

Analysis of the Effect of Justice, Perceived Organizational Support on Performance with Employee Engagement as Intervening Variable at PT. Brantas Abipraya

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ABSTRACT

The purpose of this research is to investigate the influence of justice on employee engagement, influence of perceived organizational support on employee engagement, influence of justice on performance, influence of perceived organizational support on performance, influence of employee engagement on performance, mediating influence of employee engagement on the relationship between justice and performance, and the mediating influence of employee engagement on the relationship between perceived organizational support and performance. This research employs a quantitative approach by distributing questionnaires to 202 employees of PT Brantas Abipraya using SmartPLS tools. The results of this study indicate that justice has a positive effect on employee engagement, perceived organizational support has a positive effect on employee engagement, justice positively affects performance, perceived organizational support positively affects performance, employee engagement positively affects performance, employee engagement positively mediates the effect of justice on performance, and employee engagement positively mediates the effect of perceived organizational support on performance

INTRODUCTION

The link between organization and individual performance suggests that organizations need high-performing individuals to achieve organizational goals, produce the products and services they prioritize, and to achieve competitive advantage. Individual performance is very important in achieving their goals by showing high performance results, being a source of satisfaction for themselves and for the organization. Individual performance is very important for the organization as a whole and for individuals themselves consisting of behavioral aspects and outcome aspects, individual performance is a core concept in work in organizations, can provide input in understanding and expanding the concept of individual performance (Sonnentag et al., 2010). In addition, the career of individuals who perform well will be much better than individuals with moderate or low performance (Scotter, 2000).

In achieving organizational performance, the role of individual performance is very important in addition to other resources owned by the organization. The achievement of organizational success can be measured by individual performance, the organization will succeed if individuals can do their core tasks (in role) and tasks outside their role (extra role). Borman (2003) says individual performance is divided into task performance (in role) and contextual performance (extra role). Task performance in the role, reflects the quality of an individual performing tasks required by the job as an effectiveness to contribute to the technical core of the organization. Contextual performance in its role when individuals involve themselves in their work roles, Further for every person's social actions to operate over what is anticipated in the organization's social and psychological milieu. (Borman, 2003).

In this study the authors took the object of research on employees of a State-Owned Enterprise engaged in Construction services, namely PT Brantas Abipraya, the company was chosen as the object of research with consideration, it is one of the state companies that provides services to the community and is a driver of development and the economy, based on this role the demands of employee performance are needed by the company. Employees are a corporation's most significant asset; the quality of the organization can determine a product's market success. In addition to creative methods and goods, employee performance has become critical to the organization's success. In essence, an excellent organization is one that has an adequate standard job life, may thrive employees, and produces qualified and competent personnel, Bakker, Albrecht, & Leiter (Bakker & Leiter, 2010).

The existence of organizational justice is an important issue for the success of an organization that is directly related to employee performance. Individuals in any position in the organization have a certain role according to their field of work, individuals provide their services to the organization according to the results of their work. Employee work results can be influenced by many factors, one of which is organizational justice which is one of the important factors in effective functioning for employees and the role of organizational justice can explain the results of organizational behavior. In previous research, the ties among perceptions of justice and work behavior shows that employee

performance can increase or decrease in relation to perceived outcomes which are strongly influenced by situational attitudes of employees. Whenever employees believe they are being handled differently, they will adjust their perspective, conduct, or both, becoming less effective or vice versa. In simple terms, an unequal allocation of work benefits against job inputs produces tension among individuals, which might eventually result in a decrease in labor inputs. Nasurdin (2007) states that distributive justice results in increased work role behavior, in another word when employees carry out their work social relationships between employees are an appropriate response to distributive justice.

The study of distributive and procedural justice is supported by Saks' study (Saks, 2006) which suggests that one of the antecedents in employee engagement research, when employees have a high perception of justice in the organization, they will be fair in performing their roles by providing a greater attitude and being attached to work. Vice versa, if there is a low perception of fairness, employees will withdraw and give up their jobs. So it can be understood that individuals who have a high perception of justice will provide reciprocal relationships, form real behaviors and positive attitudes in the work environment, coworkers and have a high attachment to their work and organization.

