

The Role of Organizational Justice Dimensions: Enhancing Work Engagement and Employee Performance

Marisi Pakpahan¹, Anis Eliyana^{2*}, Hamidah³, Agung Dharmawan Buchdadi⁴, Titis Ratih Bayuwati⁵

¹Universitas Negeri Jakarta, Institut Bisnis dan Multimedia asmi
Email: marisipakpahan_9917919010@mhs.unj.ac.id

²Universitas Airlangga
Email: anis.eliyana@feb.unair.ac.id

³Universitas Negeri Jakarta
Email: hamidah@unj.ac.id

⁴Universitas Negeri Jakarta
Email: agungdharmawan@feunj.ac.id

⁵Universitas Airlangga
Email: titis.ratih-12@feb.unair.ac.id

ABSTRACT

This study focuses on the effect of Organizational Justice on Employee Performance and Work Engagement. Respondents were 50 (87.72%) employees of PT. Telekomunikasi Indonesia, Tbk Witel Sidoarjo Jatim. The data obtained were then analysed using SEM-PLS. Based on the analysis, the three organizational justices: Distributive Justice (X1), Procedural Justice (X2) and Interactional Justice (X3) have significant effects on Work Engagement (Z). However, only Distributive Justice (X1) and Interactional Justice (X3) have significant effects on Employee Performance (Y), while Procedural Justice (X2) has no significant effect on Employee Performance (Y). Moreover, Work Engagement (Z) has a significant effect towards Employee Performance (Y). The study suggests that implementing organizational justice may serve as an approach to boost employee engagement and performance. For the managerial team, this study may become consideration to implement policy that aims to increase organizational performance.

Keywords: Justice System, Employee Performance, Work Engagement, Organizational Justice, Quality Job, Employment Policy

Correspondence:

Anis Eliyana

²Universitas Airlangga

Email: anis.eliyana@feb.unair.ac.id

INTRODUCTION

Human resources (HR) are prepared to face various new challenges, including financial upheaval, high performance expectations, new technology and the difference in the work values of a new generation in a company, so that later every organization or company becomes more competitive (Bakker et al., 2011). One of the challenges in the company is the performance of individuals who do not meet the requirements set by the company. Individual performance is an important aspect in a company because this will determine the progress or decline of an organization or company. If the employee has a bad performance, then what happens is the decline of the company. This will also apply vice versa, if employees have good performance, then what happens is positive progress for the company.

Performance is an action done by someone both individually or within a team to complete work or tasks (Rai, 2008: 41). Employee with high cognitive abilities are no longer the only guarantee to improve performance, in fact but management also needs HR who are able to invest themselves not only physically but also emotionally in their work (Herbert, 2011). Some things that need to be considered are how an individual is able to be fully involved, feels his work is fun, and has a strong bond with his work. Therefore, organizations or companies should focus on the formal role of positive performance of each individual, and hence this is known as work engagement (Herbert, 2011).

Research on work engagement has proven that employees who are engaged in their work gain more productivity,

innovation and good performance (Bakker & Demerouti, 2017). Work engagement is a positive state of mind and indicated by strength, commitment and absorption (Park et al., 2016). Beukes & Botha (2013) suggested that work engagement does not only help reduce the level of perceived work stress, but also creates organizational and financial success through increased work motivation and organizational commitment. Engaged employees realize responsibilities at work and motivate other colleagues to achieve success in the organization. These employees are commonly able to control emotions, maximize physical performance and cognitive abilities in the organization (Lianto et al., 2018).

Work engagement itself can be influenced by many factors, one of which is organizational justice (Özer et al., 2017). The better the perception of organizational justice is formed, the more engaged the employee (Ghosh et al., 2014). By implementing organizational justice, there will be trust, an increase in membership behavior and also employee performance, thus this perception can be formed and related to the workplace. Terzi et al., (2017), defines organizational justice as employees' perceptions of fairness (treated fairly or not) in organizations. This perception of fairness is very important because how employees feel justice will greatly affect the performance and success of the organization. By creating greater trust between management and employees, it will improve the team work, increase the level of employee citizenship behavior and reduce conflicts between management and employees (Yean & Yusof, 2016).

Previous studies conducted by Ozer *et al.* (2017) proved that the sub dimension of organizational justice consisting of procedural justice, distributive justice and interactional justice have a positive and significant effect on work engagement. Meanwhile Iqbal *et al.* (2017) found that of the three dimensions of organizational justice, distributive justice and interactional justice had a significant effect on employee performance. Whereas procedural justice does not significantly influence performance in public sector organizations in Pakistan. This perception of procedural justice influences employee attitudes and behaviors regarding decisions made by managers and carries symbolic functions such as strengthening relations between employees and managers. In contrast to both, Gupta *et al.* (2015) examined other factors, namely work engagement on employee performance and found that work engagement has a positive effect on improving performance.

