

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL JUSTICE ON WORK ENGAGEMENT
THROUGH JOB SATISFACTION
(A STUDY ON PITA MAHA GROUP)**

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Abstract

Based on the phenomenon observed at Pita Maha Group, issues were identified regarding employee work engagement, specifically in the aspects of vigor and dedication. Additionally, a research gap was found, with some results showing significant effects while others were insignificant. This study aims to re-examine the influence of perceived organizational justice on work engagement through job satisfaction. This study employs a causal research model with a quantitative approach and was conducted on Pita Maha Group employees, using a sample of 201 respondents. Sampling was determined using proportionate random sampling. Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results of the study indicate that perceived organizational justice have a positif and significant effect on work engagement, while job satisfaction also positively and significantly affects work engagement. Additionally, perceived organizational justice positively and significantly influence job satisfaction, and job satisfaction can mediate the relationship between perceived organizational justice and work engagement. These results illustrate that as employees perceived organizational justice improve, their job satisfactions increases, leading to higher engagement with both their work and the organization. Further research is encouraged to explore additional variables beyond those examined in this study.

Keywords: perceived organizational justice, work engagement, job satisfaction, Pita Maha Group, SEM-PLS

INTRODUCTION

The success of an organization in achieving its goals in accordance with its established vision and mission cannot be separated from the Human Resources (HR) owned by the organization. Wijayati et al. (2020) stated that Human Resources (HR) are a fundamental element for the sustainability of an organization in the business world. Human resources who are able to adapt to global developments in the current era of modernization can help companies compete internationally (Aprilianingsih & Frianto, 2022). The role of HR is crucial in an organization, meaning that the organization needs employees who are productive, behave innovatively, work enthusiastically, and dedicate their energy and thoughts fully to their work (Hutomo & Darmawan, 2011).

Pita Maha Group is a company engaged in the accommodation (lodging) services sector. Operational activities at Pita Maha Group cannot be separated from the important role of Human Resources, especially employees. Employees are required to provide the best service to customers, as customer satisfaction is the main priority. To provide the best service to customers, the company requires employees who are fully engaged in their work or committed to their roles. The pre-research survey was conducted with 3 (three) resort managers from 3 (three) hotel units within the Pita Maha Group, who served as the resource persons: Hotel Tjampuhan & Spa, Pita Maha Resort, and The Royal Pita Maha. The results of the pre-survey, conducted using the interview method, indicate that there are issues related to employee work engagement. Problems in the aspects of vigor and dedication are evident when performing tasks, as several employees lack high enthusiasm and passion in completing their work.

Increasing work engagement is closely linked to the attention given by the organization to employees, as this will encourage employees to contribute to their work with enthusiasm, energy, and focus in completing their tasks. Nugroho & Savira (2019) stated that work engagement is one of the vital psychological factors that motivate an individual to perform work, characterized by vigor, dedication, and absorption. High work engagement in employees will help the organization progress and thrive in facing ongoing business competition (Amor et al., 2020). Stacy Adams introduced the equity theory, which suggests that employees compare the ratio of their work input to the outcomes they receive. Employee perceptions of fairness in the organization will lead to job satisfaction and greater commitment to their work (Pratama, 2014).

According to Greenberg (in Noruzi et al., 2010), perceived organizational justice is a concept that reflects employees' perceptions of the extent to which they are treated fairly within the organization. Matteson et al. (2021) stated that when organizations ensure fair and honest treatment, polite interactions, ethical and impartial decision-making, and equitable benefits and compensation packages, while also sharing necessary information and feedback with employees, those employees will become more enthusiastic, motivated, and increasingly engaged in their work. The study by Piotrowski et al. (2021) showed a positive and significant direct effect between the

perception of organizational justice and work engagement, meaning that work engagement increases when employees' perception of organizational justice is high. However, research by Afolabi and Ibrahim (2021) indicated that while organizational justice impacts work engagement, its influence varies depending on contextual and individual factors. Additionally, Zhang et al. (2022) found that the relationship between organizational justice and work engagement can be influenced by mediating variables such as job satisfaction and social support. The study by Hamzah et al. (2022) concluded that although organizational justice plays an important role, its impact on work engagement can vary based on organizational conditions and individual characteristics. Another study by Kumar and Singh (2023) showed that distributive and procedural justice are not always strongly correlated with work engagement, with mediating variables like job satisfaction playing a more dominant role.

