
The Influence of Organizational Justice on Employee Engagement Mediated by Job Satisfaction at Aerospace Technology College Yogyakarta

Siska Ayu Andarini¹, Purbudi Wahyuni^{2*}, Yuni Siswanti³

Received: 19.02.2024 Reviewed: 29.02.2024 Accepted: 06.03.2024

Abstract

This study aims to analyze the effect of Organizational Justice on Employee Engagement Mediated by Job Satisfaction at the Sekolah Tinggi Teknologi Kedirgantaraan (STTKD) Yogyakarta. The type of research used is quantitative research. The population in this study was 159 employees, where the sample used was 114 employees. The data collection method in this study was a questionnaire measured by a Likert scale. The data analysis technique in this research is Path Analysis and Paired Sample Test on Permanent Employees and Contract Employees. The results of this study indicate that 1) There is a positive and significant effect of Organizational Justice variable on employee engagement at the STTKD Yogyakarta. 2) There is a positive and significant effect of Organizational Justice variable on Employee Engagement mediated by Job Satisfaction at the STTKD Yogyakarta. 3) There is a significant difference in employee engagement of permanent employees and non-permanent employees at the STTKD Yogyakarta.

Keywords: Organizational Justice, Employee Engagement, Job Satisfaction

1. Introduction

Engagement is often seen as the key to lifting an organization to a higher level within the company to run and achieve a successful business (Corace 2007). The concept of employee engagement and the concept of employee satisfaction are actually not much different, however, the concept of employee engagement is considered more important than the concept of employee satisfaction. Some research on employee engagement is still rarely conducted, such as in research (Zeidan and Itani 2020) in their research on growing employee involvement in organizations that employee engagement is perceived as employees who work harder, are willing to work extra, and are more enthusiastic about the work they do and the quality which they present to produce better results that drive the company's business growth.

Apart from that, organizational support, distributional justice and procedural justice are factors that influence employee engagement. In line with research of Ghosh, Rai, & Sinha (2014) which conducted a survey of bank employees in India covering the relationship between organizational justice and employee engagement referring to as proposed by Saks (2006) and regarding distributive, procedural and interactional justice developed by Niehoff and Moorman (1993) found that distributive and interactional justice took precedence over procedural justice in influencing employee engagement.

¹ UPN "Veteran" Yogyakarta, ayusiska95@gmail.com

² UPN "Veteran" Yogyakarta, purbudiwahyuni@upnyk.ac.id. *Corresponding author

³ UPN "Veteran" Yogyakarta, yunisiswanti@upnyk.ac.id

One of the factors that influences employee engagement is employee perceptions of Organizational Justice. Several studies that have examined the relationship between Organizational Justice and employee engagement include (Zeidan and Itani 2020), (Herminingsih 2017) as well as research by Meily Margaretha and T. Elisabeth Cintya Santosa (2012) which suggests that procedural justice and distributive justice are predictors of employee engagement. In other words, when employees have a high perception of fairness in their organization, it is certain that they feel obliged or obliged to act fairly in playing their role by giving greater than the level of engagement. On the other hand, low perceptions of justice may cause employees to withdraw and disengage themselves from their work roles. Fairness is also one of the working conditions in the engagement model. Robbins and Judge (2008) argue that organizational justice is a theory which says that a person's satisfaction depends on the individual feeling that there is justice (equity) or injustice (unequity) for a situation they are experiencing. Based on this explanation, the role of organizational justice as a predictor of employee engagement is mediated by job satisfaction, then job satisfaction will have an influence on employee engagement.

The phenomenon of employee engagement of employees Aerospace Technology College Yogyakarta (STTKD - Sekolah Tinggi Teknologi Kedirgantaraan), can be seen in vigor indicators, such as the lack of employee resilience in carrying out certain tasks for long periods of time. Employees easily get bored, because their work is monotonous and carried out over a long period of time. This is supported by employee engagement indicators regarding dedication, especially to work that is considered less challenging. Lack of job variety and job rotation causes employees to feel bored at work. If this is left unchecked, it can cause employees to become less focused at work, which can reduce the Absorption indicator.

Meanwhile, the phenomenon of organizational justice is mainly felt by employees regarding distributional justice. The current Covid-19 pandemic has caused massive changes to work schedules, causing work schedules, working hours and workloads to become less in line with employees' wishes, because employees also have to adjust to schedules for other activities. Meanwhile, the phenomenon of employee job satisfaction is felt by employees in financial satisfaction indicators, where economic conditions are currently difficult due to the Covid-19 pandemic, just relying on salaries from the company is not enough, where employees who are the backbone of the family on the one hand still have to find ways to able to meet the family's living needs, even though he feels worried about his ability to meet all existing demands. Apart from financial satisfaction, the psychological dimension is also a problem for some STTKD employees, especially in types of work that they feel do not provide challenges, which makes them more enthusiastic about doing their work.