Saks' study suggests that Perceived Organizational Support (POS) is one of the antecedents in employee engagement research. POS will contribute to employees and care about their well-being shall be more attached to job and the organization as part of a reciprocal relationship and respond to fulfill their obligations to the organization by being more attached to their work. POS provides confidence that organizational values contribute to and care about employee well-being (Saks, 2006). POS will lead to good results through employee engagement because employees with high organizational support become more attached to their work and organization. In addition, if employees receive organizational support, they will maximize their ability to exceed the assigned task targets. So the relationship between POS and employee engagement will give more organizational benefits in reaching organizational goals. This study suggests that high POS among managerial professionals in organizations has implications for the nature of the psychological contract between workers and leaders so that individuals are more attached to work. Eisenberger (2008) developed the concept of POS in an attempt to represent the work relationship described by social exchange theory POS provides a positive attitude among employees by showing their performance, when employees feel sufficient socioemotional needs and real benefits, they will provide reciprocal relationships to their organization over time. In this study, there is still a need for further research related to employee performance to understand the underlying mechanism of perceived organizational support that results in changes in employee behavior. It is the author's consideration for further research that attitudes and behaviors in the workplace require other variables to identify positive outcomes associated with POS to consequences supported by the theory of social exchange theory. Some studies that examine the relationship between

POS and various types of performance are different types of performance. Organ (2006), argues that individual performance is multidimensional and consists of two types of behavior in the role of employees general beliefs to what extent employees feel that Their services are appreciated by their organization, and the organization is concerned about their welfare. Workers' loyalty to the organization and the attainment of its targets can be demonstrated by displaying a good attitude and performing behavior consistent with the organization's expectations. Employee actions serve as a stimulant, and they are arranged and evaluated to shape opinions about organizational support. This perception will instill faith in employees regarding the organization's gratitude for their contributions. Robbins (2015) also defines perceived organizational support as the extent that employees think the organization appreciates their efforts and is concerned about their well-being. Support from supervisors also has a significant influence on employee feelings to improve performance

Kahn (2023) broadly suggested the construct of employee engagement to understand employees' job perceptions in organizations, In their study employee engagement occurs when individuals are emotionally connected to others and are bound when they want to meet their needs according to job outcomes, can work together with colleagues and are able to develop potential in themselves. Employee engagement is a stern predictor of organizational performance. This is because individuals who are emotionally attached to the organization where they work have a high attachment to work and are enthusiastic about the success of the organization. They are willing to do extra things outside the work contract if needed to achieve organizational effectiveness as the ultimate goal of the organization by maximizing positive organizational concepts such as optimism, trust and attachment.

This research is based on the integration of social exchange theory used to understand individuals who have worked long enough must want rewards / rewards that are balanced with their contributions so far so that the applicability of perceptions of distributive justice, perceptions of organizational support and procedural justice can run optimally. Based on previous empirical research, there are limited consistent study results regarding justice and organizational support on performance, and further research is still needed on employee engagement as a mediator. Thus, it is known that the research phenomenon of analyzing the effect of justice, perceptions of organizational support on performance with employee engagement as an intervening variable at PT Brantas Abipraya, the purpose of this study is:

1. Examine the effect of fairness on employee engagement
2. Examine the effect of perceived organizational support (POS) on employee engagement.
3. Examine the effect of justice on performance
4. Examine the effect of perceived organizational support (POS) on performance
5. Examine the effect of employee engagement on performance
6. Examine effect of justice on performance with employee engagement as an intervening variable

7. Examine the effect of perceived organizational support on performance with employee engagement as an intervening variable.

LITERATURE REVIEW

Justice

Justice is separated into two categories: distributive justice and procedural justice. Distributive justice presupposes an equitable distribution of the assets of an organization. It shapes employees' perceptions of salary, promotions, and other consequences. According to Colquitt (2013), distributive justice is primarily concerned with the results of distributive decisions. The distributive justice method is rooted in structural issues. Structural causes are the guidelines and context of the environment in the process of making choices. Distributive justice refers to an employee's judgment of their or her own performance in comparison to that of others. According to Organ (2006), distributive justice is a theory that involves rank, seniority, manufacturing, effort, requirement and payment determination.. Tjahjono (2014) in their research revealed that the theory of distributive justice is part of a motivational theory called equity theory in which people re-examine the contributions made to the organization and what they get from the organization, then compare with other employees who are considered comparable. Distributive justice is something that applies transactionally between employees and the organization, this distributive justice is closely related to employee welfare so that it can be said to be very important for the organization and the employees themselves. Employees will expect the organization to be fair in providing the results of what employees have done for the organization, this is a benefit to motivate employees to work as well as possible.