LITERATURE REVIEW

Organizational Justice

Organizational justice quoted by Zehir & Yildirim (2015) highlights the "employee perceptions" about fair behavior in the workplace and how these perceptions affect organizational results. A study by Terzi *et al.* (2017) also stated that organizational justice is the employee's perception of fairness (treated fairly or not) in the organization. Specifically, organizational justice relates to the way employees determine whether they have been treated fairly in their work and how it affects other work-related variables (Al-Zu'bi, 2010). From the three definitions above, it can be concluded that organizational justice is the employee's perception of the presence or absence of justice in the workplace.

Distributive Justice

According to Swalhi *et al.*, (2017) distributive justice focuses on evaluating fairness regarding results (rewards). Meanwhile, Srivastava (2015) defines distributive justice as a perception of objectivity and decisions such as performance appraisals, payments, awards and recognition. It refers to the justice that individuals receive from organizations, which can be distributed on the basis of equality, needs or contributions and this fairness is determined through comparison (Al-Zu'bi, 2010). This form of justice can also be defined as a fair decision related to the distribution of financial resources and non-financial resources in an organization. Thus, it can be concluded that distributive justice is the employee's perception of fairness in performance and rewards received at work.

Procedural Justice

Procedural justice can be defined as fairness of operations, processes and procedures to reach valuable decisions (Zehir & Yildirim, 2015). Al-Zu'bi (2010) then argues that this justice refers to employee perceptions about the reasonableness of the rules and procedures that govern a process. Distributive justice shows that satisfaction is stemmed from results, while procedural justice shows that satisfaction comes in the process. More clearly Srivastava (2015) suggests that procedural justice involves perceptions that fairness policies and procedures are used to make decisions in the workplace. In short, the definition of procedural justice can be interpreted as employee perceptions about the fairness of the processes and

procedures used by the organization in determining decisions.

Interactional Justice

Interactional Justice is a perception of the quality of treatment an employee receives when policies and procedures are applied in the workplace (Srivastava, 2015). According to Colquitt in Yean & Yusof (2016) interactional justice consists of two elements of justice, namely interpersonal and information justice. Interpersonal justice refers to the perception of respect in one treatment that is, employees are treated with courtesy and respect while information justice refers to the perception whether management has provided information and explanations that are appropriate and relevant. Interactional justice can be improved by providing the information needed and the reasons for a decision made by management (Yean & Yusof, 2016). Based on some of the definitions above, it can be said that interactional justice is the employee's perception of fairness in the treatment of respect (interpersonal justice) and employee's perception of providing relevant information.

Work Engagement

Work engagement can be described as positive feelings at work (Tamta & Rao, 2017). Meanwhile, Park *et al.*, (2016) defines work engagement as a positive state of mind, satisfaction with work that is characterized by enthusiasm, dedication and absorption. Furthermore, work engagement is seen as involving emotional and rational factors related to work and overall work experience. Emotional factors are factors that lead to a sense of personal satisfaction, inspiration and affirmation received from work and feelings of being part of the organization. This can come from having a strong sense of personal achievement in the work they do. Therefore, it can be concluded that involvement is related to meaningful work (Beukes & Botha, 2013).

Employee Performance

Work performance is a comparison between actual work outcomes and established work standards such as skills, experience, honesty and time (Bastari *et al.*, 2020). Individually, performance is one's ability to carry out activities that contribute to the development of the organization's technical core (Eliyana & Sridadi, 2020). Thus, performance can be interpreted as a comparison between the actual work of individual employees with established work standards that contribute to the development of the organization's technical core.