The two phenomena regarding organizational justice and job satisfaction mentioned above can be proven from the phenomenon of absenteeism levels of STTKD employees in the last 5 months. This opinion confirm the research of Brooke, Russell, & Price (1988) which states that satisfaction has been widely researched as a predictor of absenteeism. Absence also shows how employees behave in receiving justice for organizational policies. The greater the injustice felt, the more uncomfortable the employees are, the higher the absenteeism rate tends to be.

2. Literature Review

2.1. Employee Engagement

The term employee engagement was first introduced by William Khan in 1990, who stated that engagement is the utilization of members of an organization for their work roles by using

and expressing themselves, both physically, cognitively and emotionally while carrying out their roles in the organization. According to Schaufeli and Bakker (2004), employee engagement is positive thinking, namely thinking about completing things related to work and is characterized by vigor (energy and mental resilience when working), dedication (participating in work experiencing a sense of enthusiasm and challenge), and absorption (concentration and enjoyment at work). An employee who has a high level of attachment to the organization has an understanding and concern for the organization's operational environment, and is able to work together to improve the achievements of the work unit/organization through cooperation between individual employees and management.

2.2. Organizational Justice

According to Farahbod, et al (2013) explain that Organizational Justice is defined as personal feelings about fair wages and benefits. Organizational Justice emphasizes managers' decisions, perceived equality, the effects of justice and the relationship between individuals and their work environment and describes individual perceptions of justice in the workplace.

2.3. Job Satisfaction

Sutrisno (2014) stated that job satisfaction is an emotional state that is pleasant or unpleasant for employees regarding their work. Job satisfaction reflects a person's feelings towards his job. So employee job satisfaction is the result of employees' perceptions of how their work can provide something that is considered important. This means that job satisfaction will be achieved if employees feel that what they get at work meets what is considered important.

2.4. Research Framework

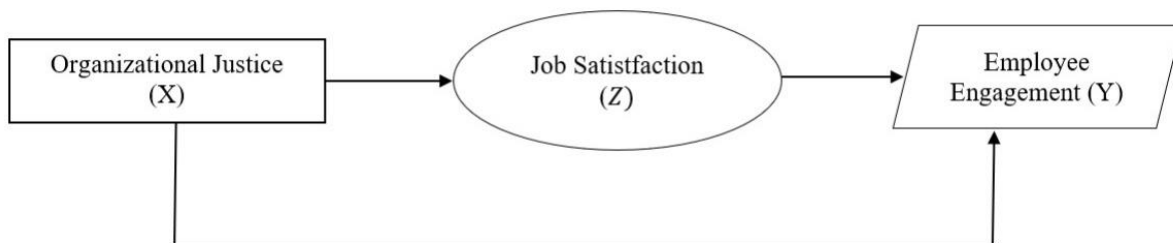


Figure 1. Research Framework 1

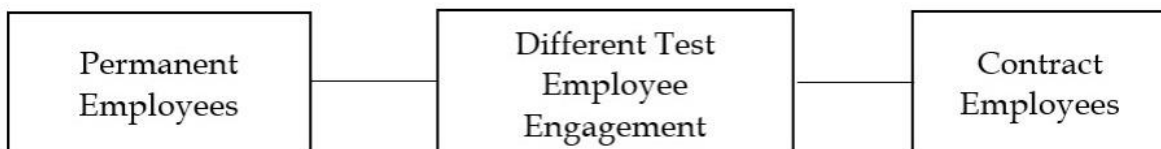


Figure 2. Research Framework 2

2.5. Hypothesis

H1. Organizational justice has a positive effect on employee engagement at the Yogyakarta Aerospace Technology College.

H2. Organizational justice mediated by job satisfaction has a positive effect on employee engagement performance at the Yogyakarta Aerospace Technology College.

H3. There is a difference in employee engagement of permanent employees and non-permanent employees at the Yogyakarta Aerospace Technology College.

3. Methods

This research is quantitative research that uses survey methods. The survey method is used because this method is usually used to collect data through a series of interviews or questions asked directly or indirectly. From this definition, the population in this study is all employees who work at the Yogyakarta Aerospace Technology College, totaling 159 people. The sampling technique used in this research was proportionate stratified random sampling. Proportionate sampling is used when different information is needed about strata in the population, which can be known to differentiate parameters (Uma Sekaran, 2013: 256). To calculate the determination of the number of samples from a certain population, the Solvin formula is used. Based on this formula, a sample can be calculated from a population of 159 people with an error rate of 5%, so the sample is 114 respondents. The data analysis technique used in this research is. In this research, descriptive analysis and quantitative analysis are used.

4. Result

4.1. Respondent Characteristics

There were 45 male respondents or 39.5% of the Yogyakarta Aerospace Technology College employees and 69 female respondents or 60.5% of the respondents.