Atmojo (2016) states that distributive justice is in the form of transactions between organizations and employees. employees will be encouraged to do a good job in the organization to get the welfare of life from the results provided by the organization over a long period of time, the fair distribution of work resources by the organization becomes so important to employees because it concerns the welfare of one's life. Meanwhile, procedural justice is a form of perceived normative principles such as the consistency of existing procedures for offering wages, being consistent with regulations, avoiding personal interests in the distribution process, timeliness, improving rules, rule representation, and ethics etc. Meanwhile, according to Greenberg (2003) Procedural justice is described as the sense of equality of choice-making in organizations held by people who are particularly concerned about generating fair decisions and believe that the company and its employees would both gain if procedures are carried out equitably. Procedural justice is a way of making decisions, and the idea of procedural justice is based on individual assessments of the rightness or wrongness of processes and techniques in making decisions that are significant to them or others regarding justice in terms of the laws that apply in the process of awarding. Procedural justice has to do with the justice of organizational procedures and the way decisions are made. These procedures often include promotions, performance reviews, awards, and decision-making criteria related to organizational way in this type of justice.

Procedural justice theory is concerned with the procedures used in organizations to distribute organizational outcomes and resources to its members. Researchers typically propose two theoretical explanations regarding the psychobiological processes underlying instrumental influence and rational concerns or structural components, the instrumental control or process perspective argues that procedures used in organizations will be perceived as fairer when individuals affected by a decision have the opportunity to influence the decision-making processes or offer input

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) refers to an employee's overall perception of how much the organization values contributions and concerns about employee wellbeing. Employees view POS as sure of the availability of support from the business when such help is required to support the execution of employee activities in order to run successfully and deal with environmental challenges in the workplace (Eisenberger, 2008). Basically, the organizational support provided to employees shows the organization's commitment to employees. This support is reciprocated by employees in the form of improving their performance when doing work. Organizational support in the form of compensation, promotion, training, security at work will be perceived by employees as a sign of organizational concern for employee welfare. Thus, employees reciprocate organizational support in the form of trust and develop positive behavior towards the organization. Perceived organizational support is the central idea of organizational assist theory. According to organizational support theory, in order to address emotional demands and estimate the rewards of increased exertion at work, employees build a broad perception of how much the organization respects their contributions and concerns about their state of health.

Organizational support is a level at which a person believes that the organization concerns about them, values their contribution, and offers them with guidance and assistance (Ahmad, 2018). Allen (Mackay, 2016) outlines organizational support as the extent to which the organization beliefs the contributions of workers and cares about them. According to Rhoades and Eisenberger perceived organizational support (POS) has aspects derived from its own definition, namely the appreciation given by the company for employee contributions and also its attention or concern for employee welfare. These aspects were developed into measurements based on indicators of perceived organizational support by Eisenberger (Eisenberger, 2008), namely appreciation, development, working conditions, welfare. While the factors that cause perceptions of organizational support are justice, supervisor support, organizational rewards and working conditions.

Performance

Employee performance in the workplace can be grouped into 2 types relating to official tasks (in role) and behavior outside the official role (extra role). In role performance is the technical skills and knowledge of employees with formal job performance requirements, when employees use those skills in producing things or services along with core technical processes, or if they complete specialized tasks that support their core job functions. In role

performance is very important in organizations because it drives organizational success. Task performance is the completion of assigned tasks and responsibilities. As a membership in the organization, employees can make a person in the life of the organization and promote a positive and comfortable image of the organization. In role performance for employees is a personal resource that is demonstrated by the ability to work, has unique skills so that It can help organizations achieve their goals by promoting a more comfortable and productive social environment. In this case, role performance is a performance metric that measures how well a person performs their official obligations in accordance with the job description. As stated by William and Anderson, the characteristics of in-role performance are formed into indicators such as accountability, official regulations, job expectations, assessment of performance, and job omissions. (Williams, 2010).

Extra role performance, when employees act voluntarily to help coworkers in a way that maintains good working relationships, into extra efforts to complete tasks on time. Extra role performance in its position in the organization is expected to promote team efficiency and enhance organizational collaboration and oversight by minimizing friction among organizational members and fostering a social and psychological environment that facilitates job performance. (Borman, 2003). Thus extra role performance is expected to increase organizational efficiency helping when necessary to maintain discipline, overcome communication difficulties, overcome the difference of demands, or provide more accurate monitoring of individual performance (Podsakoff, 2009). This will not be difficult if individuals can follow rules, take initiative, persevere on challenging assignments, effectively collaborate with others, or freely engage on behalf of the company to offer more to the company.. Extra role performance is measured by indicators of helping colleagues, doing things that benefit the organization, working without complaining, courtesy and respect, involving oneself in the organization, being responsible and considerate and caring about life in the organization

Employee Engagement

The role of employee engagement provides evidence for the effectiveness of the organization, one of which provides evidence of their level of attachment through their performance. Kahn defines employee engagement as the empowering of employees to their job duties; in engagement, workers demonstrate themselves mentally, intellectually, and emotionally through their performance. The importance of employee engagement in organizations is a strategic step for organizations to gain a competitive advantage, thus organizations will have high-performing and competent people at work (Khan & Jalees, 2023). Employee engagement is defined as a positive frame of mind and favorable attitude toward their work. Engagement is defined as a sincere and persistent condition of feelings and ideas that are not exclusively focused on specific items, events, individuals, or activities. (Petrou, 2018). Employee engagement is also demonstrated by the actions of employees who put greater dedication into their work and can operate with success and effectiveness in the workplace.

