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Science, Engineering and Social Science Series
ISSN/e-ISSN: 2541 – 0369/2613 – 988X
Vol. 3, No. 5, 2019, Printed in the Indonesia

Effect of Distributive Justice and Procedural Justice on Work Engagement

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The purpose of this paper aimed to explore whether perceptions of distributive and procedural justice are related to work engagement and possible relationship assessment between these two dimensions of justice. Here, we have 120 firefighters correspondent from the North Jakarta Fire Department. We analyze the observation data, using WarpPLS 6.0 software. The results showed that distributive justice and procedural justice were interrelated with one another. Furthermore, the procedural justice takes precedence over distributive justice in determining work engagement, followed by distributive justice. By use high light the inter-relationships between the two dimensions of Justice, we offers useful insights into the underlying processes through which work can be improved through this interrelation. The findings also highlight the application of concepts such as relative deficiencies in the North Jakarta fire department to increase their level of work engagement.

Keywords: Distributive justice, Procedural Justice, Work Engagement, WarpPLS 6.0.

1. INTRODUCTION

Organizational justice is recognized through several studies showing that increasing a sense of fairness among employees can have a positive impact on various aspects of organizational behavior and as an important driver for better employee engagement and performance [1, 2, 3]. In the end, the injustice will only eliminate ties between members of the organization, its very painful for individuals, and dangerous for the company [4]. A fair organization is one of which is characterized by procedures that guarantee that the statement, process, warning, and so on [4]. Thus, we assess 2 (two) aspects of organizational justice. The distributive justice is an employee's assessment of the fairness of the outcomes received by employees from the organization [5]. The more needs for employees, the higher the acceptance from work [6]. If the managers do not design wages and promotion policies according to education, expertise, and skills, and the performance of employees, employees will be disappointed and not committed to the organization. Furthermore, the procedural justice is organizational

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justice related to organizational decision-making procedures aimed as a members [7]. Then related to work engagement which is a sense of emotional attachment to work and organization, motivated and able to provide the best ability over employees to help succeed from a series of tangible benefits for organizations and individuals [8, 9, 10]. The organizations (companies) engaged have authentic strengths and values, with clear evidence of trust and fairness based on mutual respect, where both have promises and commitments between employers and employees that are understood and fulfilled [10, 11, 12]. Engagement as a positive, meaningful, and motivational attitude characterized by vigor, dedication, and absorption [13]. This is confirmed through empirical analysis which shows that distributive justice and procedural justice have a positive impact on work engagement, distributive justice and procedural justice have a significant impact on work engagement and all dimensions used have the same effect [14]. The same research results namely distributive justice and procedural justice have a strong and positive effect on work engagement [14]. However, in another study, different results were presented that procedural

fairness did not significantly influenced at work engagement [15]. Thus, this finding is a rebuttal of the results of previous studies which makes the gap of literature in this study.

In the end, this study aims to find out how the influence formed from the relationship of distributive justice and procedural justice has a positive and significant impact on work engagement

2. METHODOLOGY

A. Relationship between Distributive Justice and Procedural Justice

Distributive and procedural justice can be received as different constructs [16]. Procedural justice seems more important than distributive justice in predicting outcomes associated with evaluating a company as an institution, whereas distributive justice is more important in predicting personal results. Whereas the distributive justice focuses on results, procedural justice emphasizes the processes that lead to results [16]. There is indeed a large amount of literature devoted to the relationship between these two dimensions of justice. A significant correlation between perceptions of procedural and distributive justice. Procedural justice has been considered important because of its impact on distribution justice [17]. Members of an organization may regard results as unfair, even though they may agree with the decision making process itself, or vice versa [17]. However, the personal interest model has been viewed as a procedural justice as being especially important in its influence on one's perception of distributive justice. Procedural justice is a means for distributive justice; according to them, procedural fairness relates to the rules and procedures that are followed to reward employees, and distributive justice is the second step, reflecting the extent to which employees view such salary distribution (arising from procedural fairness) as fair based on performance inputs [18]. However, in this study we have not tried to establish the influential influence of one of these dimensions of justice on another. Instead, we only hypothesize that:

H₁: Distributive justice has a significant effect on procedural justice

B. Relationship between Distributive Justice and Work Engagement

The distributive justice as justice received from the allocation of organizational income sources. Distributive justice refers to fairness received in awarding within an organization such as timely payment and the amount received and the level of benefits [19]. Employees consider distributive justice decisions when receiving financial rewards (for example salaries or bonuses received from benefit sharing plans)

in the exchange of work that employees, which is turn on affects employee attitudes toward the organization [20]. Engagement at work is often researched within the framework of the resource requirements model, because lack of resources can be associated with employee disengagement [21]. Job resources can refer to the physical, psychological or organizational aspects of the job that are either/or functional in achieving work goals work goals [21]. Furthermore, distributive and procedural justice can be seen as resources that can play a role in increasing employee engagement because of their functional role in achieving goals. The distributive justice has a positive and significant effect on work engagement [22]. These results provide evidence that distributive justice has a positive and significant effect on both work engagement and employee engagement [22]. The above description leads us to the following hypothesis:

H₂: Distributive justice has a significant effect on work engagement

C. Relationship between Procedural Justice and Work Engagement

Procedural justice refers to a decisions received from the procedures used to make decisions. Procedural fairness refers to the formal level of the decision in process making that the linked to results, including a provision of some employee complaint systems or requests relating to the consequences at early stage of decision making. Employees accept various aspects related to procedural fairness when employees experience opportunities to influence decisions, to express voices, or to have accurate information that is used for decision making [23]. On the other hand, the low perceptions of procedural fairness are likely caused by employees withdrawing and disengaging employees themselves from employee work roles. The procedural justice is also one of the working conditions in the engagement model. Reduced justice can exacerbate burnout and while a positive perception of fairness can improve engagement [24]. Procedural justice can have an impact on work engagement where work engagement as an empowerment of members of the organization on employee work from role of, engagement, people empower, and show themselves physically, cognitively and emotionally while playing the performance. In general, the work engagement is involvement and satisfaction of individuals and also the enthusiasm at work [25]. The key drivers of work engagement include communication, providing an opportunity for employees to get ahead and thinking that managers are committed to the organization. The justice procedural is a predictor of work engagement [26]. This research was previously conducted by [27] who suspect that procedural justice is a predictor of employee engagement in the organization. The results showed that procedural fairness predicted organizational engagement but does not predict job engagement, (see table I).

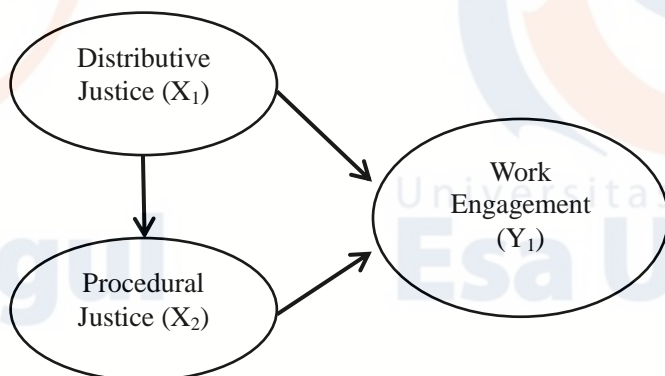
Table I. Demographic Characteristics of the Respondents

	Frequency	Percentage
Sex		
Male	120	100
Female	0	0
Age		
20-29	60	50
31-40	55	45.83
41-50	5	4.16
Job Level		
fire fighters	100	83.33
fire fighting squad chief	20	16.66
Degree		
Senior High School	90	16.17
Diploma	6	4.19
Bachelor	24	74.25
Master	0	0

Figure 1 shows the conceptual framework model in this study over description leads us to the following hypothesis:

H₃: Procedural justice has a significant effect on work engagement

Figure 1 shows the conceptual framework model in this study.

**Figure 1.** Conceptual Framework Model

3. RESULT AND DISCUSSION

The design in this study is a quantitative method. Quantitative research aims to discuss research models, significant relationships between variables and factors, and hypotheses [28]. This stage consists of four activities: a pre-test survey, the formation of a research model, confirmation studies, and data analysis [29]. This research was conducted at the North Jakarta fire department. In a quantitative approach, researchers generally apply probability sampling techniques. The population for this survey consists of 120 Tribal Firefighters in the North Jakarta Fire Department. Quantitative methods are used to involve questionnaires and selected respondents are included. The survey was conducted by distributing questionnaires by containing closed initial questions using a 5-point Likert scale. The

data collected was analyzed using a partial quadratic version 3 (three-phase) structural equation modeling (PLS-SEM) program such as analytical methods and techniques. The first step to process the data, a measurement, and second is a structural model has been designed [30]. A firefighters The North Jakarta exceeds the population. In this study, target and samples will be identified based on a simple random sampling method. The observation of data will be done via Google form by using analysis of perceptions of distribution justice and procedural fairness will be measured to identify the firefighter's work engagement. The partial least squares technique - structural equation modeling (PLS-SEM) will be used to test hypotheses and WrapPLS 6.0 software packages to analyze measurements and structural models. All items in the three constructs were measured using a 5-point Likert scale where 1 means never and 5 as usual.