The descriptive results based on age above show that the majority of employees at the Yogyakarta College of Aerospace Technology are aged between 20 - 35 years, namely 74.6%, aged between 36 - 50 years are 18.4%, 50 - 65 years are 5.3% and 18 - 20 years of 1.8%. From this data, it can be seen that most employees are aged 20-35 years. This is because when you are at that age, a person's abilities and relationships are at their peak. At the golden age of 20-35 years is the age for active workers to start reaping the rewards of what they have done since they first completed their education at college or high school. This age is also the most active age for socializing so that there are many connections, relationships and work networks that

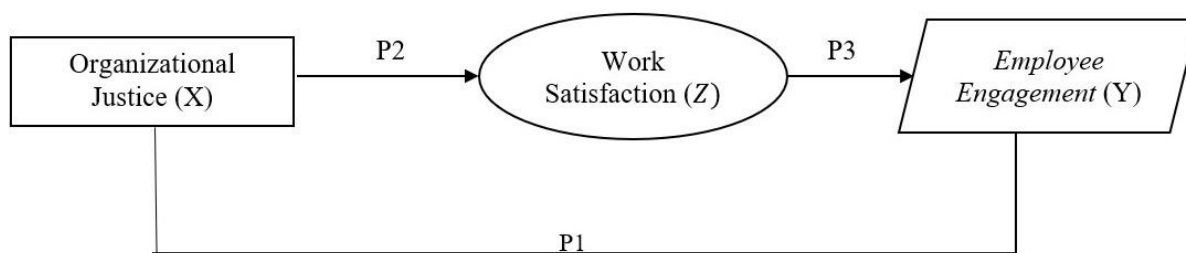


Figure 3. Path Analysis Model

are connected to each other. Meanwhile, when someone is over 50 years old, they have entered the senior age category. In general, someone at this age is the time when someone should pass on or share their knowledge, abilities and experiences while working with those who are younger. The majority of respondents who work at the Yogyakarta Aerospace Technology College are educational staff, namely 58 people or 50.9%, while teaching staff are 56 people or 49.1%.

Judging from employee status, it shows that there are 58 permanent employees or 50.9% and 56 contract employees or 49.1%. The majority of respondents' work period was between 6 - 10 years, namely 58 people or 50.9%. Meanwhile, work period between 1 - 5 years was 22.8%, and more than 10 -24 years was 26.3%. This shows that the employees of the Yogyakarta Aerospace Technology College have worked at the company for quite a long time, so they have sufficient experience and skills.

4.2. Data Analysis

Proposing a hypothesis in this research was carried out by means of path analysis. Path analysis is an extension of multiple regression analysis which aims to estimate the significant level of relationship between several variables and involves intervening/mediating variables (Ghozali, 2009). Path analysis is a multivariate method (more than one dependent variable) that can be used to estimate direct effects, indirect effects and total effects among several variables (Ghozali, 2009).

4.2.1.Path Analysis

4.2.1.1. The Effect of Organizational Justice on Job Satisfaction

The first simple linear regression analysis is to determine the effect of Organizational Justice on job satisfaction. The summary results of the multiple linear regression analysis can be shown in Table 1 as follows:

The equation model

$$z = f (x1)..... (1)$$

The results of multiple linear regression model I can be seen in Table 1. Based on Table 1, a multiple linear regression equation can be prepared, as follows:

$$Z= 1.152 + 0,551X$$

$$R \text{ square} = 0,304$$

$$Pe 1 = \sqrt{(1-0,304)} = \sqrt{0.696} = 0,834$$

Table 1. Results of Linear Regression Model I

Variable	Coefisient	Beta	t calculated	Sig-t
Constant	1.152			
Organizational Justice (X)	0.664	0.551	6.989	0.000
Coefficient of Determination (R ²)	0.304			
Dependent Variable: Job Satisfaction (Z)				

Source: Primary data processed, 2021

The result of the path coefficient (beta coefficient) for Organizational Justice is 0.551, indicating that the variable Organizational Justice (X1) has a positive influence on job satisfaction (Z), meaning that the better the Organizational Justice, the more job satisfaction will increase. The results of statistical calculations obtained a t count of 6.989 and a p value of $0.000 < 0.05$, meaning that there is a significant influence between Organizational Justice and job satisfaction.

Based on Table 1, it can also be seen that the coefficient of determination (R2 square) is 0.304. The coefficient of determination value is 0.304, so it can be interpreted that 30.4% of job satisfaction can be explained by the Organizational Justice variable. Meanwhile, the remaining 69.6% was influenced by other variables not included in the research model.