Employee engagement has three characteristics and indicators, which are: (a) Vigor, which is defined by a great deal of energy and mental agility while working, a drive to put forth effort in work, and keep firm despite numerous problems.. The behavior formed from this aspect such as, trying other alternatives when facing difficulties at work, employees try to maintain the quality of their work, and feel challenged when given many tasks by employees. (b). Dedication implies to a deep involvement in job and having a sense of significance, passion, and challenge at work.. The behavior formed from this aspect such as, employees take part in various activities to advance the company, employees try to submit tasks according to the time specified by the company, employees obey the rules that apply in the company, and employees try to complete their tasks even though it is difficult. (c) Absorption is defined as totally focusing and feeling absorbed in one's task, so that moment appears to fly by and it is impossible to get away from it. Employees who have a passion have a lot of energy and enthusiasm for their jobs. The behavior formed from this aspect is like, employees feel happy at work and focus on their work so that the working time felt by the employee passes quickly (Balducci, 2004). Factors that cause employee engagement according to Saks (2006) including job characteristics, perceived organizational support, recognition and appreciation, procedural justice, distributive justice, and employee engagement.

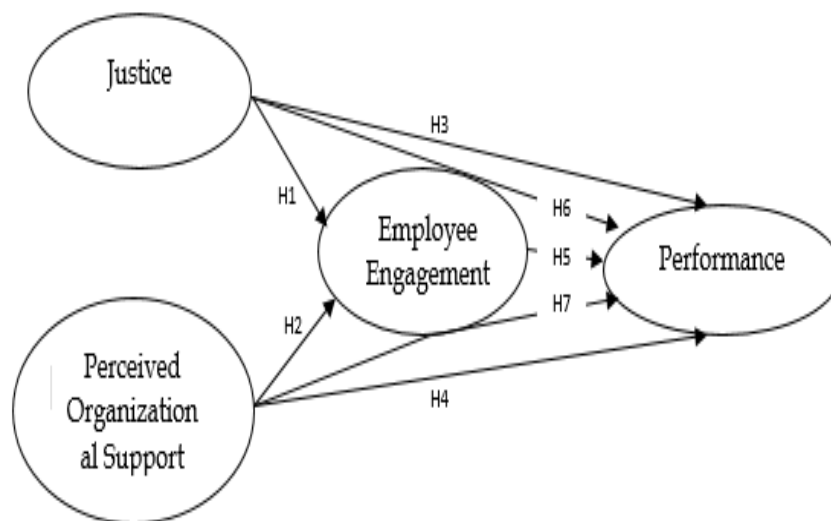


Figure 1. Conceptual Framework

Hypothesis

1. Justice affects employee engagement (H1)
2. Perceived organizational support affects employee engagement. (H2)
3. Justice affects performance (H3)
4. Perceived organizational support affects performance (H4)
5. Employee engagement affects performance (H5)
6. Justice affects performance with employee engagement as an intervening variable on performance. (H6)
7. Perceived organizational support affects performance with employee engagement as an intervening variable (H7)

METHODOLOGY

This research was conducted with a quantitative approach. Quantitative approach is used to examine data on particular populations and samples, by gaining data through research instruments and analyze it afterwards. The object of this research is all employees of PT Brantas Abipraya. This research was carried out at State-Owned Enterprise (BUMN) employees of PT Brantas Abipraya, data collection was carried out at the head office, and branch offices. This research was conducted from May 4 - August 4, 2023. The independent variables are justice (X1), perceived organizational support (X2), the dependent variable in this study is performance (Y), the mediating variable in this study is employee engagement (Z). The population in this study were permanent employees at the Regionally Owned Enterprise, namely PT Brantas Abipraya and its subsidiary PT Brantas Energi 642 people. The sample in this study according to Sekaran (2017) that the minimum sample size that must be met is 100 to 200 samples or the number of indicators multiplied by 5-10. The sample adequacy assumption in this study was 415 samples. The method used in drawing samples in this study is proportional purposive sampling, namely sampling that takes into account the consideration of elements or categories in the research population.