This study PLS-SEM was used to investigate the relationship of three variables such as distributive justice, procedural justice and work engagement. Here, PLS-SEM evaluation involve of the pathway model with two phases take for example measurement and structural models are being assessed. Here, in this phase the reliability and validity of the variables are measured. In the second phase, structural models are being evaluated in which hypothetical relationships between variables are analyzed [31, 32]. For the model to be accepted, the p-value of the average path coefficient (APC), the average R-squared (ARS), and the average R-squared adjustment (AARS) must be equal to or lower than 0.05. Regarding the average VIF block (AVIF) and the average full collinearity VIF index, the recommended value is 3.3 or less [33]. In this case, Tenenhaus goodness of fit (GoF), an index that shows the explanatory power of the model, the following threshold is followed: small if equal to or more than 0.1, medium if equal to or greater than 0.25 and large if equal with or more than 0.36 [33, 34]. GoF is the square root of the product between the average communality index and ARS [35]. With the results shown in Table 2, the suitability index and model quality are in an acceptable range.

Table II. Model Fit and Quality Indices of SEM

Indices	Coefficients
APC	0.455, p<0.001
ARS	0.434, p<0.001
AARS	0.427, p<0.001
AVIF	1.889
AFVIF	1.828
Tenenhaus GoF	0.414

Source : data processed, 2019

To assess the measurement model, the results of reliability and validity (convergent and discriminant) were analyzed. Construction reliability assessment allows evaluation of the consistency of reflective items or sets of items in terms of what they want to be measured. The reliability of the Cronbach and alpha composites is generally used in assessing construction reliability [36]. The composite reliability (CR) and Cronbach's alpha (CA) values must be equal to or greater than 0.7 to reflect good reliability [37]. In Table III shows the results reveal that

the variables of distributive justice (DJ), procedural justice (PJ) and work engagement (WE) meet the criteria for the reliability of research construction. The construct validity and reliability are measured as shown in Tables 3 and 4. On the other hand, convergent validity measures the quality of sets of items or question statements in research instruments. This means that the item or question statement in each construction is understood by the questionnaire filler in the same way as intended by the item designer or question statement. To achieve an acceptable level of convergent validity, the p value for each item must be equal to or lower than 0.05 and the load must be equal to or higher than 0.5 while the correlation between items and construction is higher. In Table 3, item loading of all variables is statistically significant and is higher than the 0.5 requirement [37]. In addition, mean variance extracted (AVE) measures the amount of variance of each construct of the item relative to the amount due to measurement error. AVE for each latent variable is greater than 0.5, the recommended threshold for acceptable validity. The AVE coefficient meets acceptable validity [37]. Table III shows the Square Root of the AVE Coefficient and Correlation Coefficient of the correspondent observations.

Table III. Square Roots of AVE Coefficients and Correlation Coefficients

	DJ	PJ	WE
DJ	0.617	0.632	0.544
PJ	0.632	0.621	0.609
WE	0.544	0.609	0.650

PS: Diagonal elements are the square root of AVE of constructs while the off-diagonal elements are the correlation between constructs.

Table III illustrates the correlation between variables with the square root AVE coefficient to measure the discriminant validity of the instrument. It measures discriminant validity if statements related to each latent variable are not confusing when the respondent answers the questionnaire given to them. In addition, he tests whether statements related to one variable, for example, are not confused with statements that are connected with other variables. For each variable, AVE square root must be greater than any correlation involving the variable. Thus, the results show that the steps used in this study have discriminant validity [37].