Another factor that influences work engagement is job satisfaction (Rugiyanto, 2018). Job satisfaction is a person's positive feeling that their work will fulfill the expected values (Asbari et al., 2020). Employees who experience job satisfaction tend to work carefully, independently, maintain a positive attitude towards the organization, and are less likely to accumulate work. One of the factors influencing employee job satisfaction is the perception of justice they feel within the organization (Sethi et al., 2018). Organizational support in the form of justice applied within the organization can enhance employees' positive attitudes towards the organization and have a significant impact on job satisfaction (Yuwono et al., 2020).

Based on the phenomena and research gaps, there are some that are not significant and some that are significant, so this study wants to re-examine the influence of perceptions of organizational justice on work engagement through job satisfaction at Pita Maha Group.

RESEARCH METHODS

Population and Samples.

The population in this study consisted of all employees of Pita Maha Group, totaling 402 people spread across 3 (three) work units: Hotel Tjampuhan & Spa, Pita Maha Resort, and The Royal Pita Maha. The number of samples in this study was determined using the Slovin formula (Sugiyono, 2019:137), which resulted in 201 people. The sampling technique used was proportionate random sampling, a technique in which all members have the same opportunity to be selected based on their proportions.

Variables and operational definitions

The exogenous variable in this study is perceived organizational justice (X), the endogenous variable is work engagement (Y), and the mediating variable is job satisfaction (Z). Perceived organizational justice refers to the fairness felt by Pita Maha Group employees regarding decisions made by their superiors. Perceived organizational

justice variable is measured using dimensions based on Ohana & Mayer (2010) and Banerjee & Banerjee (2013), which consist of 3 (three) dimensions: distributive justice, procedural justice, and interactional justice.

Job satisfaction in this study refers to the feelings, attitudes, and perceptions of Pita Maha Group employees towards their work, both as a whole and from specific aspects of their work, which result in pleasant emotions for the individual. The construct of job satisfaction is measured based on the Minnesota Satisfaction Questionnaire (Weis et al., 1997) using 3 (three) indicators: intrinsic satisfaction, extrinsic satisfaction, and general satisfaction.

Work engagement in this study refers to the response of Pita Maha Group employees to the level of engagement they have towards their work. The work engagement variable is measured using dimensions based on Bakker & Leiter (2010), Wirawan et al. (2020), and Toth et al. (2020), which consist of 3 (three) dimensions: vigor, dedication, and absorption.

The instrument used to collect data is a questionnaire. The questionnaire is a closed-ended type, consisting of various question items that will be answered by the respondents. The responses to the questionnaire use a Likert scale with 5 (five) points: strongly agree (SA), agree (A), neutral (N), disagree (D), and strongly disagree (SD). To reduce the tendency of respondents to answer hesitantly, hesitant responses were deliberately excluded from the alternative answer choices in this study.

Data Analysis

The data analysis technique used in this study is Structural Equation Modeling (SEM), specifically the variance-based or component-based SEM known as Partial Least Squares (PLS). SEM PLS analysis in this study was conducted using the Smart PLS 4 software application. Designing the measurement model (outer model) describes the relationship between latent variables and their indicators (Hair et al., 2017: 52). The evaluation of the measurement model is done through the convergent validity test, assessed based on the outer loading value. A research variable is considered valid if it has an outer loading value greater than 0.50 (> 0.50) (Hair et al., 2017). Discriminant validity is assessed based on cross-loading with latent variables. Composite reliability is measured using Cronbach's alpha, which estimates the reliability based on the correlation between indicators within the research variables. Data is considered reliable if it has a composite reliability value greater than 0.70 (Hair et al., 2017). Designing the structural model (inner model) describes the relationships between latent variables (Hair et al., 2017: 52). This study analyzes the relationship between exogenous variables, namely the perception of organizational justice (X), and the endogenous variable of work engagement (Y) through the mediating variable of job satisfaction (Z). The measurement model is assessed based on its validity and reliability.

