Justice	0.295	0.532	0.349	0.308	

Structural Model of the Study

The structural model indicates the causal relationship between the construct in path model analysis. The result of the structural model explains the 49.8 per cent variance

explained. Table 5 shows the direct effects of career management, procedural justice, distributive justice, organizational engagement on job satisfaction.

TABLE 5. The Direct effects of independent variables on dependent variable

Hypotheses	Original Sample (O)	Standard Deviation (STDEV)	T	Statistics (O/STDEV)	P Values
Career Management -> Job Satisfaction	0.524	0.057	9.242		0
Career Management -> Organizational Engagement	0.254	0.065	3.885		0
Distributive Justice -> Job Satisfaction	0.04	0.069	0.581		0.561
Distributive Justice -> Organizational Engagement	0.126	0.071	1.768		0.078
Organizational Engagement -> Job Satisfaction	0.227	0.048	4.69		0
Procedural Justice -> Job Satisfaction	0.087	0.049	1.769		0.078
Procedural Justice -> Organizational Engagement	0.149	0.048	3.14		0.002

Table 5 presents the results of regression analysis regarding the effects of career management, procedural justice, distributive justice on organizational engagement and job satisfaction, and the effect of organizational engagement on job satisfaction. Out of 7 hypotheses, four hypotheses accepted, and the remaining four hypotheses

were rejected. Both distributive justice and procedural do not have influential effects on job satisfaction. Similarly, distributive justice does not have influential impacts on organizational engage. Thus, three direct hypotheses were rejected.

TABLE 6. The mediating effects of organizational engagement between the independent variables and dependent variable

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Management -> Organizational Engagement -> Job Satisfaction	0.058	0.059	0.018	3.126	0.002
Distributive Justice -> Organizational Engagement -> Job Satisfaction	0.029	0.028	0.018	1.581	0.114
Procedural Justice -> Organizational Engagement -> Job Satisfaction	0.034	0.034	0.013	2.509	0.012

For the mediation effects of organizational engagement between independent variables and dependent variables, bootstrapping was performed using the Smart-PLS version 3.0. Table-6 shows the result that organizational engagement does not mediate the link between

distributive justice and job satisfaction while organizational engagement mediates the link between career management, procedural justice and job satisfaction.

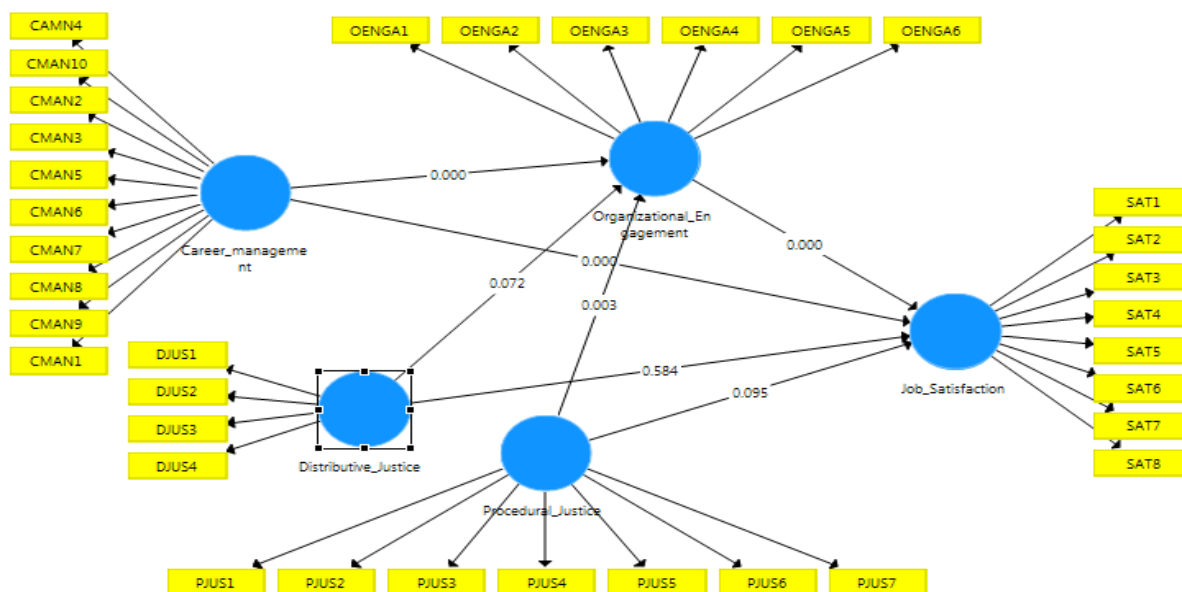


Figure 4: Structural Model of the Study

DISCUSSION AND CONCLUSIONS

Study provides enough support for the proposed theoretical model (Figure 2). The link between career management and employee job satisfaction, and career management and organizational engagement is positive. Organizations need to go beyond the specified contractual relationships and provide individuals with career management facilities for their job satisfaction. By doing this, organization get the more engaged employees for their goals and objectives. Positive career management facilitates the employee to go beyond their contractual agreement, and therefore, they engage at work and become happy. This might help the organization keep their talented, skilled employees for competitive advantages in the competitive market. Similarly, the employee perceived better career management facilities. A related finding was discovered in a study by Hough,

Green, and Plumlee (2015) on the relationship between career management and employee outcome. In the contrary, the effect of distributive justice on organizational engagement and job satisfaction are not significant. Thus, these two hypotheses were rejected. In such, situation organization may require practising a better distribution policy in order to gain more engaged employees and satisfied employees.