Primary data is obtained directly from the source, namely employees of PT Brantas Abipraya through questionnaires submitted to respondents. The questionnaire is an instrument for gathering information that involves giving participants a series of statements or written statements to answer, data processing techniques are carried out quantitatively, data collection is carried out in the form of a questionnaire (questionnaire) with the scale method. The statement items are measured using a Likert scale by selecting one value on a scale of one to five from (1) strongly disagree to (5) strongly agree. The questionnaire is the main tool for data collection in this study. The questionnaire contains a series of closed questions designed to measure the research variables. The questions in the questionnaire were arranged using a five-point Likert scale to measure the respondent's level of agreement with the statements given. The quantitative descriptive data analysis method is used in this study to describe or describe the data collected in the form of numbers. The aim is to provide an overview of the data, such as patterns, distributions, or basic characteristics of the variables studied with the help of a Structural Equation Model (SEM) based on Partial Least Square (PLS) or abbreviated as SEM-PLS. Each hypothesis will be analyzed using the SmartPLS application to test the relationship between variables. SEM - PLS is a viable alternative to employing SEM analysis when data does not distribute normally, hence SEM-PLS is referred to as a soft modeling approach whose requirements are less severe than those of SEM, for instance in regards to measurement scale, sample size, and residual distribution. (Sarwono & Narimawati, 2015). The respondent profile of this study is a permanent employee of the Regional-Owned Enterprise PT Brantas Abipraya and its subsidiary PT Brantas Energi as many as 202 people. The object of research is described based on gender, age, length of service, latest education and work unit.

Table 1. Research Object

	Category	Number of Respondents	Percentage
Gender	Male	157	77,72%
	Female	45	22,28%
	Total	202	100,00%
Age	< 25 years	12	5,94%
	26 - 33 years old	77	38,12%
	34 - 41 years old	54	26,73%
	42 - 49 years	29	14,36%
	> 50 years	30	14,85%
	Total	202	100,00%
Length of Service	< 3 years	22	10,89%
	3 - 7 years	59	29,21%
	8 - 12 years	62	30,69%
	13 - 17 years	32	15,84%
	> 18 years	27	13,37%
	Total	202	100,00%
Last Education	HIGH SCHOOL / VOCATIONAL SCHOOL	14	6,93%
	D3	34	16,83%
	S1	128	63,37%
	S2	26	12,87%
	Total	202	100,00%
Work Unit	Marketing Department	4	1,98%
	Production Department	8	3,96%
	Department of Finance	3	1,49%
	Human Capital Department	5	2,48%
	Business Development Department	3	1,49%
	QHSSE Department	2	0,99%
	Internal Supervisory Unit (SPI)	5	2,48%
	Company Secretariat	2	0,99%
	Operation Division 1	48	23,76%
	Operation Division 2	56	27,72%
	Operation Division 3	55	27,23%
	Equipment, Precast and Property Units	11	5,45%
	Total	202	100,00%

RESULT

Convergent Validity

Table 2. Loading Factor

	Justice	Employee Engagement	Performance	Perceived Organizational Support
x1.10	0,809			
x1.2	0,788			
x1.3	0,810			
x1.4	0,808			
x1.5	0,881			
x1.6	0,885			
x1.7	0,812			
x1.8	0,768			
x1.9	0,836			
x2.1				0,817
x2.10				0,800
x2.11				0,780
x2.12				0,862
x2.2				0,790
x2.3				0,842
x2.4				0,776
x2.5				0,844
x2.6				0,800
x2.7				0,842
x2.8				0,866
x2.9				0,781
y1.1			0,818	
y1.10			0,874	
y1.11			0,871	
y1.12			0,766	
y1.13			0,788	
y1.14			0,773	
y1.2			0,767	
y1.3			0,828	
y1.4			0,780	
y1.5			0,842	
y1.6			0,849	
y1.7			0,763	
y1.8			0,827	
y1.9			0,801	
z1.1		0,813		
z1.10		0,805		
z1.11		0,794		
z1.12		0,813		

Outer loadings measure the correlation between indicators and latent constructs. This shows how well each indicator reflects the measured construct. The minimum outer loading value that is considered ideal is ≥ 0.7 (Hair et al., 2021). Indicators with an outer loading below 0.7 should be considered for removal due to their low contribution to the construct. The table above shows that all values are above 0.7 so they are considered ideal.