The Effect of Distributive Justice on Work Engagement

Distributive justice is the employee's perception of fairness and evaluating the results of decisions regarding performance appraisals, payments, awards and recognition, it is important that employees feel they are given equal parts of distributed organizational resources (Srivastava, 2015). Employees will obtain a sense of distributive justice by comparing organizational results (such as wages, promotions, social rights, rewards, punishment, physical resources and facilities) that they obtain from work inputs (education, knowledge, skills, effort, time, cognitive resources, and performance) with results obtained by others as a reference (Kalay, 2016). All such emotions ultimately affect employee behaviour, which leads to employee engagement. When employees

have high perceptions of distributive justice in their organizations, employees also tend to feel obliged to be fair in their roles by making more contributions through higher work engagement (Park *et al.*, 2016). Based on the description above, the research hypothesis is as follows:

H1: Distributive justice has a positive and significant effect on work engagement

The Effect of Procedural Justice on Work Engagement

Procedural justice is defined as employee perceptions related to the reasonableness of the rules, methods and procedures used to reach decisions in an organization (Al-Zu'bi, 2010; Yildirim & Zehir, 2015). In other words, the employee's perception of procedural justice is related to the hierarchical level where the results of organizational decisions are distributed according to procedures and are communicated fairly to employees by the manager or manager's representative. Karatepe (2011) describes the impact of procedural justice on employee engagement with social exchange theory. One of the basic principles of social exchange theory is that relationships evolve over time into mutual trust, loyalty, and commitment if parties (for example, managers or supervisors and employees) adhere to certain exchange "rules". Social exchange within an organization can be initiated through the use of fair procedures in the decision-making process. Employees will have positive feelings and enthusiasm in an environment where employees feel there is justice in the decision-making process which in turn will create high work engagement. Based on the description above, the research hypothesis is as follows:

H2: Procedural justice has a positive and significant effect on work engagement

The Effect of Interactional Justice on Work Engagement

Interactional Justice is the perception of fairness among employees relating to the delivery of correct information about the subject of organizational decisions, as well as about the attitudes and behaviours that employees describe during the application of organizational decisions. Employees seek fairness when communicating with their managers. If the interaction of managers or managers' representatives with employees occurs in a fair manner, employees will have positive and satisfied feelings at work that will create work engagement (Cojuharenco and Patient, 2013).

The existence of interactional justice can create a fair relationship between managers and employees, which will give employees a sense of respect and recognition, and feel that they are part of the organization. These positive feelings can stimulate employees to be more involved in their work with increased work engagement. That is because this work engagement will emerge in an environment where employees experience psychological freedom, self-confidence, a sense of respect and feel that they get justice in the organization (Park *et al.*, 2016). Based on the description above, it can be concluded the research hypothesis is as follows:

H3: Interactional justice has a positive and significant effect on work engagement

The Effect of Distributive Justice on Employee Performance

In distributive justice, which is briefly defined as the perception of fairness and evaluation of the results of decisions regarding performance appraisals, payments,

awards and recognition, it is important that employees feel that they are given an equal share of distributed organizational resources (Srivastava, 2015). Employees obtain a sense of distributive justice by comparing the organizational results they get from their work inputs with the results obtained by other employees as a reference (Kalay, 2016).

The employee can decide whether he is treated fairly by considering the relationship between the results he gets and the input he offers to the organization, and then compares this with the results and input from other parties both inside and outside the organization. At the end of the comparison, the difference in the level of equality between employees will cause employee anxiety. In situations where an employee feels that he is getting less from the organization, he will try to ensure equality by reducing input by reducing productivity and causing low performance. Therefore, when the distributive justice evaluation shows that there is injustice, it will affect employees' emotions (triggering anger, unhappiness, feeling lazy and not feeling comfortable at work) which will ultimately reduce the level of organizational performance. Based on the description above, the research hypothesis is as follows:

H4: Distributive justice has a positive and significant effect on employee performance

The Effect of Procedural Justice on Employee Performance

While distributive justice relates to employee perceptions of decision fairness in organizations, procedural justice refers to the perceived fairness of the means, processes and procedures used to reach a decision in the organization (Ghosh *et al.*, 2014). According to Kalay (2016), when employees feel that the decisions of the organization are unfair, then the employee will first question the procedure used to reach the decision and then conclude whether the procedure is fair or not. The employee will then try to change performance to restore fairness in the organization. However, if employees continue to feel that the procedures implemented are unfair then they will reduce their level of performance.

This perception of procedural justice influences the attitudes and behaviour of employees in the organization regarding decisions made by managers, but on the other hand procedural justice also carries symbolic functions such as strengthening the relationship between employees and managers. Therefore, the existence of procedural justice can increase employee confidence in managers through commitment which ultimately results in positive organizational performance and results. Based on the description above, the research hypothesis is as follows:

H5: Procedural justice has a positive and significant effect on employee performance

The Effect of Interactional Justice on Employee Performance

Interactional justice is the employee's perception of fairness for respect (interpersonal justice) and for relevant information. In other words, interactional justice is the perception of fairness among employees regarding the delivery of information about organizational decisions, as well as about employee attitudes and behaviour during the application of organizational decisions. Employees seek fairness when communicating with their managers.