4.2.1.2. The Influence of Organizational Justice and Job Satisfaction on Employee Engagement

The second stage of multiple linear regression analysis explains the influence of Organizational Justice and job satisfaction on Employee Engagement. The summary results of multiple linear regression analysis can be shown in Table 2 as follows:

The equation model

$$Y = f(X, Z) \dots\dots\dots (2)$$

Based on Table 2, a multiple linear regression equation can be prepared, as follows:

$$Y = 0,409 + 0,488 X + 0,357 Z$$

$$R \text{ square} = 0,558$$

$$PE 2 = \sqrt{(1 - 0,558)} = \sqrt{0,442} = 0,665$$

The result of the path coefficient (beta coefficient) for Organizational Justice is 0.488, indicating that the variable Organizational Justice (X1) has a positive influence on employee engagement (Y), meaning that the better the Organizational Justice, the higher the effect on employee engagement and vice versa if Organizational Justice is worse. then it has an effect on lower employee engagement. The results of statistical calculations obtained a t count of 6.452 and a p value of $0.000 < 0.05$, meaning that there is a significant influence between Organizational Justice and employee engagement, thus the first hypothesis states ‘organizational justice has a positive effect on employee engagement at the Yogyakarta Aerospace Technology College’ supported.

Table 2. Multiple Linear Regression Results Model II

Variable	Coeffisient	Beta	t count	Sig-t
Constant	0.409			
Organizational Justice (X ₁)	0.570	0.488	6.452	0.000
Job satisfaction (Z)	0.346	0.357	4.721	0.000
Coefficient of Determination (R ²)	0.558			

Dependent Variable: Employee engagement

Source: Primary data processed, 2021

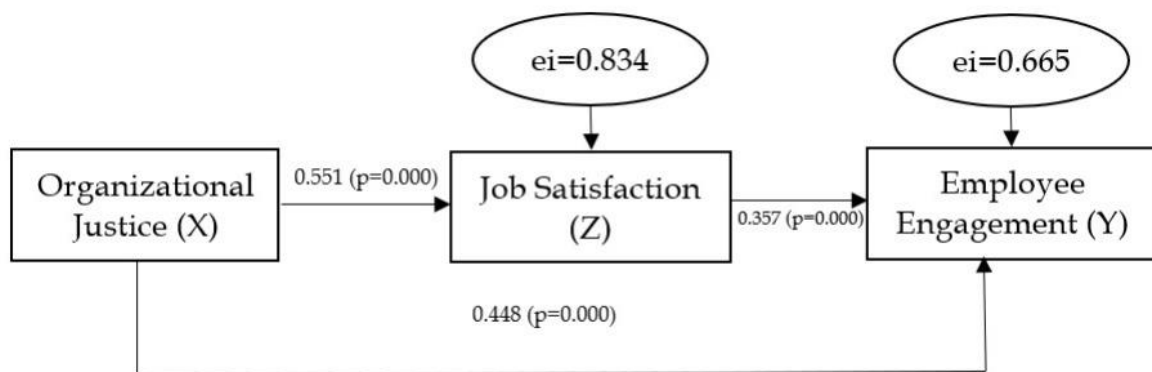


Figure 4. Path Analysis Results

The results of the path coefficient (beta coefficient) for job satisfaction are 0.346, indicating that the variable job satisfaction (Z) has a positive influence on Employee Engagement (Y), meaning that the higher the job satisfaction, the employee engagement will increase, and vice versa if the satisfaction is lower work, employee engagement will be lower. The results of statistical calculations obtained a t count of 4.721 and a p value of $0.000 < 0.05$, meaning that there is a significant influence between job satisfaction and employee engagement.

Based on Table 2 above, it can also be seen that the coefficient of determination (R2 square) is 0.558. The coefficient of determination value is 0.558, so it can be interpreted that 55.8% of Employee Engagement can be explained by the variables Organizational Justice and job satisfaction. Meanwhile, the remaining 44.2% was influenced by other variables not included in the research model.

4.2.1.3. Path Analysis Results

From the results of the two regression analyzes it can be summarized that the results of the direct effect (DE) between the independent variable and the dependent variable are as follows:

- ☑ The Effect of Organizational Justice on Job Satisfaction

$$X \longrightarrow Z : 0.551$$

- ☑ The influence of the variables Organizational Justice and job satisfaction on the company's Employee Engagement

$$X \longrightarrow Y : 0.488$$

$$Z \longrightarrow Y : 0.357$$

Indirect effect (Indirect Effect or IE) between the independent variable on the dependent variable through the mediating variable. The influence of organizational justice on employee engagement through job satisfaction:

$$X \longrightarrow Z \longrightarrow Y = 0.551 \times 0.357 = 0.197$$

A summary of the calculation of the direct and indirect influence of the variables Organizational Justice (X) and job satisfaction (Z) on employee engagement (Y) can be seen in Table 3.