RESULTS AND DISCUSSION

Respondent Characteristics

The results of distributing questionnaires using Google Forms to a sample frame of 201 employees showed that the number of returned and valid questionnaires for analysis was 116 respondents. This number was obtained from Phase I distribution, which returned 90 respondents, and Phase II distribution, which returned 26 respondents. SEM-PLS analysis requires a minimum sample of 50 respondents for hypothesis testing (Solimun et al., 2017). Therefore, this study analyzed 116 employees (a response rate of 57.71 percent). In terms of gender, the majority of respondents were male, with 72 respondents (62 percent), while 44 respondents (38 percent) were female. Regarding education level, the most respondents had a diploma-level education, with 42 respondents (36 percent), and the least had an elementary school education, with 1 respondent (1 percent). In terms of years of service, the largest group of respondents had a work tenure of 1-5 years, with 57 respondents (49 percent), and the smallest group had a work tenure of 11-15 years, with 5 respondents (4 percent).

Outer model and Inner model Evaluation

This study uses SEM (Structural Equation Modeling) analysis techniques based on components or variance, namely PLS (Partial Least Squares), with Smart PLS 4 software. The analysis is conducted in two stages: the Outer Model, which includes the following assessments: convergent validity, discriminant validity, and composite reliability, and the Inner Model.

Table 1. Outer loading

Variabel	Dimensi	Indikator	Outer Loading	Ket
Perceived Organizational Justice	Distributive justice	X1.1	0,868	Valid
		X1.2	0,828	Valid
		X1.3	0,719	Valid
	Procedural justice	X2.1	0,838	Valid
		X2.2	0,882	Valid
		X2.3	0,868	Valid
	Interactional justice	X3.1	0,899	Valid
		X3.2	0,875	Valid
		X3.3	0,902	Valid
Job Satisfaction	Intrinsic Satisfaction	Z1.1	0,632	Valid
		Z1.2	0,842	Valid
		Z1.3	0,855	Valid
		Z1.4	0,737	Valid
		Z2.1	0,704	Valid

Work Engagement	Extrinsic Satisfaction	Z2.2	0,851	Valid
		Z2.3	0,854	Valid
	General Satisfaction	Z3.1	0,853	Valid
		Z3.2	0,809	Valid
		Z3.3	0,732	Valid
		Z3.4	0,681	Valid
	Vigor	Y1.1	0,788	Valid
		Y1.2	0,784	Valid
		Y1.3	0,856	Valid
	Dedication	Y2.1	0,669	Valid
		Y2.2	0,866	Valid
		Y2.3	0,882	Valid
	Absorption	Y3.1	0,861	Valid
		Y3.2	0,792	Valid
		Y3.3	0,782	Valid

In Table 1, it can be seen that all indicators have an outer loading value of more than 0,50, indicating that the data in the study is valid. This means that the latent variables are able to explain more than half of the variance of the indicators on average and have met the convergent validity criteria.

Table 2. Discriminant Validity

	Perceived Organizational Justice (X)	Work Engagement (Y)	Job Satisfaction (Z)
X1.1	0,868	0,604	0,753
X1.2	0,828	0,598	0,749
X1.3	0,719	0,562	0,607
X2.1	0,838	0,614	0,755
X2.2	0,882	0,662	0,746
X2.3	0,868	0,685	0,794
X3.1	0,899	0,736	0,785
X3.2	0,875	0,654	0,842
X3.3	0,902	0,675	0,789
Y1.1	0,738	0,788	0,759
Y1.2	0,481	0,784	0,474
Y1.3	0,57	0,856	0,587
Y2.1	0,448	0,669	0,426
Y2.2	0,693	0,866	0,701
Y2.3	0,68	0,882	0,705
Y3.1	0,631	0,861	0,613
Y3.2	0,512	0,792	0,447