According to Cojuharenco & Patient (2013), employees focus on work outcomes when they consider fairness in

the workplace, more specifically they tend to focus on methods of communication and reciprocity when they consider injustice. If the manager's or manager's representative interactions with employees occur fairly, employees will respond with higher job performance. Therefore, interactional justice can cause strong interpersonal interaction and communication from time to time. If employees are satisfied with their relationship with managers in the organization, they will voluntarily carry out additional roles that will enhance contextual performance. A fair relationship between managers and employees will also make employees feel respected and recognized and feel that they are part of the organization. Moreover, this positive feeling can stimulate employees to work optimally and perform extra roles to produce optimal organizational performance. Based on the description above, the research hypothesis is as follows: H6: Interactional justice has a positive and significant effect on employee performance

The Effect of Work Engagement on Employee Performance

Work engagement is a positive feeling of employees in the form of enthusiasm, dedication and absorption at work. Therefore, employees who have high work engagement usually have the energy and enthusiasm to be involved in their work. In addition, employees who have work engagement are often completely immersed in their work. Work Engagement not only helps reduce work stress levels but also brings organizational and financial success through increased work motivation and organizational commitment. Therefore, work engagement is an important factor in any organization (Beukes & Botha, 2013). Work engagement is beneficial for employees and organizations because engaged employees will show better job performance compared to employees who do not have work engagement (Yongxing, 2017). This is due to the positive emotions and feelings of employees at work, such as happiness, joy, and enthusiasm. Based on the description above, the research hypothesis is as follows: H7: Work engagement has a positive and significant effect on employee performance

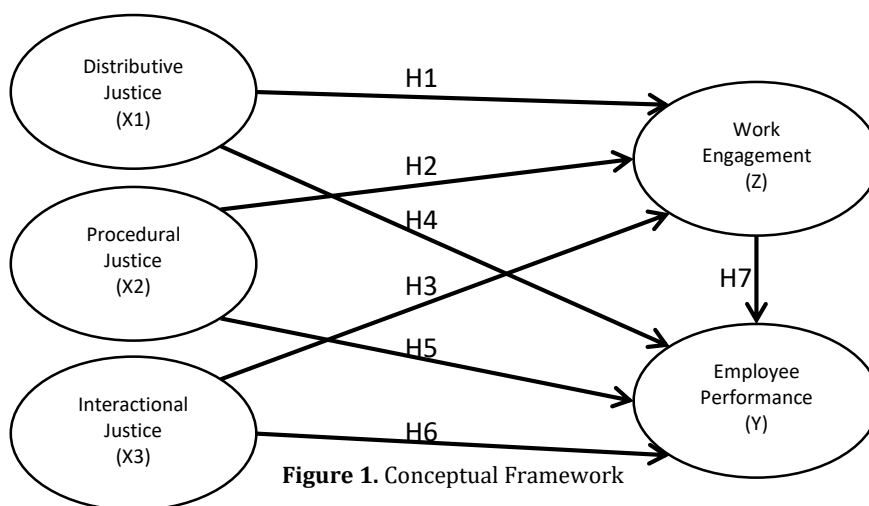


Figure 1. Conceptual Framework

RESEARCH METHODS AND DESIGN

Samples and Data Collection

This research was conducted at the Office of PT. Telekomunikasi Indonesia, Tbk Witel Sidoarjo East Java as a branch office of PT. Telekomunikasi Indonesia, Tbk, which is a State-Owned Enterprise (BUMN) and is engaged in providing information and communication technology services and telecommunications networks in Indonesia.

The data of this study were taken from a total of 57 employees. At the time of distributing the questionnaire, 50 employees were collected because 7 other employees were unable to attend. Hence, the study sample was around 87.72% of the population. Furthermore, the characteristics of respondents can be seen in the following table:

Table 1. Description of Respondents

	%	N
Age		
21 - 30 years old	56,0	28
31 - 40 years old	6,0	3
41 - 50 years old	12,0	6
> 50 years old	26,0	13
Gender		
Male	36,0	18
Female	64,0	32
Education		
Senior High	18,0	9
Diploma	18,0	9
Bachelor degree	56,0	28

Master's degree	8,0	4
Working period		
1-5 years	50,0	25
6-10 years	6,0	3
11-15 years	6,0	3
>20 years	38,0	19