The results of the analysis of the indirect influence of Organizational Justice on Employee Engagement through job satisfaction are 0.197, with a direct influence of 0.448 and a total influence of $0.448 + 0.197 = 0.748$. Based on the results of the Sobel test, it can be seen that the indirect influence of Organizational Justice on Employee Engagement of employees is through

Table 3. Direct Influence, Indirect Influence and Total Influence

Variable	Direct Influence		Indirect Influence		Total Influence	
	Job Satisfaction	Employee Performance	Job Satisfaction	Employee Performance	Job Satisfaction	Employee Performance
	(Z)	(Y)	(Z)	(Y)	(Z)	(Y)
Organizational Justice (X)	0.551	0.448	-	0.197	0.551	0.748
Sobel Test 1					t =3.738	
					sig=0.0001	

Source: Primary data processed, 2021

Table 4. t test results

Group	N	Mean	t test		Homogeneity	
			t	sig	F	Sig.
Permanent Employees	58	4.2929	5.290	0.000	3.649	0.059
Contract Employees	56	3.9246				

Source: Primary data processed, 2021

job satisfaction, the calculated t value = 3.738 and a p value of 0.0001, meaning the p value < 5% (0.0001 < 0.05). So it can be concluded that Organizational Justice has a significant effect on employee engagement through job satisfaction, thus the second hypothesis which states ‘Employee engagement mediated by job satisfaction has a positive effect on employee engagement performance at the Yogyakarta Aerospace Technology College’ is supported.

4.2.2. Independent Sample t Test

Independent sample t test was used to test differences in employee engagement of permanent employees and non-permanent employees at the Yogyakarta Aerospace Technology College. This test was carried out by dividing employees into two groups, namely 58 permanent employees while 56 contract employees with a total sample of 114 employees. The t test results are shown in Table 4.

Before carrying out the t test, a test of homogeneity of the level of data distribution between the two groups was first carried out. The results of the Homogeneity test obtained a statistical F value of 3.649 and $p=0.059 > 0.05$, so the employee engagement data in the two groups was distributed homogeneously, so the t test requirements met the criteria.

The results of the t test obtained a calculated t value of 5.290 and a probability (sig) of $0.000 < 0.05$, so it can be stated that there is a significant difference in the perceptions of permanent employees and contract employees regarding their employee engagement. Judging from the average value, it shows that permanent employees have higher employee engagement with an average of 4.2929 compared to contract employees who have an average of 3.9246. Thus, the third research hypothesis which states ‘there is a difference in employee engagement of permanent employees and non-permanent employees at the Yogyakarta Aerospace Technology College’ is supported.

5. Discussion

5.1. *The Influence of Organizational Justice on Employee Engagement*

The results of the research show that Organizational Justice has a positive and significant influence on Employee Engagement at the Yogyakarta Aerospace Technology College, (show the beta) it is proven that the p value is 0.000 smaller than 0.05, so H_0 is rejected and H_a is accepted, meaning that Organizational Justice partially has a significant influence. significant to Employee Engagement. The positive influence of Organizational Justice on Employee Engagement shows that if an organization is able to provide better justice, such as distributive justice which refers to employee perceptions of fairness with rewards and other valuable results distributed within the organization, procedural justice which focuses on the processes used to making decisions in the form of making existing regulations in the organization, giving punishments, etc., as well as interactional justice where the justice felt by employees is due to the process of interaction with other parties in the organization, both from leaders and co-workers, the higher the Employee Engagement that employees have which is characterized by high energy and mental resilience when working, dedication where there are feelings of meaning, enthusiasm, inspiration, pride and challenge, as well as a sense of fun at work which is manifested by full concentration, interest in work and difficulty disengaging from work, and vice versa, if the worse the organization provides justice for its employees, the lower the employee engagement its employees will have.

The results of this research are in accordance with the results of a descriptive assessment which found that the majority of STTKD Yogyakarta employees had given a high assessment of the Organizational Justice variable. This high assessment of Organizational Justice includes work schedules that are appropriate to the current job, overall the rewards received are appropriate to the job, feeling that the job responsibilities are in accordance with what is obtained, feeling that decisions made by superiors are carried out in an impartial manner, explaining the results of decisions. and providing additional information when requested, the supervisor provides a reasonable explanation for, showing concern for the employee's rights.

The influence of fairness perceptions on various work outcomes may result in part from employee engagement. In other words, when employees have a high perception of fairness in their organization, it is certain that they feel obliged or obliged to act fairly in playing their role by giving greater than the level of engagement. On the other hand, low perceptions of justice may cause employees to withdraw and disengage themselves from their work roles. Fairness is also one of the working conditions in the engagement model.

This research supports research by Margaretha and Elisabeth, (2012) who found that procedural justice and distributive justice are positively related to job engagement and organizational engagement.

The lowest employee assessment or perception is the indicator that they feel decisions made by their superiors are carried out in an impartial manner. An organization has a mission and vision that all employees and management want to achieve together, therefore every decision should be made fairly and not benefit just one party. Moreover, the Yogyakarta Aerospace Technology College consists of various divisions that have different roles and responsibilities, so procedural justice needs to be improved, for example superiors are willing to listen to all employee aspirations before making decisions, and superiors explain the results of decisions and provide additional information when employees request it.