Construct Reliability And Validity

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Justice	0,940	0,941	0,950	0,677
Employee Engagement	0,956	0,957	0,961	0,638
Performance	0,960	0,961	0,964	0,658
Perceived Organizational Support	0,955	0,955	0,960	0,668

A minimum Composite reliability value ≥ 0.7 indicates good reliability, a Cronbach's alpha value ≥ 0.7 is considered good and a minimum AVE value ≥ 0.5 indicates that the construct can explain more than 50% of the variance of its indicators. Cronbach's Alpha indicates the internal consistency of the construct. All constructs (Justice, Employee Engagement, Performance, Perceived Organizational Support) have values above 0.7 indicating high reliability. Composite Reliability is also above 0.7 for all constructs, which means these constructs are reliable in measurement. Average Variance Extracted (AVE), which measures convergent validity, shows values above 0.5 for all constructs, meaning that the latent variables are able to explain most of the variance of their indicators.

Discriminat Validity

Table 4. Fornell-Larcker Criterion

	Justice	Employee Engagement	Performance	Perceived Organizational Support
Justice	0,823			
Employee Engagement	0,979	0,799		
Performance	0,880	0,913	0,811	
Perceived Organizational Support	0,894	0,932	0,989	0,817

In the Fornell-Larcker Criterion, the The AVE for a given construct needs to be bigger than the correlation among it and other constructs. The discriminant validity is assured if the correlation value among the construct and its indicator is larger compared to the correlation between the remaining constructs. The results of the table above show that justice has a correlation with its own indicator of 0.823, higher than the correlation with its own indicators on other constructs, indicating good discriminant validity. The highest correlation was found between perceived organizational support and performance (0.989), indicating a strong relationship between perceived organizational support and performance.

Table 5. Cross Loading

	Justice	Employee Engagement	Performance	Perceived Organizational Support
x1.10	0,809	0,778	0,667	0,700
x1.2	0,788	0,774	0,750	0,751
x1.3	0,810	0,775	0,658	0,666
x1.4	0,808	0,771	0,627	0,644
x1.5	0,881	0,862	0,740	0,750
x1.6	0,885	0,862	0,803	0,803
x1.7	0,812	0,805	0,719	0,716
x1.8	0,768	0,794	0,783	0,801
x1.9	0,836	0,813	0,748	0,768
x2.1	0,705	0,799	0,754	0,817
x2.10	0,777	0,773	0,827	0,800
x2.11	0,623	0,674	0,811	0,780
x2.12	0,735	0,782	0,874	0,862
x2.2	0,733	0,811	0,772	0,790
x2.3	0,726	0,774	0,820	0,842
x2.4	0,703	0,715	0,768	0,776
x2.5	0,752	0,761	0,828	0,844
x2.6	0,820	0,797	0,780	0,800
x2.7	0,701	0,738	0,842	0,842
x2.8	0,759	0,774	0,849	0,866
x2.9	0,724	0,730	0,763	0,781
y1.1	0,721	0,771	0,818	0,837
y1.10	0,735	0,782	0,874	0,862
y1.11	0,766	0,796	0,871	0,834
y1.12	0,612	0,654	0,766	0,713
y1.13	0,672	0,709	0,788	0,735
y1.14	0,620	0,692	0,773	0,748
y1.2	0,698	0,713	0,767	0,773
y1.3	0,752	0,761	0,828	0,844
y1.4	0,820	0,797	0,780	0,800
y1.5	0,701	0,738	0,842	0,842
y1.6	0,759	0,774	0,849	0,866

y1.7	0,724	0,730	0,763	0,781
y1.8	0,777	0,773	0,827	0,800
y1.9	0,617	0,666	0,801	0,771
z1.1	0,726	0,853	0,819	0,842
z1.10	0,812	0,805	0,719	0,716
z1.11	0,768	0,894	0,783	0,801
z1.12	0,836	0,813	0,748	0,768
z1.13	0,809	0,778	0,667	0,700
z1.14	0,705	0,899	0,754	0,817
z1.15	0,733	0,811	0,772	0,790
z1.2	0,616	0,721	0,681	0,693
z1.3	0,755	0,798	0,668	0,659
z1.5	0,783	0,773	0,750	0,749
z1.6	0,810	0,775	0,658	0,666
z1.7	0,808	0,771	0,627	0,644
z1.8	0,881	0,862	0,740	0,750
z1.9	0,885	0,862	0,803	0,803

In cross loadings, each indicator must have a higher loading on the measured construct compared to other constructs. The outer loadings of indicators on the measured construct must be higher than the cross loadings on other constructs. If the outer loading value is lower on other constructs, then discriminant validity is maintained. The value of the outer loadings of indicators on the measured constructs is greater than the value of cross loadings on other constructs. From the data presented, the indicators have higher outer loadings on their own constructs, indicating good discriminant validity.