Measurement

Distributive Justice in this study was measured using 5 items belonging to Niehoff & Moorman (1993) with example items "My manager always gives an evaluation of employee performance fairly". Procedural justice is measured using 6 items belonging to Niehoff & Moorman (1993) with the example item "Procedural has been given in accordance with their respective job descriptions". Interactional justice is measured using 5 items belonging to Niehoff & Moorman (1993) with the example item "When making a decision, my supervisor considers my point of view." Then Work engagement is measured using 6 items belonging to Schaufeli et al. (2002) with the item example "Place my work always gives positive energy ". Next Employee performance was measured using 4 items belonging to Yu et al. (2018), an example item is "I fulfil all the formal performance requirements of the job." All variable items are measured with response categories with five-point values ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Analysis

Analysis for the seven hypotheses uses PLS (Partial Least Square) analysis to examine the overall model. Furthermore, the steps used in the PLS technique are: 1. Designing a measurement model (outer model), 2. Designing a structural model (inner model), 3. Constructing a path diagram, 4. Converting a path diagram into a system of equations, 5. Estimation, 6. evaluation of the outer model, 7. Evaluate the inner model.

RESULTS

Outer Model Evaluation

The construct validity evaluation is done by calculating convergent validity. Convergent validity is known through the loading factor value. An instrument is said to meet the test of convergent validity if it has a loading factor above 0.5. The results of convergent validity testing are presented in the following table:

Table 2. Test Results for Convergent Validity

Variables	Indicators	Loading Factor	cut off	Note
Distributive Justice (X1)	DJ1	0.936	0.500	Valid
	DJ2	0.926	0.500	Valid
	DJ3	0.922	0.500	Valid
	DJ4	0.945	0.500	Valid
	DJ5	0.914	0.500	Valid
Procedure Justice (X2)	PJ1	0.926	0.500	Valid
	PJ2	0.937	0.500	Valid
	PJ3	0.904	0.500	Valid
	PJ4	0.902	0.500	Valid
	PJ5	0.908	0.500	Valid
	PJ6	0.881	0.500	Valid
Interactional Justice (X3)	IJ1	0.914	0.500	Valid
	IJ2	0.950	0.500	Valid
	IJ3	0.835	0.500	Valid
	IJ4	0.931	0.500	Valid
	IJ5	0.824	0.500	Valid
Work Engagement (Z)	WE1	0.833	0.500	Valid
	WE2	0.861	0.500	Valid
	WE3	0.925	0.500	Valid
	WE4	0.925	0.500	Valid
	WE5	0.913	0.500	Valid
	WE6	0.894	0.500	Valid
	WE7	0.811	0.500	Valid
Employee Performance (Y)	EP1	0.950	0.500	Valid
	EP2	0.946	0.500	Valid

Variables	Indicators	Loading Factor	cut off	Note
	EP3	0.932	0.500	Valid
	EP4	0.842	0.500	Valid

Based on the table above it can be seen that all indicators produce loading factor values greater than 0.5. Thus, it can be said that all indicators are able to measure the variables.

Then the discriminant validity is calculated using cross loading with the criterion that if the cross-loading value in

an appropriate variable is greater than the correlation value of the indicator on the other variables, then the indicator is declared valid in measuring the corresponding variable. The results of cross loading calculations are presented in the following table:

Table 3. Test Results of Cross Loading Discriminant Validity

Indicators	Distributive Justice (X1)	Employee Performance (Y)	Interactional Justice (X3)	Procedure Justice (X2)	Work Engagement (Z)
DJ1	0.936	0.873	0.852	0.888	0.892
DJ2	0.926	0.888	0.816	0.875	0.893
DJ3	0.922	0.842	0.754	0.882	0.882
DJ4	0.945	0.878	0.811	0.900	0.886
DJ5	0.914	0.837	0.773	0.837	0.813
EP1	0.882	0.950	0.854	0.873	0.919
EP2	0.904	0.946	0.847	0.889	0.906
EP3	0.894	0.932	0.857	0.856	0.893
EP4	0.724	0.842	0.726	0.721	0.729
IJ1	0.779	0.777	0.914	0.782	0.780
IJ2	0.845	0.886	0.950	0.862	0.878
IJ3	0.693	0.713	0.835	0.721	0.720
IJ4	0.817	0.855	0.931	0.829	0.840
IJ5	0.704	0.750	0.824	0.762	0.795
PJ1	0.880	0.809	0.831	0.926	0.867
PJ2	0.916	0.897	0.849	0.937	0.891
PJ3	0.851	0.778	0.759	0.904	0.863
PJ4	0.843	0.874	0.863	0.902	0.856
PJ5	0.835	0.802	0.765	0.908	0.828
PJ6	0.824	0.811	0.782	0.881	0.815
WE1	0.822	0.767	0.783	0.829	0.833
WE2	0.798	0.836	0.803	0.774	0.861
WE3	0.856	0.911	0.845	0.907	0.925
WE4	0.864	0.857	0.842	0.875	0.925
WE5	0.852	0.841	0.769	0.842	0.913
WE6	0.854	0.846	0.803	0.804	0.894
WE7	0.754	0.745	0.716	0.749	0.811

It can be seen above that the indicators of all variables produce greater cross loading thus, it can be stated that each indicator is able to measure latent variables that correspond to the indicators.