5..2. The Influence of Organizational Justice on Employee Engagement Mediated by Job Satisfaction

The research results show that organizational justice has a positive and significant influence on employee engagement through job satisfaction. This shows that the better organizational justice received by employees and supported by job satisfaction, the higher employee engagement. This result is proven by a probability value below 0.05.

Judging from the descriptive data, it shows that the majority of employees have given a high assessment of organizational justice, a high assessment of job satisfaction and a very high assessment of employee engagement. Good organizational justice indicators such as distributional, procedural and interactional justice can increase employee job satisfaction. Job satisfaction is very high because almost all employee needs are met, including receiving a salary in accordance with the responsibilities given, a conducive work environment, good cooperation with colleagues, superiors providing support to employees, and feeling happy with their work because it matches their abilities. . High job satisfaction has a positive impact on employee attachment to their work, this is shown by high work morale, not giving up easily when there are difficulties at work, being able to work for long periods of time at certain times, having strong mental resilience when working, feeling strong and tough in completing work, proud of his work, feels happy when he is working, really enjoys and is happy with his current job.

Organizational Justice is an important factor in achieving employee satisfaction, and job satisfaction as well as job satisfaction are factors that encourage employee engagement. This is in line with the results of research conducted by Sylvia Leonardo and Roy Setiawan (2017) where the research findings revealed that job satisfaction has a significant effect on employee engagement. Employees have a high perception of fairness in their organization, it is certain that they feel obliged or obliged to act fairly in playing their role by giving greater than the level of engagement, so that it can increase job satisfaction. Job satisfaction is a form of response from employees regarding work and various facilities provided by the company to support and increase the value of each employee. Employee job satisfaction is a factor that is considered important, because it can influence the running of the organization as a whole. The satisfaction felt by employees at work is an indication that employees feel happy in carrying out their work duties. Employees who feel satisfied with their work will have positive thoughts, namely thoughts about completing things related to work. Positive thinking at work includes vigor (energy and mental resilience when working), dedication (participating in work experiencing a sense of enthusiasm and challenge), and absorption (concentration and enjoyment at work).

5.3. Differences in Employee Engagement between Permanent Employees and Contract Employees

The test results show that there is a significant difference in employee engagement between permanent employees and contract employees. This means that employee status has a significant influence on their work engagement behavior. Permanent employees are employees who have status with career opportunities and a longer working period compared to contract employees, thus influencing employee engagement. This result is supported by the average value showing that permanent employees have higher employee engagement with an average of 4.2929 compared to contract employees who have an average of 3.9246.

In this modern business era, many companies use contract system policies for employees, but companies want optimal results from both permanent and contract employees. Where there are differences between contract employees and permanent employees, such as permanent employees already have a guarantee for the future, whereas contract employees do not have the security or stability that permanent employees have. The differences in situations faced by contract employees and permanent employees apparently also influence the level of employee engagement because research results show that there are significant differences, so that permanent employees will have higher employee engagement than contract employees. Permanent employees are associated with a longer working period, because there are no contractual ties during their working period. Length of work is the length of time a person has worked for an institution or company, and according to Dyne, Graham & Dienesch (1994) that a person tends to feel at home in their work environment if they have worked long enough, so that employees will feel comfortable with their work. Sari and Mulyana (2020) stated that the longer an employee's work period, the higher a person's behavior. This is related to attachment as an employee who continues to work in an agency so as to make positive efforts in the progress of the organization. The assumption is why the longer employees who are still on contract status have lower employee engagement scores, because the older they get, the more responsibilities a person takes on, because when an employee works but is still on contract status there is no guarantee that the employee's contract will be extended for another period. Furthermore, this can make employees bored, while their age continues to increase. So this can reduce the level of employee engagement in employees.

6. Conclusion and Suggestion

6.1. Conclusion

Based on the results of data analysis and discussion, several conclusions can be drawn, namely as follows: There is a positive and significant influence of the Organizational Justice variable on Employee Engagement of employees at the Yogyakarta Aerospace Technology College. This result can be interpreted as meaning that the higher the Organizational Justice felt by employees, the more Employee Engagement will increase. There is a positive and significant influence of the Organizational Justice variable on Employee Engagement which is mediated by Job Satisfaction at the Yogyakarta Aerospace Technology College. This result can be interpreted as meaning that the higher the Organizational Justice felt by employees, the more it will encourage good Job Satisfaction so that Employee Engagement will increase. There is a significant difference in employee engagement of permanent employees and non-permanent employees at the Yogyakarta Aerospace Technology College. Permanent employees will have higher employee engagement compared to contract employees.