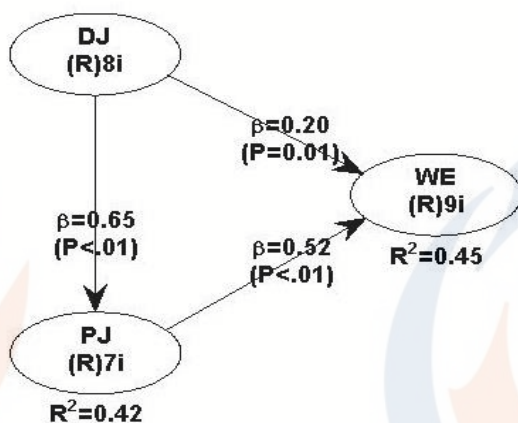


Figure 2. Testing Model

Figure 2 presents a model to test the importance of the intervening effect. The path between distributive justice and procedural justice is significant ($\beta = 0.65, p < 0.01$). In addition, the path between Distributive Justice and work engagement was also significant ($\beta = 0.20, p < 0.01$), the path between procedural justice and work engagement was also significant ($\beta = 0.52, p = < 0.01$). Here, Table IV explains the estimated parameters of the intervention model. Data analysis showed that equity distribution significantly affected procedural fairness ($\beta = 0.65, p < 0.001$). The positive path coefficient indicates that the value of fairness distribution in organizations increases procedural fairness. The size of the path effect from distributive justice to procedural justice is large (Cohen $f^2 = 0.417$). Thus, H1 is supported.

Table IV. Item Loadings, AVE, and Reliability of the Variables

Constructs/Items	Item Loading	AVE	CR	CA
Distributive Justice				
X1.1	0.780	0.506	0.828	0.761
X1.2	0.761			
X1.3	0.824			
X1.4	0.837			
X1.5	0.726			
X1.6	0.789			
X1.7	0.788			
X1.8	0.662			
Procedural Justice				
X2.1	0.602	0.515	0.810	0.727
X2.2	0.735			
X2.3	0.671			
X2.4	0.786			
X2.5	0.807			
X2.6	0.789			
X2.7	0.733			
Work Engagement				
Y1.1	0.711	0.538	0.867	0.828
Y1.2	0.791			
Y1.3	0.798			
Y1.4	0.779			
Y1.5	0.792			
Y1.6	0.857			
Y1.7	0.708			
Y1.8	0.807			
Y1.9	0.720			

Source: data processed, 2019

Table V. Parameter Estimates of the Intervening Model

	B	SE	P-value	f^2
H1: DJ → PJ	0.646	0.078	<0.001	0.417
H2: DJ → WE	0.201	0.087	<0.001	0.297
H3: PJ → WE	0.517	0.080	<0.001	0.338

PS: f^2 is the Cohen's (1988) effect size: 0.02=small, 0.15=medium, 0.35=large; SE = standard error, β =standardized path coefficient.

Data analysis also revealed that distributive justice and work engagement were positively related ($\beta = 0.20, p < 0.001$). The positive path coefficient indicates that the value of distributive justice in organizations increases work engagement. The measure of the path effect from distributive justice to work engagement is moderate (Cohen's $f^2 = 0.297$). Thus, H2 is supported. Data analysis also revealed that procedural justice and work engagement were positively related ($\beta = 0.52, p < 0.001$). The positive path coefficient indicates that the level of procedural fairness in organizations increases work engagement. The measure of the path effect from

procedural fairness to work engagement is moderate (Cohen $f^2 = 0.338$). As such, H3 is supported. In terms of distributive justice, procedural justice and work engagement, the findings show that these three variables have a significant and positive relationship. This also happened in previous studies shows that distributive justice and procedural justice involved will increase work engagement. In addition, the intervention model also revealed that the relationship between distributive justice and procedural fairness was a positive effect size. Validated that distributive justice and procedural justice are positively related to work engagement with moderate effect sizes, which in turn affect work engagement positively, with moderate effect sizes but procedural fairness to work engagement is greater than distributive justice to work engagement. Therefore, organizational justice helps the issue of fairness in the workplace within the organization in increasing work engagement

4. CONCLUSIONS

This study we successful to investigate distributive justice and procedural fairness for work engagement. The distributive justice has a positive and significant effect on procedural justice; this shows that distributive justice requires procedural to carry out distributive justice, and vice versa. Distributive justice has a positive and significant effect on work engagement; the better the distributive justice is carried out, the higher the work engagement of employees, and vice versa. Procedural justice has a positive and significant effect on work engagement, the better procedural justice is carried out, the higher the employee's work engagement, and vice versa. As such, the results of this study may not apply to other occupational professions or other industries or services because in the North Jakarta fire department it is responsive to all men. Other limitations regarding the tested variables are distributive justice, procedural fairness and work engagement variables which can limit the findings to work engagement and may add other variables such as interactional justice, performance and motivation. Therefore, the limitations of the study can affect the findings in this study. These studies obtain the effect of distributive justice and procedural justice on work engagement. Current work also shows that organizational justice is a factor in the relationship between work engagement and improving employee performance.

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Received: 4 November 2019, Accepted: 30 December 2019