Furthermore, construct validity evaluation is done by calculating convergent validity and discriminant validity.

Convergent validity can also be known through Average Variance Extracted (AVE). An instrument is said to meet the convergent validity test if it has an Average Variance Extracted (AVE) above 0.5. The results of convergent validity testing are presented in the following table:

Table 4. Test Results of Construction Validity Using AVE

Variables	Average Variance Extracted (AVE)	cut off	Note
Distributive Justice (X1)	0.863	0.500	Valid
Employee Performance (Y)	0.844	0.500	Valid
Interactional Justice (X3)	0.796	0.500	Valid
Procedure Justice (X2)	0.828	0.500	Valid
Work Engagement (Z)	0.777	0.500	Valid

Based on the above table, Average Variance Extracted (AVE) values are greater than 0.5. Thus, the indicator is declared valid.

Calculations which can be used to measure the reliability of constructs are Cronbach alpha and reliability of

composites. Test requirements state that if the composite reliability exceeds 0.7 and the Cronbach alpha exceeds 0.6, then the construct will be considered reliable. The findings can be seen from the description set out in the table below:

Table 5. Construction Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability
Distributive Justice (X1)	0.960	0.969
Employee Performance (Y)	0.938	0.956
Interactional Justice (X3)	0.935	0.951
Procedure Justice (X2)	0.958	0.967
Work Engagement (Z)	0.952	0.960

Based on the table above, the Cronbach alpha Role Conflict value is smaller than 0.6 but it produces a composite reliability value greater than 0.7. Thus, based on the calculation all indicators are declared reliable in measuring the variables.

Inner Model Evaluation

The coefficient of determination (R²) determines the magnitude of endogenous variables to describe the diversity of exogenous variables. The results of R² can be seen in the following table.

Table 6. Determination Coefficient Results (R²)

Dependent Variables	R Square	R Square Adjusted
Employee Performance (Y)	0.914	0.906
Work Engagement (Z)	0.923	0.918

The R-square value of the Work Engagement (Z) variable is 0.918 or 91.8%. It indicates that the diversity of Work Engagement variable can be described by the Distributive Justice (X1), Procedural Justice (X2), and Interactional Justice (X3) variables by 91.8%, while the 8.2% is contributed by other variables thus are not discussed further.

The R-squareAdj value on the Employee Performance (Y) variable is 0.906 or 90.6%. It indicates that the diversity of Employee Performance variables can be described by Distributive Justice (X1), Procedural Justice (X2),

Interactional Justice (X3), and Work Engagement (Z) variables by 90.6%, while the remaining 9.4% is contributed by other variables thus are not discussed further.

Furthermore, the value of Q² can indicate how well the value of observations produced by the model and also the estimated parameters. Q² value greater than 0 (zero) implies that the model is considered fairly good while Q² value less than 0 (zero) implies that the model lacks predictive validity. Following are the results of the Predictive Relevance (Q²) test:

Table 7. Predictive Relevance (Q²) Test Results

Variables	SSO	SSE	Q ² (=1-SSE/SSO)
Distributive Justice (X1)	250.000	250.000	
Employee Performance (Y)	200.000	57.815	0.711
Interactional Justice (X3)	250.000	250.000	
Procedure Justice (X2)	300.000	300.000	
Work Engagement (Z)	350.000	119.042	0.660

The results show that the Predictive Relevance (Q2) value is greater than 0 (zero) which indicates that the model is said to be good enough.

Hypothesis test

Significance tests are used to assess whether exogenous variables affect endogenous variables. If the value of T-

statistics \geq T-table (1.96) or the value of P-Value $<$ significant alpha 5% or 0.05, then significant influence of exogenous variables on endogenous variables is proved. The results of significance and model tests can be determined on the following figures and tables.