6.2. Suggestion

Looking at the analysis and conclusions obtained, there are several things that the Yogyakarta Aerospace Technology College needs to pay attention to as consideration for determining the following policy:

The results of data processing for the organizational justice variable instrument, especially the indicators for decisions made by superiors, are carried out in an impartial manner with the lowest score, so the author's suggestion is that superiors should make every decision fairly and not benefit just one party. Procedural justice needs to be improved, for example superiors want to listen to all employee aspirations before making decisions, and superiors explain the

results of decisions and provide additional information when employees request it. The results of data processing for the job satisfaction variable instrument, especially indicators regarding work, are very interesting, with the lowest score, so the author suggests that employees will feel connected to their work if they work in a comfortable place, for example cleanliness, lighting and air circulation in the work space. quite good, there is a good relationship or cooperation with co-workers, superiors can provide support to their subordinate employees, and receive a salary commensurate with their abilities.

The results of data processing for the employee engagement variable instrument, especially the indicator of having strong mental resilience when working, has the lowest score, so the author's suggestion to organizations is to increase employee mental resilience, for example through employee development, such as building relationships of mutual trust, providing feedback and find solutions together. Apart from that, there is a significant difference in employee engagement between permanent employees and contract employees, providing recommendations for companies to pay attention to the level of welfare not only of permanent employees, but also of contract employees.

Bibliography

- Agung. 2005. *Metode Peneliti an Bisnis (Uji Validitas)*. Jakarta: LP3ES
- Ahmad Sani Supriyanto, dan Masyhuri Machfudz. 2010. *Metodologi Riset Manajemen Sumber daya Manusia*. Malang: UIN Maliki Press.
- Arikunto, 2010. *Manajemen Penelitian*. Jakarta: Rineka Cipta.
- Bakker, A. B. (2010). Work Engagement. In *Work Engagement: A Handbook of Essential Theory and Research*. <https://doi.org/10.4324/9780203853047>
- Bakker dan Schaufeli. 2004. Job Demands, Job Resources, And Their Relationship With Burnout And Engagement: A Multi-Sample Study. *Journal of Organizational Behavior*.
- Bakker dan Schaufeli. 2008. Employee engagement: An emerging concept in occupational health psychology. *Journal of Managerial Psychology*.
- Baumruk R., and Gorman B. 2006. *Why Managers are Crucial to Increasing Engagement*. Melcrum Publishing.
- Brooke, Paul P., Daniel W. Russell, and James L. Price. 1988. "Discriminant Validation of Measures of Job Satisfaction, Job Involvement, and Organizational Commitment." *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.73.2.139>.
- Budi, Triton Prawira. 2006. *SPSS13.0 Terapan; Riset Statistik Parametrik*. Yogyakarta: C.V Andi Offset.
- Cooper, D.R. & Schindler, P.S. (2014), *Business Research Method*, 12th edition, New York: McGraw-Hill.
- Colquitt, Jason.A. 2001. On The Dimensionality Of Organizational Justice : A Construct Validation Of Measure. *Journal Of Applied Psychology*, Vol. 86, No. 3
- Corace, Charles J. 2007. "Engagement - Enrolling the Quiet Majority." *Organization Development Journal*.
- Cropanzano R, et al. 2007. *The Management of Organizational Justice*. Academy of Management Perspectives.

- Crow, Matthew M., Lee, Chang-Bea., and Jin Joo, Jae. 2012. Organizational justice and organizational commitment among South Korean Police officers An investigation of job satisfaction as a mediator. *Policing: An International Journal of Police Strategies & Management*, 35(2) : 402- 423
- Cruceru, Raluca and Cristina Macarescu. 2009. Interactional Justice: The Link Between Employee Retention and Employment Lawsuits. *Romanian Economic and Business Review*.
- Dreher, G.F., & Dougherty, T.W. 2001. *Human Resource Strategy, a Behavioral Perspective for the General Manager*. Boston, USA.
- Fahrani, D., Wessiani, N. A., & Santosa, B. 2011. "Analisis Komitmen Organisasi Dan Employee Engagement Pada PT . SEMEN GRESIK (PERSERO) TBK." *Jurusan Teknik Industri*, no. June.
- Farahbod, F., Azadehdel, Mohammad R., and Jirdehi, M.N., (2013) Organizational Justice, Employee Trust and Organizational Support", *Journal of Business and Management Review*, Vol. 3. Hal 2-13
- Gede Dewa dan I Wayan. 2015. Pengaruh Keadilan Organisasional terhadap Kepuasan Kerja dan Turnover Intention pada Karyawan The Jayakarta Bali. *E-Jurnal Unud*. Vol.4. No. 11
- Ghosh, Piyali, Alka Rai, and Apsha Sinha. 2014. "Organizational Justice and Employee Engagement." *Personnel Review*. <https://doi.org/10.1108/pr-08-2013-0148>.
- Ghozali, Imam. 2012. *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: UNDIP.
- Greenberg, J. dan Baron, R.A. 2003. *Behaviour in Organizations Understanding and Managing the Human Side of Work*. New Jersey: Prentice-Hall International.
- Hermaningsih Anik. 2017. The Influence of The Organizational Justice and Trust to The Leader on Employee Engagement with Job Satisfaction as Intervening Variable. *Archives of Business Research*. Vol. 5. No. 2.
- Hewitt, Aon. 2015. "Aon Hewitt's Model of Employee Engagement." *Aon Empower Result*, no. January: 1-9. <https://www.aonhewitt.co.nz/getattachment/77046028-9992-4d77-868a-32fbf622fec6/file.aspx?disposition=inline>.
- Hughes dan Rog. 2008. *Talent Management, A Strategy for Improving Employee Recruitment, Retention, and Engegement within Hospitality Organization*. *International Journal of Contemporary Hospitality Management*.
- Ibrahim, M. E., & Perez, A. O. (2014). Effects of Organizational Justice, Employee Satisfaction, and Genderon Employees' Commitment: Evidence from the UAE. *International Journal of Business and Management*, 9(2). doi:10.5539/ijbm.v9n2p45
- Kari, A. 2013. The Effect of Job Satisfaction and Motivation on Employee Engagement of Administrative Staff of Bandung State Polytechnic. *Jurnal Ilmu Manajemen & Bisnis* 1(4):1-15.
- Kreitner, Kinicki. 2010. *Organizational Behavior*. New York: McGraw-Hill
- Lienardo Sylvia dan Setiawan Roy. 2017. Pengaruh Organozational Trust dan Job Satisfaction terhadap Employee Engagement pada Karyawan PT Bangun Wisma Sejahtera. *AGORA*. Vol. 5. No. 1
- Lind, and Tyler. 1988. *The Social Psychology of Procedural Justice*, Plenum Press, New York