Y3.3	0,638	0,782	0,63
Z1.1	0,564	0,495	0,632
Z1.2	0,769	0,729	0,842
Z1.3	0,796	0,532	0,855
Z1.4	0,657	0,477	0,737
Z2.1	0,587	0,556	0,704
Z2.2	0,711	0,597	0,851
Z2.3	0,805	0,631	0,854
Z3.1	0,782	0,603	0,853
Z3.2	0,731	0,644	0,809
Z3.3	0,578	0,549	0,732
Z3.4	0,598	0,614	0,681

Table 2 shows that all items have a cross-loading correlation value with their latent variables that is greater than the correlation with other latent variables. Therefore, it can be stated that all constructs are valid in terms of discriminant validity or have met the criteria for discriminant validity.

Table 3. Cronbach's Alpha dan Composite Reliability

	Cronbach's alpha	Composite Reliability	R-Square
Perceived Organizational Justice	0,953	0,961	
Work Engagement	0,935	0,945	0,601
Job Satisfaction	0,927	0,939	0,791

Table 3 shows that all Cronbach's alpha and composite reliability values for each variable are greater than 0,7, so it can be stated that the data in the study are reliable. Next, the inner model is tested by considering the predictive relevance (Q^2) value, which is calculated using the R-squared values of the endogenous variables with the formula $Q^2 = 1 - \{(1-R_1^2)(1-R_2^2)\}$. The result is $Q^2 = 1 - \{(0,209)(0,399)\} = 1 - 0,083 = 0,917$. The Q^2 value in this study is 0.917, so it can be interpreted that the model is good, as it has relevant predictive power of 91.7 percent, meaning the model used can explain 91.7 percent of the information in the study. SEM-PLS analysis is also used for hypothesis testing as part of the inner model testing, as shown in Figure 2 and outlined in Table 4 below.

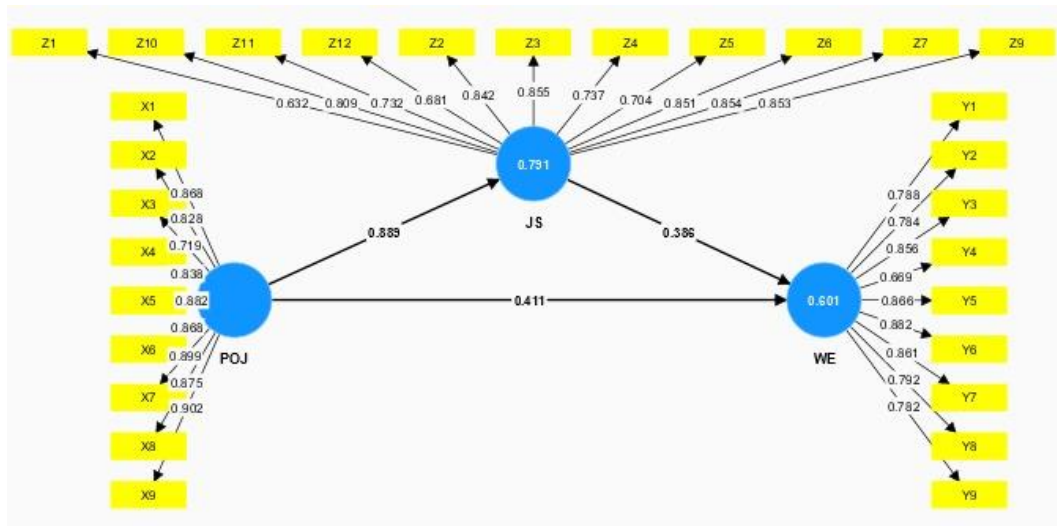


Figure 2. Research model - SEM -PLS

Table 4. Hypothesis Testing

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Test Results
Perceived Organizational Justice -> Work Engagement	0,411	0,183	2,246	0,025	Accepted
Job Satisfaction -> Work Engagement	0,386	0,177	2,181	0,029	Accepted
Perceived Organizational Justice -> Job Satisfaction	0,889	0,023	39,392	0,000	Accepted
Perceived Organizational Justice -> Job Satisfaction -> Work Engagement	0,343	0,160	2,141	0,032	Accepted

