

The Mediating Role of Work Satisfaction on the Effect of Organizational Justice on Employee Engagement

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ABSTRACT

This research evaluates the mediation role of job satisfaction on the effect of organizational justice on employee engagement among temporary employees at Universitas Muhammadiyah Yogyakarta. The population of temporary employees at Universitas Muhammadiyah Yogyakarta is 213, and the sample was 70. The analysis employed Smart PLS 3.0. The results show that organizational justice affects job satisfaction, and job satisfaction significantly affects employee engagement. Job satisfaction has a mediation role in the effect of organizational justice on employee engagement among temporary employees at Universitas Muhammadiyah Yogyakarta. The benefit of the research is that improving employee engagement would be adequate by increasing both job satisfaction and organizational justice.

Keywords: Organizational Justice, Job Satisfaction, Employee Engagement, Temporary Staff.

INTRODUCTION

Before an organization is established, the first thing to do is develop strategies and goals that will be achieved when the organization is established [1]. The entry of humans in the era of globalization adds to the intense competition in various fields. The quality of work is now also a fierce competition where good performance and job satisfaction will undoubtedly be an added value sought after. Various assessments of the quality of job satisfaction can be seen from how the level of creativity, innovation, and productivity is carried out at work to feel and enjoy their work satisfaction. The higher the level of employee job satisfaction, this will undoubtedly encourage employees to flock to create innovations in doing their work.

According to [2], Human Resource (HR) has an essential role in every company's activity. The problem of human resources is central to the attention and based on the company's survival in the age of globalization. Their facilities and infrastructure will support the funding sources, but

without the support of HR professionals, the company issues will not be adequately resolved. Human resource is the key that must be considered for all needs. As the primary source, HR will ensure the implementation of company activities from planning to controlling. In a business environment changing with cep at, urging the company to acquire, improve and maintain the human resources that have the quality more necessary mobilization in harmony with environmental dynamics. Therefore, HR can mobilize a team; work processes can be developed, and HR becomes fundamental. The replacement and promotion of HR positions can essentially support the success of the organization. As the organization's driving force, HR is strongly influenced by the participants' attitude (participants). HR participation in the organization is regulated with the authority and responsibility that employees must realize by standards or benchmarks that are legalized and approved by employees and leaders.

Employees have an essential role in ensuring the development of the company. Employees must carry out tasks scheduled to reach employment goals and the best performance standards and assess their performance over a specific period. The description above proves that performance evaluation cannot be separated from the organization. Every organization will always try to improve the ability of its employees while hoping that the company's goals can be achieved. Good employee performance is the key to organizational success. A high level of employee participation is also needed. Employees who have great *engagement* will support their work and care about their work [3].

Employees' involvement can generate successful companies, one of which relates to performance. [4] states that if an employee feels related to the company, three general behaviors will increase, namely (3S) Say (positive dialogue about the organization), Stay (stay in the organization), and Strive (motivated to work seriously. Employee engagement is a psychological condition when employees are interested in the company's success and motivated to raise their performance to the next level in requirements. It shows that *employee engagement* is believed to transform individuals, teams, and companies [5].

The term " *employee engagement* " was argued by William Khan in 1990; *engagement* is the use of self-and got a work organization as a form of participation through physical, cognitive, and emotional use to hold their role in the workplace. *Employee engagement* is an emotional bond and between employees and the work of Their intellectual, organizations, managers, co-workers, or the interplay of their efforts to improve their policies in the workplace [6]. In line with this, *employee engagement* is a positive perspective, namely the perspective to complete work-related matters, which is indicated through *vigor* (energy and mental resilience in work), *dedication* (participation in work, as well as enthusiasm and challenges), and *absorption* (focused and happy in the task) [7].

In the run to the pie, affinity for employees is one of the aspects that influence employees' perception of organizational justice (*organizational justice*). A study conducted by [8] stated that procedural justice and distributive justice are estimates of *employee engagement*. In other words, when employees have great thoughts about justice in the organization, they will undoubtedly feel responsible or required to play their role fairly by giving up more than their level of *engagement*.

On the other hand, the lack of understanding of justice is often found in the organization. The perceived job satisfaction is an individual thing. Each individual will have a different level of satisfaction and value. The more relevant and many aspects of the job that provide output by the individual's wishes, then it certainly will be the higher the perceived level of satisfaction. The existence of job satisfaction meditation is an illustration of an assessment of the general attitude possessed by a person and its relationship to a person's level of job satisfaction. However, organizations usually miss one crucial point, where temporary employees are given leniency for making mistakes. So that their level of participation, discipline, sensitivity is weaker because they are considered only temporary employees who will leave the organization at any time.