Policy Implications

Furthermore, the effects of procedural justice on organizational engagement is significantly positive, while the effects of procedural justice on job satisfaction is not significant. This finding is in line with the previous study by Saks (2006). It could be reasons employees are more likely to engage at work once they perceive better procedural justice. But they are not satisfied with the facts

that organizations may not sufficiently practice procedural justice. Thus, people are more engaged while they perceive better procedural system, but they are not satisfied with the system as it did not meet their expectation. In regard to the mediation process, this study finds that organizational engagement is an underlying fact to mediate the relationship between career management, procedural justice and job satisfaction.

Limitations and Areas for Future Research

Although this study provides supporting analysis with the theoretical basis, it is not out of limitation. Such as the study deals with cross-sectional data following the quantitative method. Further, although no common method bias found employee self-report was considered during data collection. Thus, mixed-method and management report about employees could provide meaningful result. Further, a moderator in the model may provide insightful findings by the future researchers.

REFERENCES

1. Abdallah, A. B., Obeidat, B. Y., Aqqad, N. O., Al Janini, M. N. e. K., & Dahiyat, S. E. (2016). An integrated model of job involvement, job satisfaction and organizational commitment: a structural analysis in Jordan's banking sector. *Communications and Network*, 9(1), 28-53.
2. Adams Jr, E. (1965). Osmotic pressure of associating systems. I. Basic theory. *Biochemistry*, 4(8), 1655-1659.
3. Aeknarajindawat, N. & Jermittiparsert, K. (2020). Does Organization Justice Influence the Organization Citizenship Behavior, Job Satisfaction & Organization Outcomes?. *Systematic Reviews in Pharmacy*, 11(1), 489-496.
4. Al-dalhmeh, M., Khalaf, R., & Obeidat, B. (2018). The effect of employee engagement on organizational performance via the mediating role of job satisfaction: The case of IT employees in Jordanian banking sector. *Modern Applied Science*, 12(6), 17-43.
5. Albrecht, S., Breidahl, E., & Marty, A. (2018). Organizational resources, organizational engagement climate, and employee engagement. *Career Development International*, 23(1), 67-85.
6. Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2013). The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human resource management*, 52(6), 839-859.
7. Bin, A. S. (2015). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1), 1-8.
8. Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441.
9. Cammann, C. (1983). Assessing the attitudes and perceptions of organizational members. *Assessing organizational change: A guide to methods, measures, and practices*, 71-138.
10. Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386.
11. Cook, K. S., & Hegtvedt, K. A. (1983). Distributive justice, equity, and equality. *Annual review of sociology*, 9(1), 217-241.
12. Deepa, E., Palaniswamy, R., & Kuppusamy, S. (2014). Effect of performance appraisal system in organizational commitment, job satisfaction and productivity. *Journal of Contemporary Management Research*, 8(1), 72.
13. García-Chas, R., Neira-Fontela, E., & Varela-Neira, C. (2016). High-performance work systems and job satisfaction: a multilevel model. *Journal of managerial psychology*, 31(2), 451-466.
14. Guest, D. (2014). Employee engagement: a sceptical analysis. *Journal of Organizational Effectiveness: People and Performance*, 1(2), 141-156.
15. Guglielmi, D., Avanzi, L., Chiesa, R., Mariani, M. G., Bruni, I., & Depolo, M. (2016). Positive aging in demanding workplaces: the gain cycle between job satisfaction and work engagement. *Frontiers in psychology*, 7, 1224.
16. Haq, M. A. U., Nawaz, M. A., Mahtab, N., & Cheema, A. K. H. (2012). Determinants of Wage Growth: An Empirical Analysis of Private Formal Sector in Bahawalpur Division. *Business and Economic Research*, 2(1).
17. Hough, C., Green, K., & Plumlee, G. (2015). Impact of ethics environment and organizational trust on employee engagement. *Journal of Legal, Ethical and Regulatory Issues*, 18(3), 45.
18. Jarrar, M., & Abdul Rahman, H. (2016). Optimizing Quality of Care and Patient Safety in Malaysia: The Current Global Initiatives, Gaps and Suggested Solutions. *Global Journal of Health Science*, 8(6), 75-85.
19. Jose, G., & Mampilly, S. R. (2012). Satisfaction with HR practices and employee engagement: A social exchange perspective. *Journal of Economics and Behavioral Studies*, 4(7), 423-430.
20. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
21. Karatepe, O. M., & Olugbade, O. A. (2016). The mediating role of work engagement in the relationship between high-performance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management*, 28(10), 2350-2371.
22. Kundu, S. C., & Lata, K. (2017). Effects of supportive work environment on employee retention: Mediating role of organizational engagement. *International Journal of Organizational Analysis*, 25(4), 703-722.
23. Lamba, S., & Choudhary, N. (2013). Impact of HRM practices on organizational commitment of employees. *International Journal of Advancements in Research & Technology*, 2(4), 407-423.

24. Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*: Springer Science & Business Media.
25. Ma, S., Silva, M. G., Callan, V. J., & Trigo, V. (2016). Control and commitment HR practices, job satisfaction and turnover intentions: a comparison between local and multinational firms in China. *The International Journal of Human Resource Management*, 27(9), 974-990.
26. Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International journal of business and management*, 5(12), 89.
27. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.
28. Memon, M. A., Salleh, R., & Baharom, M. N. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, 40(6), 407-429.
29. Nabi, M. N., Syduzzaman, M., & Munir, M. S. (2016). The impact of human resource management practices on job performances: A case study of Dhaka Bank Pvt. Ltd., Bangladesh. *Human Resource Management Research*, 6(2), 45-54.
30. Olló-López, A., Bayo-Moriones, A., & Larraza-Kintana, M. (2016). Disentangling the relationship between high-involvement-work-systems and job satisfaction. *Employee Relations*, 38(4), 620-642.
31. Orpen, C. (1994). The effects of organizational and individual career management on career success. *International journal of manpower*, 15(1), 27-37.
32. Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions. *Group & Organization Management*, 32(3), 326-357.
33. Patwary, A. K., & Rashid, B. (2016). The impacts of hospitality services on visit experience and future visit intention of student travelers. *International Journal of Business and Technopreneurship*, 6(8), 107-125.
34. Patwary, A. K., Roy, B., Hoque, R., & Khandakar, M. S. A. (2019). Process of Developing a Community Based Tourism and Identifying its Economic and Social Impacts: An Empirical Study on Cox's Bazar, Bangladesh. *Pakistan Journal of Humanities and Social Sciences*, 7(1), 1-13.
35. Perrin, J., & Ishag, A. (1971). The self-association in aqueous solutions of morphine sulphate and some related salts. *Journal of Pharmacy and Pharmacology*, 23(10), 770-773.
36. Rayton, B. A., & Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 25(17), 2382-2400.
37. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
38. Saks, A. M., & Gruman, J. A. (2011). Getting newcomers engaged: The role of socialization tactics. *Journal of managerial psychology*, 26(5), 383-402.
39. Sangperm, N., & Jermsittiparsert, K. (2019). The Effect of Organization Learning Culture, Physical Workplace Environment, Employee Trust, Employee Satisfaction on Employee Performance of Thailand Pharmaceutical Industry. *Systematic Reviews in Pharmacy*, 10(2), 303-312.
40. Sattar, T., Ahmad, K., & Hassan, S. M. (2015). Role of human resource practices in employee performance and job satisfaction with mediating effect of employee engagement. *Pakistan Economic and Social Review*, 81-96.
41. Savanevičienė, A., & Stankevičiūtė, Ž. (2011). Human resource management practices linkage with organizational commitment and job satisfaction. *Ekonomika ir vadyba*(16), 921-928.
42. Shah, S. H. A., & Beh, L.-S. (2016). The impact of motivation enhancing practices and mediating role of talent engagement on turnover intentions: Evidence from Malaysia. *International Review of Management and Marketing*, 6(4), 823-835.
43. Siengthai, S., & Pila-Ngarm, P. (2016). *The interaction effect of job redesign and job satisfaction on employee performance*. Paper presented at the Evidence-based HRM: a Global Forum for Empirical Scholarship.
44. Siriattakul, P., Jermsittiparsert, K., & Abdurrahman, A. (2019). A Broader Perspective of Job Satisfaction in Higher Education Institutes of Indonesia. *International Journal of Psychosocial Rehabilitation*, 23(4), 719-733.
45. Smith, L. D., & Ecker, R. (1969). Role of the oocyte nucleus in physiological maturation in *Rana pipiens*. *Developmental biology*, 19(3), 281-309.
46. Sturges, J., Guest, D., & Mac Davey, K. (2000). Who's in charge? Graduates' attitudes to and experiences of career management and their relationship with organizational commitment. *European Journal of Work and Organizational Psychology*, 9(3), 351-370.
47. Tabiu, A., & Nura, A. A. (2013). Assessing the effects of human resource management (HRM) practices on employee job performance: A study of usmanu danfodiyo university sokoto. *Journal of Business Studies Quarterly*, 5(2), 247.
48. Wood, S., Van Veldhoven, M., Croon, M., & de Menezes, L. M. (2012). Enriched job design, high involvement management and organizational performance: The mediating roles of job satisfaction and well-being. *Human relations*, 65(4), 419-445.