R-Square

Table 6. R-Square

	R Square	R Square Adjusted
Employee Engagement	0,974	0,974
Performance	0,979	0,979

Minimum value of R^2 : $R^2 \geq 0.67$ Strong ; $0.33 \leq R^2 < 0.67$: Moderate ; $R^2 < 0.19$ Weak. The higher the R^2 value, the better the model is in explaining the variance of endogenous constructs. The R square value of employee engagement of 0.974 means that the influence of justice variables and perceptions of organizational support affects employee engagement by 97.4%, which is classified as a strong category. The R square value of performance of 0.979 means that the effect of justice and perceived organizational support affects performance by 97.9%, which is classified as a strong category.

F-Square

Table 7. F-Square

	Justice	Employee Engagement	Performance	Perceived Organizational Support
Justice		4,074	0,034	
Employee Engagement			0,054	
Performance				
Perceived Organizational Support		0,617	6,728	

Hair (2014) provides guidelines for assessing F Square, namely $F^2 \geq 0.35$: large influence; $0.15 \leq F^2 < 0.35$: medium influence; $F^2 < 0.15$: small influence. Perceived organizational support has the largest F^2 on performance of 6.728, which indicates a very large influence of perceived organizational support on performance.

Q-Square

A minimum Q^2 value higher than 0 shows that the model has predictive relevance. If Q^2 is negative, the model has no predictive relevance

- $Q^2 = 1 - (1 - R^2_Z) (1 - R^2_Y)$
- $Q^2 = 1 - (1 - 0,974)(1 - 0,979)$
- $Q^2 = 0,994$

The Q^2 value obtained is $0.994 > 0$ indicating that the model has good predictive relevance

Hypothesis Test

Table 8. Relationship Among Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Fairness -> Employee Engagement	0,726	0,725	0,034	21,586	0,000
Justice -> Performance	0,194	0,161	0,070	2,906	0,024
Employee Engagement -> Performance	0,209	0,210	0,098	2,132	0,034
Perceived Organizational Support -> Employee Engagement	0,283	0,284	0,035	8,168	0,000
Perceived Organizational Support -> Performance	0,764	0,768	0,041	22,859	0,000
Fairness -> Employee Engagement -> Performance	0,152	0,153	0,073	2,094	0,038

Perceived Organizational Support -> Employee Engagement -> Performance	0,059	0,059	0,028	2,127	0,035
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The relationship between justice and employee engagement gets a statistical t value above the t table value ($21.586 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.000 < 0.05$), meaning that there is a significant effect. The relationship between justice and performance gets a statistical t value above the t table value ($2.906 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.024 < 0.05$), meaning that there is a significant effect. The relationship between employee engagement and performance gets a t statistic value above the t table value ($2.134 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.034 < 0.05$), meaning that there is a significant effect. The relationship between perceived organizational support and employee engagement gets a t statistic value above the t table value ($8.168 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.000 < 0.05$), meaning that there is a significant effect. The relationship between perceived organizational support and performance gets a statistical t value above the t table value ($22.859 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.000 < 0.05$), meaning that there is a significant effect. The indirect relationship between justice and performance through employee engagement gets a t statistic value above the t table value ($2.094 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.038 < 0.05$), meaning that there is a significant effect. The indirect relationship between perceived organizational support and performance through employee engagement gets a t statistic value above the t table value ($2.127 > 1.652$), meaning that there is a strong direct effect with a p value below the significance level ($0.035 < 0.05$), meaning that there is a significant effect.

DISCUSSION

The Effect of Justice on Employee Engagement

The effect of the justice variable on employee engagement gets a statistical t value above the t table value ($21.586 > 1.652$) with a p value below the significance level ($0.000 < 0.05$) means that there is an influence between justice on employee engagement, H_a is accepted. The path coefficient value of 0.726 shows that justice affects employee engagement by 72.6%. Justice has a positive effect on employee engagement (H_1 accepted)

The Effect of Perceived Organizational Support on Employee Engagement

The effect of perceived organizational support variables on employee engagement gets a statistical t value above the t table value ($8.168 > 1.652$) with a p value below the significance level ($0.000 < 0.05$) means that there is an influence between perceived organizational support on employee engagement, H_a is accepted. The path coefficient value of 0.283 shows that perceived organizational support affects employee engagement by 28.3%. Perceived organizational support has a positive effect on employee engagement (H_2 accepted)