This level of job satisfaction does not only apply to those permanent workers who have worked for an extended period. However, it also affects and applies to temporary staff who have a shorter time. This study aims to analyze and find out what is the role of job satisfaction mediation on the effect of organizational justice on the involvement of temporary staff working at the Universitas Muhammadiyah, which has the aim of producing Muslim scholars who have noble morals, are capable, confident, and able to improve their knowledge. Knowledge and technology and benefit the ummah, country, and society. HR in an agency plays an important role. One of the qualities of alumni is determined by the quality of human resources.

Given the critical role of HR, agency leaders are responsible for managing HR to apply the management system. As a result, they can effectively and efficiently achieve the goals that have been set together. This study aims to determine the effect of *organizational justice* on *employee engagement* in the Universitas Muhammadiyah Yogyakarta employees. This research would answer three main questions:

- (1) Does organizational justice significantly affect job satisfaction?
- (2) Does job satisfaction significantly affect employee engagement?
- (3) Does organizational justice significantly affect employee engagement?

The research model could be drawn as illustrates in figure 1.

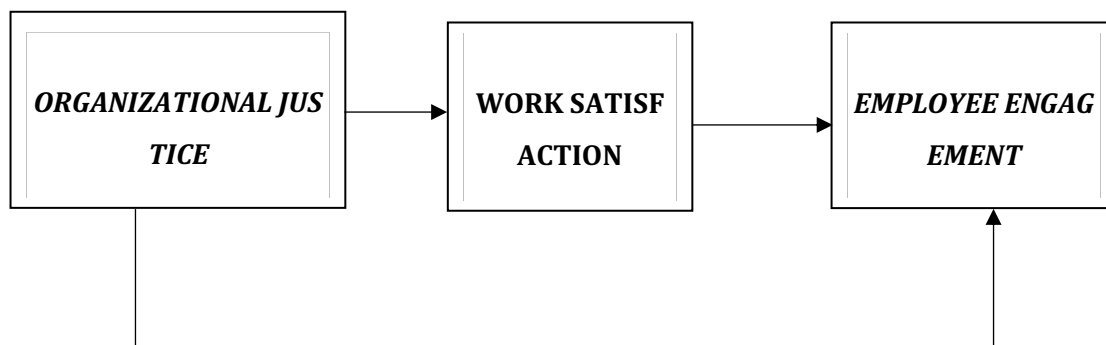


Figure 1. Research Model

RESEARCH METHODOLOGY

The design of this study is quantitative to evaluate the relationship between the variables, namely: organizational justice, job satisfaction, and *employee engagement*. The population of this research is 213 temporary employees of the Universitas Muhammadiyah Yogyakarta. The data was gathered from 70 temporary employees of Universitas Muhammadiyah Yogyakarta as

a sample group and was calculated with Slovin's formula. The sampling technique used in this research is convenient sampling or *accident sampling*. Questionnaires and interviews were used as instruments to measure the variables in this study. The data analysis employed SEM technique with PLS 3.0 series software [9] and [10].

Variables Development and Measurement

In order to evaluate the relationship between variables in SEM, the researcher should develop and measure the variables [11]. The development of variables started with defining the conceptual and operational variables. From the dimensions that have been developed, the researcher then determines the indicator to be measured. The measurement technique utilized was the Likert scale. The scale was between 1 to 5, with the interpretation as follows: 1 = very disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = very agree. Before the data was analyzed for testing the hypothesis, the instrument was examined for validity and reliability assurance.

Organizational Justice

[12] justice reflects the perceived fairness of an authority's decision-making. When employees perceive high levels of justice, they believe that decision outcomes are fair and that decision-making processes are designed and implemented fairly. Justice concepts can be used to explain why employees judge some authorities to be more trustworthy than others. Organizational justice consists of three dimensions: distributive justice, procedural justice, and interactional justice. Each of these dimensions is measured by three questions. The following is explained for the income of respondents' answers on the variable of Organizational Justice.

Job Satisfaction

[13] argued that job satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience. Job satisfaction consists of three dimensions: intrinsic satisfaction, extrinsic satisfaction, and overall satisfaction. The following is explained for the income of respondents' answers on the Job Satisfaction variable.