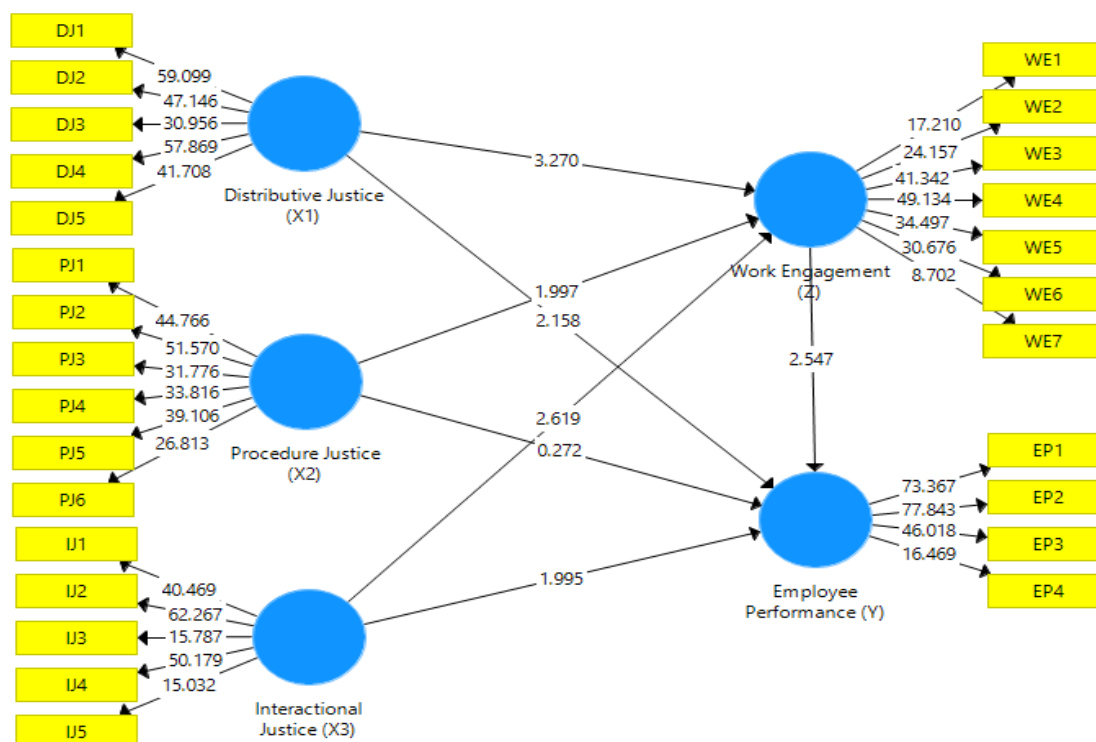


Figure 2. Test Results on the Model

Table 8. Test Results for Convergent Validity

Influence	Original Sample (O)	T Statistics (O/STDEV)	P Values
Distributive Justice (X1) → Work Engagement (Z)	0.446	3.270	0.001
Procedure Justice (X2) → Work Engagement (Z)	0.274	1.997	0.046
Interactional Justice (X3) → Work Engagement (Z)	0.274	2.619	0.009
Distributive Justice (X1) → Employee Performance (Y)	0.374	2.158	0.031
Procedure Justice (X2) → Employee Performance (Y)	-0.040	0.272	0.786
Interactional Justice (X3) → Employee Performance (Y)	0.227	1.995	0.047
Work Engagement (Z) → Employee Performance (Y)	0.423	2.547	0.011

The first hypothesis (H1) states that distributive justice influences work engagement, and the T statistics value of Distributive Justice influence (X1) on Work Engagement (Z) is 3.270 with a p-value of 0.001. The results show that the value of T statistics $>$ 1.96 and p-value $<$ 0.05, which prove significant influence of Distributive Justice (X1) on Work Engagement (Z), H1 is **accepted**.

The second hypothesis (H2) states that procedural justice influences work engagement, and the T statistics value of Procedural Justice influence (X2) on Work Engagement (Z) is 1.997 with a p-value of 0.046. The test results show that the value of T statistics $>$ 1.96 and p-value $<$ 0.05, which

prove significant influence of Procedural Justice (X2) on Work Engagement, H2 is **accepted**.

The third hypothesis (H3) states that interactional justice influences work engagement, and the T statistics value of Interactional Justice influence (X3) on Work Engagement (Z) is 2.619 with a p-value of 0.009. The test results show that the value of T statistics $>$ 1.96 and p-value $<$ 0.05, which prove significant influence of Interactional Justice (X3) on Work Engagement (Z), H3 is **accepted**.