Table 4 provides information that all proposed hypotheses in the research model are accepted. This is evident from the t-statistics values for all variable relationships, which are greater than 1.96 ($t\text{-stat} > 1.96$). Additionally, the hypothesis testing is supported by p values smaller than 0.05 ($p\text{ values} < 0,05$). When these criteria are met, the proposed hypotheses are considered accepted. Hal ini menunjukkan bahwa kepuasan kerja mampu memediasi pengaruh persepsi keadilan organisasional terhadap keterikatan

kerja secara positif dan signifikan. Metode pengujian variabel mediasi yang digunakan mengacu pada Hair et al. (2017:248).

DISCUSSION

Perceived organizational justice has a positive and significant effect on work engagement. The results indicate that the better the employees' perception of organizational justice, the higher their engagement in their work and the organization. The perceived organizational justice of Pita Maha Group employees is categorized as good. To improve work engagement, this can be achieved by recognizing employees for the work they have done fairly, assigning workloads that match employees' abilities, making decisions that are easy for employees to understand, consistently applying performance assessment procedures, communicating every work-related decision to employees, and showing concern for employee rights and responsibilities in every decision made.

Job satisfaction has a positive and significant effect on work engagement. The results indicate that the higher the employees' job satisfaction, the higher their work engagement in Pita Maha Group. Employee job satisfaction at Pita Maha Group is categorized as satisfactory. To further increase work engagement, steps can include recognizing employees fairly for work accomplished, assigning workloads that match employees' abilities, making decisions that are clear to employees in each job, consistently applying performance assessment procedures, communicating every work-related decision to employees, and demonstrating concern for employee rights and responsibilities in every decision made.

Perceived organizational justice has a positive and significant effect on job satisfaction. The results indicate that the better employees perceive organizational justice, the more it enhances job satisfaction among Pita Maha Group employees. The perceived organizational justice of Pita Maha Group employees is categorized as good. To increase job satisfaction, steps can include fairly recognizing employees for their work, assigning workloads that match employees' abilities, making job-related decisions that are easy for employees to understand, consistently applying performance assessment procedures, communicating every work-related decision to employees, and demonstrating concern for employee rights and responsibilities in each decision made.

Job satisfaction mediates the effect of perceived organizational justice on work engagement. Perceived organizational justice has a positive and significant effect on work engagement, job satisfaction has a positive and significant effect on work engagement, and perceived organizational justice has a positive and significant effect on job satisfaction. Thus, it can be stated that job satisfaction significantly mediates the influence of perceived organizational justice on work engagement.

CONCLUSION

Perceived organizational justice has a positive and significant effect on work engagement. The better an employee's perception of organizational justice, the higher their engagement with their work and the organization within Pita Maha Group. Job satisfaction also has a positive and significant effect on work engagement; the higher an employee's job satisfaction, the more it enhances their work engagement within Pita Maha Group. Additionally, perceived organizational justice has a positive and significant effect on job satisfaction. The better an employee's perception of organizational justice, the greater their job satisfaction within Pita Maha Group. Job satisfaction effectively mediates the influence of perceived organizational justice on work engagement. Therefore, the better an employee's perception of organizational justice and the higher the job satisfaction experienced by Pita Maha Group employees, the more it enhances their work engagement within the organization.

In practice, the findings of this study can be used by Pita Maha Group's leaders as a reference and consideration in decision-making to enhance work engagement. Leaders should work to improve employee perceptions of organizational justice so that employees feel confident they are treated fairly within the organization. Assigning workloads that align with employee abilities can help employees feel more comfortable in their roles. Furthermore, leaders should focus on aspects related to job satisfaction, such as intrinsic, extrinsic, and general satisfaction, to foster a more engaged workforce. By addressing these areas, Pita Maha Group's leaders can strengthen employee work engagement.

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