The Effect of Justice on Performance

The effect of the justice variable on performance gets a statistical t value above the t table value ($2.906 > 1.652$) with a p value below the significance level ($0.024 < 0.05$) meaning that there is an influence between justice on performance, H_a is accepted. The path coefficient value of 0.194 shows that justice affects performance by 19.4%. Justice has a positive effect on performance ($H3$ accepted)

The Effect of Perceived Organizational Support on Performance

The effect of perceived organizational support variables on performance gets a statistical t value above the t table value ($22.859 > 1.652$) with a p value below the significance level ($0.000 < 0.05$) meaning that there is an influence between perceived organizational support on performance, H_a is accepted. The path coefficient value of 0.764 shows that perceived organizational support affects performance by 76.4%. Perceived organizational support has a positive effect on performance ($H4$ accepted)

The Effect of Employee Engagement on Performance

The effect of employee engagement variables on performance gets a statistical t value above the t table value ($2.132 > 1.652$) with a p value below the significance level ($0.034 < 0.05$) means that there is an influence between employee engagement on performance, H_a is accepted. The path coefficient value of 0.209 shows that justice affects employee engagement by 20.9%. Employee engagement has a positive effect on performance ($H5$ accepted)

The Effect of Justice on Performance Through Employee Engagement

The effect of justice variables on performance through work engagement gets a statistical t value above the t table value ($2.094 > 1.652$) with a p value below the significance level ($0.038 < 0.05$) means that there is an influence between justice on performance through employee engagement, H_a is accepted. The path coefficient value of 0.152 shows that justice affects performance through employee engagement by 15.2%. Justice has a positive effect on performance through employee engagement ($H6$ accepted).

The Effect of Perceived Organizational Support on Performance Through Employee Engagement

The effect of perceived organizational support variables on performance through employee engagement gets a statistical t value above the t table value ($2.127 > 1.652$) with a p value below the significance level ($0.035 < 0.05$) means that there is an influence between perceived organizational support on performance through employee engagement, H_a is accepted. The path coefficient value of 0.059 shows that perceived organizational support affects performance through employee engagement by 5.9%. Perceived organizational support has a positive effect on performance through employee engagement ($H7$ accepted).

CONCLUSION AND RECOMMENDATION

Conclusion

1. Justice has a positive effect on employee engagement, $H1$ is accepted.
2. Perceived organizational support has a positive effect on employee engagement, $H2$ is accepted.
3. Justice has a positive effect on performance, $H3$ is accepted.

4. Perceived organizational support has a positive effect on performance, H4 is accepted
5. Employee engagement has a positive effect on performance, H5 is accepted
6. Justice has a positive effect on performance with employee engagement as an intervening variable, H6 is accepted.
7. Perceived organizational support has a positive effect on performance with employee engagement as an intervening variable, H7 is accepted.

Recommendation

In justice variable, indicator x1.4 has the lowest score of 4.09 with the statement "performance appraisal procedures have been consistently applied". To strengthen the consistency of performance appraisal procedures, the following can be done, namely setting clear and measurable assessment criteria, standardized assessment tools, periodic reviews and continuous feedback and continuous monitoring and evaluation.

In the perceived organizational support variable, indicator x2.6 has the lowest score of 4.27 with the statement "my boss really considers my personal goals and values". Empathy, motivation, constructive feedback is needed from a superior figure to appreciate the personal values of employees. Coupled with maintaining a balance between personal and organizational goals, recognizing and appreciating employee achievements will further make employees feel that their personal values are considered.

On the employee engagement variable, indicator z1.7 has the lowest score of 4.09 with the statement "I find the work I do meaningful and purposeful". To maintain and further improve this, companies can do things like set SMART goals: (Specific, Measurable, Achievable, Relevant, Time-bound), so they understand what is expected of them and can monitor their own progress.

In the performance variable, indicator y1.4 has the lowest score of 4.27 with the statement "I am involved in activities that will directly affect my performance evaluation". Understand expectations, set priorities, proactive communication and use effective time management are some things that might be done to maximize activity involvement.

FUTHER STUDY

The limitations in this study are expected to make future researchers more thorough in conducting future research. Here are some limitations in this study, namely:

Limitations of Research Subjects

This research was only conducted in one company, namely PT Brantas Abipraya, so the research results may not be fully representative for other companies that have different characteristics. This reduces the generalizability of research findings to other industries or sectors.

Limitations of Intervening Variables

The employee engagement variable used as an intervening variable in this study can be influenced by various other factors beyond the scope of this study. This research does not accommodate these external factors.

Data Collection Time Limitations

The data in this study was collected at one specific time period, thus only capturing conditions at that time. This limitation makes it difficult to understand how the relationships between variables change over time, or whether there are seasonal or situational factors affecting the results.

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