- Margaretha Meily, Cintya Elisabeth. 2012. Keadilan Prosedural dan Keadilan Distributif sebagai Prediktor Employee Engagement. *Jurnal Manajemen*. Vol. 12. No. 1
- Nimalathasan, Balasundaram. 2010. "Job Satisfaction and Employees' Work Performance: A Case Study of People'S Bank in Jaffna Peninsula, Sri Lanka." *Management & Marketing - Craiova*, no. 1s: 43-47.
- Putra I Gede E.S.M , Indrawati A.D (2018) Pengaruh Keadilan Organisasional Terhadap Kepuasan Kerja Dan Komitmen Organisasional Di Hotel Ramaphala Ubud, *E-Jurnal Manajemen Unud*, Vol. 7, No. 4, 2018: 2010-2040
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617-635. doi:10.5465/amj.2010.51468988
- Rivai, Veinthal dan Sagala, Ella Jauvani. 2011. *Manajemen Sumber Daya Manusia untuk Perusahaan dari Teori ke Praktik*. Edisi Kedua. Jakarta: Raja Grafindo Persada.
- Robbins, P. Stephen. 2003. *Perilaku Organisasi*. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia, Jakarta.
- Robbins, Stephen P. dan Timothy A. Judge. 2008. *Perilaku Organisasi Edisi ke-12*, Jakarta: Salemba Empat.
- Robbin, Judge. 2015. *Perilaku Organisasi Edisi 16*. Jakarta. Salemba Empat
- Saks, A.M., (2006), Antecedents and Consequences of Employee Engagement *Journal of Managerial Psychology*, Vol. 21 Iss. 7 pp. 600 -619. Emerald Group
- Sani, Ahmad dan Vivin Maharani. 2013. *Metodologi Penelitian Manajemen Sumber Daya Manusia: Teori, Kuesioner, dan Analisis Data*. Malang: Uin Press.
- Sekaran, Uma. 2013. *Research Methods for Business*. Jakarta: Salemba Empat
- Siddhanta, A., & Roy, D. 2010. Employee engagement engaging the 21st century workforce.
- Sofyandi, Herman. 2013. *Manajemen Sumber Daya Manusia*. Yogyakarta. Graha Ilmu
- Sugiyono, 2007. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung. Alfabeta
- Sugiyono, 2008. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung. Afabeta
- Sugiyono, 2011. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung. Afabeta
- Sugiyono, 2012. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Alfabeta. Bandung.
- Sugiyono. 2014. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sutrisno E., 2014. *Manajemen Sumber Daya Manusia*. Cetak Ke Enam. Pranada Media Group, Jakarta.
- Tri Anggraeni dan Ariani Nury. 2015. Pengaruh Keadilan Oeganisasional pada Komitmen Organisasional dengan Kepuasan Kerja sebagai Variabel Intervening. *Management Analysis Journal* 4(4)

- Tritch, Teresa. 2003. "Engagement Drives Results at New Century." Gallup Management Journal Online.
- Yulianti Praptini. 2016. Procedural Justice, Organizational Trust, Organizational Identification dan Pengaruhnya pada Employee Engagement. Tahun 9. No. 3
- Zeidan, Susan, and Noura Itani. 2020. "Cultivating Employee Engagement in Organizations: Development of a Conceptual Framework." Central European Management Journal 28 (1): 99-118. <https://doi.org/10.7206/cemj.2658-0845.18>.