Employee Engagement

[14] define staff engagement as "positive angle management by the staff towards the organization and its price. An engaged associate staff is tuned in to the business context and works with colleagues to spice up a performance among the task for the organization's advantage. Employee engagement consists of three dimensions: intrinsic satisfaction, extrinsic satisfaction, and overall satisfaction. The following is explained for the income of respondents' answers on the Job Satisfaction variable.

Table 1. The Development and Measurement of Variables

	Variables	Indicator	Items	Questions
1	Organizational Justice [12]	<i>Distributive Justice</i>	OJ1	Provide compensation to employees based on their respective contributions
			OJ2	Provide equal compensation to every employee.
			OJ3	Provide allowances based on the needs of each employee
		<i>Procedural Justice</i>	OJ4	Fairness to opportunities for subordinate aspirations
			OJ5	Fairness to procedures results in rules that apply equally to all employees.
			OJ6	Fairness to company procedures in enabling feedback
		<i>Interactional Justice</i>	OJ7	Fairness to superiors in providing feedback opportunities
			OJ8	Fairness to superiors in treating subordinates
			OJ9	Fairness to superiors in paying attention to the rights of subordinates
2	Job Satisfaction [13]	Intrinsic	JS1	The work performance received is by its performance.
			JS2	Current job authority according to position and responsibility
			JS3	feel honored to work in this organization
		Extrinsic	JS4	company policy is fair enough
			JS5	The company provides full support to every employee.
			JS6	The compensation provided by the company is by the workload and position.
		General Satisfaction	JS7	The company values every employee
			JS8	The current state and design of the office are pretty comfortable for work.
			JS9	there is a compact work team in my current company
3	Employee Engagement [14]	Strength	EE1	At work, I feel full of energy.
			EE2	At work, I feel strong and energized.
			EE3	I am enthusiastic about my work.
		Dedication	EE4	My work inspires me
			EE5	When I wake up in the morning, I feel like working.
			EE6	I feel happy when I work intensely.
		Absorption	EE7	I am proud of the work I do.
			EE8	I am immersed in my work.
			EE9	I get carried away at work.

Primary data processed (2020)

RESULTS AND DISCUSSION

Descriptive Analysis

Based on the study results, the descriptive of respondent characteristic can be illustrated in Table 1 as follow:

Table 2. The descriptive Characteristic of Temporary Employees at Universitas Muhammadiyah Yogyakarta

Respondent Characteristics	Indicators	Number	Percentage
Sex	Male	31	44.29%
	Female	39	55.71%
	Total	70	100.00%
Age	20 - 25 years	14	20.00%
	26 - 35 years	26	37.14%
	36 - 45 years	9	12.86%
	46 - 56 years	21	30.00%
	Total	70	100.00%
Years of service	< 5 years	37	52.86%
	6 - 10 years	5	7.14%
	11 - 15 years	4	5.71%
	16 - 20 years	4	5.71%
	> 20 years	20	28.57%
	Total	70	100.00%

Source: Frequency SPSS Output, Analyzed by Author

Based on Table 2 above, the temporary employees of the Universitas Muhammadiyah Yogyakarta have 39 female respondents (55.71%) and 31 male respondents (29%). Female temporary employees are more dominant than are males. The age range of temporary staff at Universitas Muhammadiyah Yogyakarta is majority aged between 26-35 years (37.14%), 20-25 years (20%), 46-56 (12.86%), and 36-45 (12.86%). The age of temporary employees is mainly at the age of 25-35 years. At that age, the skills and relationships that a person has been at their peak.

Based on the minimum number (1) and the maximum number (5), the respondents' perception score for each variable are as follows: 1.00 – 1.79 = Very Low, 1.80 – 2.59 = Low, 2.60 – 3.39 = Medium, 3.40 – 4.19 = Height, and 4.20 – 5.00 = Very High

Table 3. The average score Results of respondents' perception on each variable.

No	Variables	Score	Conclusion
1	Organizational Justice	3.94	High
2	Job Satisfaction	3.89	High
3	Employee engagement	3,92	High

Source: Primary data processed (2020)

Inferential Analysis

The final model that already fit is shown on Figure 2 as follow:

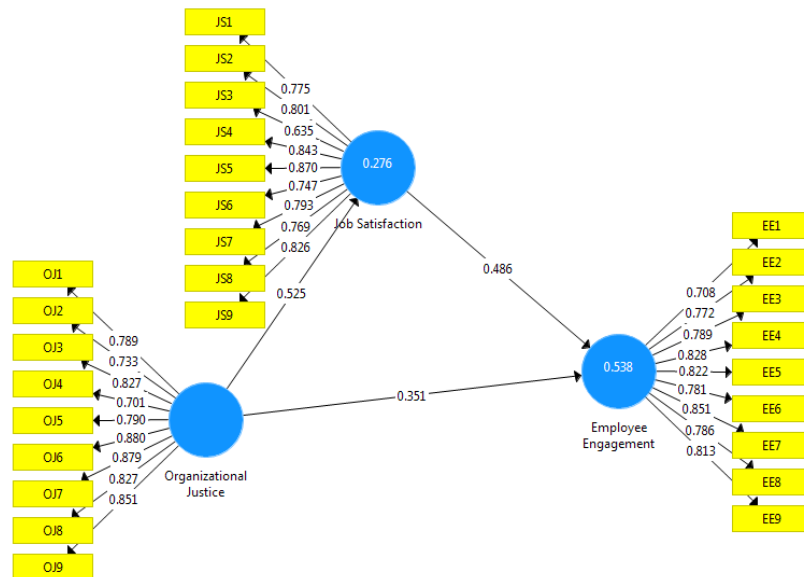


Figure 2. The Fit Model of SEM

Validity and Reliability Testing

Convergent validity is tested through the *loading factor* and *Average Variance Extracted (AVE)* numbers. Validity testing used loading factor analysis. All the items that have a loading factor $\geq$ of 0.5 are valid. Measurements can be categorized as having *convergent validity* if the loading factor number is more than 0.7 or above 0.5 - 0.6 is still acceptable, and the AVE number is more than 0.5 [15]. If the AVE number of all variables is above 0.5 and the loading factor above 0.5, all the indicators are valid. Table 4 shows that the model already fits because all the loading factors score $\geq$ 0.5 and the AVE score $\geq$ 0.05.

Table 4. The loading factor and AVE Score

Variable	Item	Loading Factor	p-value	AVE	Conclusion
<i>Organizational Justice</i>	OJ1	0.789	0.000	0.657	Valid
	OJ2	0.733	0.000		Valid
	OJ3	0.827	0.000		Valid
	OJ4	0.701	0.000		Valid
	OJ5	0.790	0.000		Valid
	OJ6	0.880	0.000		Valid
	OJ7	0.879	0.000		Valid
	OJ8	0.827	0.000		Valid
	OJ9	0.851	0.000		Valid
Job Satisfaction	JS1	0.775	0.000	0.619	Valid
	JS2	0.801	0.000		Valid
	JS3	0.635	0.000		Valid
	JS4	0.843	0.000		Valid
	JS5	0.870	0.000		Valid
	JS6	0.747	0.000		Valid
	JS7	0.793	0.000		Valid
	JS8	0.769	0.000		Valid
	JS9	0.826	0.000		Valid
Employee Engagement	EE1	0.708	0.000	0.633	Valid
	EE2	0.772	0.000		Valid
	EE3	0.789	0.000		Valid
	EE4	0.828	0.000		Valid
	EE5	0.822	0.000		Valid
	EE6	0.781	0.000		Valid
	EE7	0.851	0.000		Valid
	EE8	0.786	0.000		Valid
	EE9	0.813	0.000		Valid

Source: Primary data processed (2020)

After the model found fit, the construct reliability test was also done with Cronbach's Alpha and Composite Reliability (CR), as shown in Table 5. The model is reliable if Cronbach's Alpha ≥ 0.7 and CR ≥ 0.5 . Based on Table 5, all the results show that the model is fit.

Table 5. Construct Reliability test Results

	Cronbach's Alpha	Composite Reliability	Conclusion
<i>Organizational Justice</i>	0.935	0.945	Reliable
Job Satisfaction	0.922	0.936	Reliable
<i>Employee Engagement</i>	0.927	0.939	Reliable

Source: Primary data, processed, 2020

Hypothesis Testing

The hypothesis testing is based on the P-value from Table 6. The alternate hypothesis is accepted if the P-Value ≤ 0.05 .

Table 6. The Path Coefficient of the Final Model

Relationship Between Variables	The Direct Effect			Indirect Effect		
	Coefficient	T value	P- Value	Coefficient	T value	P- Value
Organizational Justice → Employee Engagement	0.351	2,124	0.034			
Organizational Justice → Job Satisfaction	0.525	5.455	0.000			
Job Satisfaction → Employee Engagement	0.486	3.341	0.001			
Organizational Justice → Job Satisfaction → Employee Engagement				0.255	2,341	0.020

Source: Primary data processed, 2021

The effect of organizational justice on employee engagement

Organizational justice has a significant and positive effect on temporary employee engagement at Universitas Muhammadiyah. This conclusion is based on a p -value of $0.034 \leq 0.05$. Organizational justice partially has a significant impact on employee engagement. Organizational justice's positive and significant effect on employee engagement indicates if the organization can distribute better justice such as distributive justice by employee perceptions. This research supports the research of Margaretha and Elisabeth (2012) found that procedural justice and distributive justice are positively related to job engagement and organizational engagement.