The fourth hypothesis (H4) states that distributive justice influences employee performance, and the T statistics value of Distributive Justice influence (X1) on Employee Performance (Y) is 2.158 with a p-value of 0.031. The test

results show that the value of T statistics > 1.96 and p-value < 0.05, which prove significant influence of Distributive Justice (X1) on Employee Performance (Y), H4 is **accepted**. The fifth hypothesis (H5) states that procedural justice affects employee performance, and the T statistics value of Procedural Justice influence (X2) on Employee Performance (Y) is 0.272 with a p-value of 0.786. The test results show that the value of T statistics < 1.96 and p-value > 0.05, which prove significant effect of Procedural Justice (X2) on Employee Performance (Y), H5 is **rejected**. The sixth hypothesis (H6) shows that interactional justice affects employee performance, and the T statistics value of Interactional Justice influence (X3) on Employee Performance (Y) is 1.995 with a p-value of 0.047. The test results show that the value of T statistics > 1.96 and p-value < 0.05, which prove significant effect of Interactional Justice (X3) on Employee Performance (Y), H6 is **accepted**. The seventh hypothesis (H7) states that work engagement affects employee performance, and the T statistics value of Work Engagement influence (Z) on Employee Performance (Y) is 2.547 with a p-value of 0.011. The test results show that the value of T statistics > 1.96 and p-value < 0.05, which prove significant effect of Work Engagement (Z) on Employee Performance (Y), H7 is **accepted**.

DISCUSSION

This study found that distributive justice had a positive and significant effect on work engagement. The coefficient of influence value of 0.446 shows that high distributive justice is equal with high work engagement, and vice versa. Based on these results it can be explained that the more employees get fair and appropriate payments, the prouder employees will be with their work. This is in line with the results of research conducted by Ozer et al. (2017) which concluded that distributive justice has a positive and significant effect on work engagement.

Furthermore, this study found that distributive justice had a positive and significant effect on employee performance. With the value of the influence coefficient of 0.374, it shows that the higher the distributive justice, the higher the employee performance, and vice versa. This is in line with the research conducted by Kalay (2016) resulting in the conclusion that distributive justice has a positive and significant impact on employee performance.

Procedural justice in this study was found to have a positive and significant effect on work engagement. With the value of the influence coefficient of 0.274, it shows that the higher the distributive justice, the higher the employee performance, and vice versa. This result supports the previous study conducted by Ozer et al. (2017) who found that procedural justice has a positive and significant impact on work engagement.

In this research, it was found that procedural justice had no effect on employee performance, or the hypothesis was rejected, with a coefficient value of 0.272 and a p-value of 0.786. This is in line with the results of previous studies conducted by Iqbal et al. (2017) who concluded that procedural justice does not have an influence on employee performance in the context of public sector organizations in Pakistan.

Moreover, this study found that interactional justice had a positive and significant effect on work engagement, with a coefficient of influence of 0.274. It shows that the higher the interactional justice, the higher the work engagement, and vice versa. This is in line with the results of previous studies conducted by Ozer et al. (2017) who proved that

interactional justice has a positive and significant influence on work engagement.

Interactional justice was also found to have a positive and significant effect on employee performance. With the effect coefficient value of 0.227, it shows that the higher the interactional justice, the higher the employee performance, and vice versa. This is in line with the results of previous studies conducted by Iqbal et al. (2017) which resulted in the conclusion that interactional justice has a positive and significant impact on employee performance. Work engagement in this study was found to have a positive and significant effect on employee performance. With the influence coefficient of 0.423, this shows that the higher the work engagement, the higher the employee performance, and vice versa. These results are in line with the results of previous studies conducted by Gupta et al. (2015) which resulted in the conclusion that work engagement has a positive effect on improving performance.

CONCLUSION

This study was designed to gain an understanding of organizational justice in PT. Telekomunikasi Indonesia, TBI Witel Sidoarjo East Central Java. The employees of PT. Telekomunikasi Indonesia, TBI Witel Sidoarjo East Java shows their positive perception in justice in the workplace. In general, justice in organizations has an influence on employee engagement at work and on their performance. This finding shows that an organization that has a fair work system will in turn have a positive impact on the organization.

IMPLICATION FOR FUTURE RESEARCH

This study aims to investigate the effect of the three aspects of organizational justice on work engagement and employee performance. Almost all of the research hypotheses were accepted, except the effect of procedural justice on employee performance. These results are empirical findings in the context of PT. Telekomunikasi Indonesia, TBI Witel Sidoarjo East Java located in Sidoarjo. This study suggests that future studies examine the mediating role of work engagement in existing models. In addition, future research should broaden the construction of this research by looking at other aspects of organizational behaviour that might provide differences in findings and results.

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