The effect of organizational justice on job satisfaction

Organizational justice has a significant and positive effect on temporary employee job satisfaction at Universitas Muhammadiyah. This conclusion is based on a p -value of $0.000 \leq 0.05$. Organizational justice partially has a significant effect on job satisfaction. Organizational justice's positive and significant effect on job satisfaction indicates if the organization can distribute better justice, such as distributive justice by employee perceptions.

Employees' perception of organizational equality should influence employee job satisfaction. This result means that the stronger the sense of corporate equality experienced by the employee, the greater the employee's job satisfaction. This result is in line with the philosophy of equity, where employees estimate whether the organization is balanced by equating employee participation in the organization with the results submitted by the organization.

[16] prove that job satisfaction is people's assumptions about whether an industry can fulfill the wishes of employees. [17] explain that by producing equality for all units so that job satisfaction is realized within organizational units because if an individual feels he is treated in a balanced way, he will produce a sense of satisfaction. The results of [18] formulated that if employees feel they are treated in a balanced way by their leaders, it will result in the sense of

satisfaction for employees. Employee job satisfaction is strongly influenced by legal equality in the industry in which they work.

The effect of job satisfaction on employee engagement

Job Satisfaction has a significant and positive effect on temporary employee engagement at Universitas Muhammadiyah. This conclusion is based on a p -value of $0.001 \leq 0.05$. Job satisfaction partially has a positive and significant effect on employee engagement. Job satisfaction's positive and significant effect on employee engagement indicates if the organization can distribute better justice such as distributive justice by employee perceptions. The results in this study are in line with the opinion of [19], which states that job satisfaction will affect employee motivation and engagement, and behavior as members of a good organization. The higher the job satisfaction, the more employees will have a high engagement as well. The results of this research are in line with the findings of [20] who found that job satisfaction is positively correlated with employee engagement. Not only that, Maarif and Kartika (2014) argue that job satisfaction is a person's actions, feelings, and attitudes towards aspects of the profession as well as areas of activity and individual interactions outside the profession.

The mediating role of job satisfaction on the effect of job satisfaction on employee engagement

The results show that organizational justice has a positive and significant effect on employee engagement through job satisfaction. This shows that the better organizational justice received by employees and supported by job satisfaction, the higher the employee engagement. The probability of $0.020 \leq 0.05$ pieces of evidence this result. It means that job satisfaction has a mediation role in the effect of organizational justice on employee engagement.

This finding is in line with the research results conducted by [21], where the research findings reveal that job satisfaction has a significant effect on employee engagement. This finding is also in line with research [22].

CONCLUSION AND RECOMMENDATION

Conclusion

1. Organizational justice has a positive and significant effect on employee engagement of temporary employees at the University of Muhammadiyah Yogyakarta. This result can be interpreted that the higher the organizational justice felt by the employees, the higher the employee engagement.
2. Organizational Justice has a positive and significant effect on the job satisfaction of temporary employees at the University of Muhammadiyah Yogyakarta. These results can be interpreted that the higher organizational justice perceived by employees will increase job satisfaction.
3. Job satisfaction has a positive and significant effect on employee engagement of temporary employees at the University of Muhammadiyah Yogyakarta. These results indicate that the higher the job satisfaction felt by employees, the higher the employee engagement.
4. Organizational justice has a positive and significant effect on employee engagement mediated by job satisfaction of temporary employees at the University of Muhammadiyah Yogyakarta. These results indicate that the higher the organizational

justice felt by temporary employees, the higher job satisfaction will be to increase employee engagement.

5. This study also aims to reconfirm the results of the descriptive assessment, which found that most of the University of Muhammadiyah Yogyakarta employees have given a high assessment of the organizational justice variable with the positive influence of organizational justice on employee engagement.
6. Based on the results of data processing that has been carried out, this study shows that the influence of organizational justice on employee involvement mediated by job satisfaction has a high rating.

RECOMMENDATION

The future research agenda is recommended to add the consequences of employee engagement. The research limitation is that the research was conducted in the early of covid-19 so the respondent was scheduled in shift work and part of them worked from home.

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